I. Preliminary Matters
   ○ Call to Order at 9:05am
     Cassandra Bizarro
     ■ Minutes from the February meeting stand approved as distributed.
     ■ For the past four or so years, our March meeting has rotated host locations; we’ve been at Dentistry, Nursing, and now Tandon.
     ■ Given the Agenda, we’ve truncated the meeting to just one hour.
       ● We will be foregoing committee reports, so please reference the recent AMC Monthly issue for circulated committee information.

II. Reports
   ○ Chair
     Cassandra Bizarro
     ■ Our election is underway for senators, officers, and representatives for select schools and units.
       ● We’re looking for nominations, so please consider running.
       ● Everyone in this room can be considered for those positions.
       ● It’s a wonderful professional development opportunity to experience other areas of the university you otherwise wouldn’t in your day job.
       ● Elections 101 event was held last week. That was the first time we’ve done that event to demystify the roles and elections process.
         a. If you were unable to attend, reach out to Cassie or the Nominations & Elections Committee; Wil Willoughby is here and can also answer your questions.
       ● March 13 is the nomination deadline.
       ● If you have any questions, reach out to amc.elections@nyu.edu
SCOG Composition Vote

- We need to vote on the proposed future University Senate composition. Reminder, that only elected Representatives may vote.

- Senate Committee for Organization and Governance (SCOG) is charged to review the composition of the Senate, ensuring balanced representation and effectiveness.
  
  - Generally the monthly Senate meetings have been packed with not enough chairs in the room.

- This was first raised in the 2014-2015 academic year. At that time, the decision was to keep member representation status quo.
  
  - Since that time, the following has taken place: Contract Faculty Senate Council (C-FSC) formed, School of Global Public Health formed, Nursing became its own School, and the most recent Long Island School of Medicine addition

- One of the three subcommittees needs to evaluate Senate composition.

- See Norma’s table (slide 8)
  
  - Several council compositions are included in this table.
  
  - Currently 138 voting Senators make up 100% of the Senate.

  - Proposal decreases the total number of voting Senators from 138 down to 115 [Contract Faculty, Tenured Faculty, and Student Senator figures would decrease down to 26 each].

- The University Senate should be poised for future growth.
  
  - AMC will always have 6.1% as the proposed percentage of voting members going forward.

  - The Executive Committee in their recent meeting voiced asking for more than seven proposed University Senators.

    a. This is our chance to do it, if we agree to do so. Next steps would consist of Norma returning to the subgroup relaying the message, while reiterating to not go lower than the proposed 6.1%.
How we choose our Reps and Alt Reps is appealing (which faculty and student senators don’t have) as an alternate means of participating.

**Q&A**

- Q: Where do Alternate Senators fit into this calculation?  A: Alternate Senators are akin to Senators at Large for students. Norma is the one AMC person on this subgroup, while Juan and Jessica serve on other subgroups; meanwhile students and faculty members have many more representatives serving on those subgroups. Part of it is a political issue which we need to keep in mind.

- Q: How do we justify increasing this number?  A: That’s what I want to find out from all of you, other than us conducting an ask. I can go back to the subgroup relaying that the result of the presentation to AMC is yes it’s fine but we’d like to solicit having one or more members. I propose the proposed percentage of voting members never goes lower than 6.1%. We have no notion of where this is going other than the fact we represent one of the largest groups that has the smallest number. For instance, Dean’s Council has one vote per Dean, so if there are more Deans they get more votes and hence increase that total number. If someone is a Chair and an elected member, there is no added vote. I imagine that faculty and student senate will have the most pushback and they want the same numbers.

- Q: Aren’t these all Senators?  A: Not quite. Norma is an Alternate Senator, while Juan is a full elected Senator, but both get to sit and vote in this venue. However, at the larger monthly Senate meetings, only the full elected Senators get to vote.

Norma makes a motion: “Shall we request SCOOG increase the number of AMC seats, in addition to keeping the statement that the AMC’s proportion will not decrease?” Voting by hands raised with a majority 80% in favor, 5 against, and 0 abstentions. Norma will present to the subgroup and make that request.
III. University Guest Speaker

○ Cassandra introduction of Lisa Coleman
  ■ She has spoken to the AMC before and we’re so happy to have her back.
  ■ Dr. Lisa Coleman is NYU’s inaugural SVP for Global Inclusion and Strategic Innovation.
  ■ Reporting to President Hamilton, Dr. Coleman works with the Office of the Provost, Deans, other senior leaders, internal stakeholders, external partners and constituents to advance, promote, and build capacity for strategic global inclusion, diversity, equity, belonging and innovation initiatives across NYU globally.
  ■ Prior to NYU, she served as the first Special Assistant to the President at Harvard University and Chief Diversity Officer. Prior to NYU and Harvard she directed the Africana program at Tufts University, and later was appointed as the institution’s first Global Inclusion Diversity executive reporting to the school’s President.
  ■ Dr. Coleman is an alumna, with her Doctorate in Social and Cultural Analysis, American Studies from NYU and three Master’s Degrees from Ohio State University including African and American Studies; Women’s, Gender, and Sexuality Studies; and Communication Studies.
  ■ Please join me in giving Dr. Coleman a warm AMC welcome.

○ Lisa Coleman, Senior Vice President for Global Inclusion and Strategic Innovation
  ■ Good morning everyone, I’ll be talking to you today about the work my office has been doing.
  ■ Sean Corlett is the new Chief of Staff and Autumn Rain is the new Deputy Chief of Staff in my office.
  ■ The Center for Multicultural Education and Programs (CMEP) is officially part of the Office of Diversity.
  ■ Our office’s vision and mission is centered around creating a thriving community at NYU committed to diversity, inclusion, and belonging.
  ■ We have a local and international (Abu Dhabi & Shanghai) presence.
  ■ Diversity Officers, by way of the Global Inclusion Officers’ Council, are now in all schools and units.
Our strategic foci include: leadership, research, training and development, strategic innovation, and sustainable growth

Selected events:
- World Tour
- MLK Week
- Trans Inclusion in Higher Education Symposium
- Solidarity Week
- NYU Portraits
- Cultural theme months
- NYUWomxn100 (Year of the Woman): 2020 marks 100 years since the U.S. ratified the 19th Amendment. This will be an ongoing program over the course of the next year. Unfortunately we needed to reschedule last night’s “A Conversation with Indya Moore” event.
- Ralph Ellison will be honored with a symposium in Fall 2020.

Institutional Capacity Building
- Shifting from a crisis/deficit to a systems model
  - a. Issue with framing a problem as a problem
  - b. Common non-integrated deficit model is scattered with an unclear vision and lacks a systematic approach; it’s primarily compliance/OEO driven
  - c. Students are active and vocal in this area
- Elevate advantage and strength-based models
- Need for a strategic system alignment

Look to selected research by Dolly Chugh and Kenji Yoshino, Scott Page, and design thinking

We’ve found that there is an advantage and strength to a total analysis based model.

Inclusion ignites innovation
- Engages disruption and debate
- It’s technological, fluid, and nimble

Engaging difficult dialogues
- Our community has a hard time conversing with one another when they don’t agree.
● Working with Leah Lattimore in CMEP
● Focus on engaging dialogue without callout culture and criticism

■ Additional information can be found on our website: nyu.edu/globalinclusion

■ Being@NYU Update
● 12 themes emerged from the survey’s school-level data:
  a. Mentoring and Professional Development
  b. Internal Mobility, Leadership, and Promotions
  c. Pedagogy and Teaching
  d. Peer to Peer Unfair Treatment
  e. Socio-economics/Socio-educational
  f. Community and Belonging
  g. Communication, Transparency, and Trust
  h. Transgender/Transpectrum/Gender Non-Conforming Awareness
  i. Disability and Culture of NYU
  j. Race and Ethnicity; and Women of Color
  k. Gender Imbalance
  l. Islamophobia, Anti-Muslim, and Anti-Semitic Sentiments

● Three committees [Global Inclusion Student Advancement, Global Staff and Administrative Inclusive Excellence, and Global Inclusion Academic Affairs, Faculty, and Pedagogy] met up until fall and gave 54 recommendations aligning with the aforementioned themes.

● We will receive the qualitative data from the consulting group this month and will have taken close to one full year to comb through, review, and analyze the results. The data will be distributed over the course of April, May, and Fall 2020.

■ Selected ongoing initiatives
● Partnerships with the Office of the EVP, Student Success, Student Affairs, and Global Inclusion Council
● Pronoun working group and changes to systems
● Women’s initiatives
● Bias mitigation
● Disability programs (with a new Director)
- External partnerships with Walt Disney Imagineering (resources for faculty and students)
- Applied for four new mega grants (each greater than $4.5 million) for additional funding and STEM initiatives

**Q&A Session**

- Q: NYU invests so much money in training us about diversity, but what’s being done at the student level? A: We’re working with Leslie eLab and female founders groups who work with the high school programs. My office works through those offices and they’re interested in pipeline programs all the way out to middle school, as that’s the desired STEM female population to tap into. We also work a lot with the Global Inclusion Officers who have direct links to those programs.
- Q: What about NYU’s vendor partner organizations that are less than inclusive (i.e. Chick-fil-A)? A: Something I haven’t looked at yet. There are two ways vendor relationships can be examined. I’ll work with the Board on diversity of portfolio asset management, like a startup with NYU as the huge investment. We also want to expand our relationships with minority and female business owners. I imagine I’ll have some recommendations soon.
- Q: When a public health crisis hits, how would your office strategically handle that in light of your crisis model? A: Crises will always emerge. At NYU, we tend to run from crisis to crisis and it’s not good planning. Our peer institutions don’t behave in that way nor is it good for long term planning. My office is not a parachute to send in to solve the problem. This is an educational environment. But the business of education is ongoing, and we shouldn’t only swoop it when a crisis is happening. Diversity and inclusion cannot be a crisis. If it’s treated like that, that’s what you’ll get; whereas, if it’s treated as a strength, the end result will be very different.
- Q: What is the school’s CDO role? A: Each school’s CDO has their own respective portfolios. Some of them have a dotted line reporting to me, while others do not; some work across constituencies and
some do not. I worked with the schools to develop this role, but they independently made the reporting organizational chart decisions. Each school needs to be aware of their own diversity, inclusion, and belonging history. For instance, years 1-3 might be very different from years 3-8. In some schools, the most pertinent concerns are related to students, while for others it may be faculty. This structure seems to be the most balanced approach.

- Q: How is diversity, inclusion, and belonging passed onto the students? A: The students primarily work with CMEP (70 groups) and LGBTQ+ Center, who host a lot of programs and initiatives.
- Cassandra: Thank you Lisa for taking the time to speak with us.

- Cassandra introduction of Len Peters
  - Len is currently the VP and CIO at NYU. In this role, he’s responsible for developing and implementing an IT strategy that supports academic, research, and strategic university priorities. He collaborates with campus partners and stakeholders to decide how IT can most effectively serve the University and ensure that NYU’s IT infrastructure enables the success of the academic vision.
  - He is also an Adjunct Professor at both Yale University and Columbia University, teaching a course called “Managing Strategic Technology Portfolios.”
  - He has an M.S. in Technology Management from Columbia University and is a graduate of CBS’ Senior Executive Program. Len completed his Columbia graduate studies writing his thesis on cloud computing.
  - He also has a B.A. from Molloy College in business management and now serves on their Board of Trustees.
  - Len’s corporate career path began at Merrill Lynch and he has worked at GE as CTO, a Berkshire Hathaway Company as CIO, and at Trilegiant (a Cendant company) as SVP and CIO. He began in higher education at Columbia Business School, serving as the Dean of Technology. Most recently, prior to NYU, Len was the AVP and CIO at Yale University.
Good morning and thank you for having me here today. How many of you use technology to do your job? {Almost all hands raised.} How many of you need technology to do your job? {Almost all hands raised.}

Technology is no longer a nice to have, but it’s now necessary to run the University. Without technology, NYU would be in a significant bind.

How many of you tried to telework? {Many hands raised.} Great! As we try to make the technology ubiquitous, the experience should be consistent no matter where you are.

Topics: setting strategy, our team, foundational excellence FY17 - FY19, pivoting to digital excellence (FY20-23), and your support

When I say “IT,” I’m referring to NYU IT in the sense of all the technology and technologists in the department.

Vision, Mission, and Principles Informing Strategy

- **Vision**: To become NYU’s trusted technology partner, by supporting the community in achieving its goals, enabling innovation, and serving society and the University’s mission.

- **Mission**: To empower every member of the NYU community with simple, stress-free, secure, and easily accessible technology, and work effectively to deliver the highest levels of customer satisfaction.

- **6 Principles Informing Strategy**
  - Make NYU a great place to work
  - Providing easy to use technology
  - Increase access to technology
  - Open, yet secure access to info (one of the biggest concerns for NYU)
  - Give our community more control, to enable their innovation
  - Reduce the keeping the lights on (KTLO) costs

Benchmark and baseline groundwork

- Baselining - through analysis of as is state
- Peer Comparisons - review of University & industry best practices
- Market Analysis - comprehensive best of breed approaches
- Opportunity - compared current state to various scenarios
The Initial Challenge

- Deferred Maintenance: registry provision with NetIDs, some systems and equipment is 20+ years old with a lot of social security numbers among other personal information being stored
- Global IT Costs: 80% of spent operating dollars is for KTLO, with 20% to build new technology. When I started it was 95.5% for KTLO, and hardly any dollars for new innovation.
- Consistency: no single operating model impacting user experience and technology standards
- Quality: inconsistent metrics make it difficult to measure performance

Our office consists of 420 FTEs and 172 student workers in various locations. The students are being hired by large tech companies, which serves as great real-world experience.

- Our organizational chart consists of eight subdivisions, and now Abu Dhabi is a direct line report into NYU IT. The new Cyber Security Working Group is housed within the Office of Information Security. We’ve progressed from 27 to over 50 online programs.
- Our 6 core beliefs are adopted and embedded on a daily basis:
  a. People at the heart of everything we do.
  b. Right promises. Right delivery.
  c. Teams and partnerships work. Boundaries don’t.
  d. Create space to innovate.
  e. Share information. Build trust.
  f. Insist on excellence.
- Significant commitment to the team
  a. GILMI Diversity training required for all NYU IT supervisors
  b. Internal mentoring program
  c. IT Edge - Education & Development for Global Excellence
      Retrain and upskill staff to prepare them for the next generation of technology.
  d. Leadership Development via the Technology Leadership Program (new cohort of graduates)
  e. WIT - Women in Technology
3 year Roadmap FY17-FY19

- EnvisionIT, PlanIT, BuildIT

- In FY20, we’re primarily focused on security, data infrastructure, and governance. We are self funded at $21.8 million.

- Foundational excellence components
  
a. Data Center & Network - moved all data centers outside of NYC. This doesn’t include all the server rooms inside each school/unit. Signed a lease for a new space which is a game changer reducing the $/kWh from 30 cents to 10 cents per kilowatt hour using 40% renewable energy. By the end of August 2021, NYU will be in the top 25 greenest computers/data centers in the world. We’re also purchasing a new supercomputer, to be placed in the top 500 supercomputers in the world.

b. Security - multi pronged approach
   
i. Duo MFA
   
ii. Exposing data on a public wiki
   
iii. Avoid placing student information on a public site
   
iv. Info being placed on a local drive (and it shouldn’t be)

- Cloud Computing
  
a. Moving away from infrastructure toward exostructure
  
b. Private vs. public infrastructure cloud

- Integration Services
  
a. Only writing data to APIs once and making them public, so schools/divisions can access the APIs without needing to contact NYU IT.

- Data, data, data
  
a. Data governance
  
b. Master data management

- NYU-wide Current Strategic IT initiatives to drive benefit include University CIO Council, NYU IT, IT sustainability, infrastructure modernization, end user storage solutions etc.

- Research-based metrics
a. Six Sigma based metrics that drive high levels of user satisfaction
b. Use of Tableau to visualize Six Sigma metrics

- We will continue to leverage the data.
- FY20 Q2 Project Portfolio Financials
  a. One of the biggest years for investment
  b. A $59 million one-time capital budget, mostly for the previously mentioned data center and dedicated high speed research network.
    i. We're now on a more predictable refresh cycle.
- Shifting our focus to digital excellence
  a. Moved from foundational excellence in FY17-19 to where we are now FY20-21 digital excellence with an emphasis on curating value and delivering excellent experience.
  b. Creating a great unified modern experience for technology utilizing three buckets: “the shopper” - where do I go to get something I need, “the worker” - doing something, and “the collaborator” - anchoring personas to drive digital excellence
  c. What does digital excellence address? Too many systems and apps, lack of automation, poor user experience, and expensive
- Heavy focus on systems and apps
  a. Current state FY20 is 300+ centrally supported apps which have redundant capabilities, are inconsistent, and lack automation.
  b. Application Portfolio of Future FY23 optimized set of fewer apps which will be purposefully validated, intuitive, private, and efficient.
  c. Moving toward optimized apps will amount to nearly 10% cost savings, alongside improved quality of NYU IT Services.
- Use Innovation & Emerging Technologies
  a. In the next few years NYU IT will invest in AI, continue the shift to the cloud and focus further on innovative and emerging technologies.
Your support is critical to the success of IT progress.
   a. We’re trying to get to a place where more of our workstations are managed, patched with installed antivirus.
   b. Report problems and let us know what’s going on, email AskIT@nyu.edu or call 212-998-3333.
   c. Familiarize yourself with our policies and standards.
   d. Check in with NYU IT and Procurement before purchasing new technology.

Q&A:
   Q: My desktop was replaced yesterday, which was still running Windows 7. To me, that seems like someone wasn’t thinking ahead in running obsolete programming. Does someone have their finger on that pulse? Are we taking care of that, is there space in the budget and in the plan?  
   A: We run a highly federated IT model. Schools budget many of those things themselves. Our office communicates those policies and procedures to the schools and divisions’ CIO/IT Reps, but ultimately it’s the responsibility of the schools.

Cassandra: Thank you Len.

IV. General Announcements
   ○ Reminder: The NYUxAMC bus departs at 10:15am! It will take folks back to the square and E17th Street. Look for Greg Rivas outside; he’ll lead the way across the street to the bus pick-up spot.

V. Adjournment
   ○ There being no more business, the meeting was adjourned at 10:10am.

Respectfully submitted,
Christina Avgerinos