I. **Preliminary Matters**  
   ○ Call to Order at 9:02am  
     Cassandra Bizarro  
     ■ Minutes from the November meeting stand approved as distributed.

II. **Reports**  
   ○ Chair  
     Cassandra Bizarro  
     ■ December is a time for reflection and the AMC has been a large part of her life for the past six months more than ever before.  
       ● When asked “how are you doing all of this work with the AMC and your full-time job?” her answer gives kudos to her amazing husband who makes sure she’s fed. But it’s more than just a hot meal after a long day, it’s this (motions to the room); it’s us. This is what keeps her inspired. Although these observations are not new, from the Chair’s vantage point one truly appreciates how perseverant we are across the University.  
       ● In last week’s AMC Monthly email, she wrote about these characteristics keeping her energized: We are...passionate, perseverant, a team.  
         a. Passionate about NYU: We’re here because we’ve all opted into the same career path because we believe in something greater than ourselves. We believe in the power and importance of education and being a part of the community’s continuous improvement.  
         b. Perseverant: Cassie shared a personal anecdote about a boy in her elementary class that would pick on her. After listening to
her teacher and ignoring him, he stopped. Her teacher gave her a class award for perseverance at the end of the year. Her mother informed her that perseverance means persistence in doing something despite difficulty or delay in achieving success. In our jobs we strive everyday to make things better for students, faculty, and administrators, and that inspires her.

c. A team: Teams are largely successful through communication whether through a two person partnership or a 70,000 person team of students, faculty, and administrators at the NYU community. The AMC is one of the largest collective ways we share information across silos, which is a huge value add to the University and our work.

- Annual Board of Trustees x AMC meeting took place on 11/4.
  - This is an opportunity to engage with the Trustees on a regular basis.
  - AMC Executive Committee met with a few Trustees to share our experience as administrators working at NYU.
  - We discussed administrators having more than one identity, and often wear several hats within the NYU Community (e.g. alums, students, adjunct faculty members, and moving between units/schools/departments). We're more than just Code 100 Administrators.
  - Regarding consistency to this experience, there have been recent positive developments including employee onboarding redesign, telecommuting policy, and development of the Work Life Office. But there’s still work to be done and some prevalent inconsistencies when it comes to annual performance review process, and job titles, descriptions, and salary expectations. Career progression within the University remains an area where administrators express a desire to have a clearer path for professional growth.
  - The Trustees were very supportive and encouraged us to keep talking about these issues.
■ NYU Day of Community Service
  ● Carrie Meconis, Mike McCaw, and Cassandra Bizarro along with Sabrina Ellis and other representatives from UHR and Office of Community Engagement are exploring the possibility of organizing a community-wide day of service for administrators in Spring 2020 (more information to be shared as conversations progress).
  ● This was included in last year’s AMC SFAC letter, so we are excited to be making progress on this.

■ Naughty Knitters
  ● A total of 1,105 items were presented last week at their Holiday Party including scarves, hats, and toy bears to the following local charities: Lower Eastside Girls Club, Rendall Memorial Presbyterian Church Bed Stabilization Program, NYC Department of Homeless Services, and Knitting Without Borders.
  ● All of these organizations expressed a need for these items, including elementary school children showing up to school without hats and gloves during the winter season.
  ● Shoutout to the administrators (retired and current), students, and alums who knit for this group. Special shoutout to Jennie Tichenor, Tricia Voda, and Danielle Mebert who work closely together to run this group.

○ Election Redesign
  Mike McCaw
  ■ This is a priority project for the AMC
  ● Why? Because it’s a once in ten years event
  ■ In viewing the “Overview of current AMC voting timeline and process” map of current election process [which runs from Feb - July/September] it’s a bit too long and has a lot of barriers to entry. In turn, we want to look at this holistically and make sure those who express interest understand the importance of running for these positions.
  ■ Right now there’s not a lot of diversity, including a range of newer and or tenured administrators, which we want to encourage as this is a significant professional development opportunity.
The more you get involved in AMC, the more people tend to grow and feel a sense of belonging at NYU. Mike has been at NYU for more than 15 years, and this large institution felt a little more small once he became more involved in AMC.

AMC provides opportunities for you to do things beyond the scope of your day job.

So, how do we demystify the process?

The goal is to create as few barriers to entry as possible.

- Streamline elections timeline such that all elections and votes occur in April. In other words, April is deemed “election month” removing voting elements from several meetings and collapsing into one.
- Adopt a consistent process for AMC Officers and Senators elections
- Make voting populations for Officers and Senators consistent
- Consider changing the term lengths for AMC Chairperson (e.g. Chair - most have served for 2 years, even though the term length is currently 1 year)

We are having ongoing conversations with the AMC Executive Committee and finalizing recommendations based on their feedback and voting. We will be reviewing and discussing these changes with Norma and the Bylaws Committee, and finalizing content to host the “AMC Elections 101: The Inside Scoop on Running for an Elected Position” event to shed light on running and what these roles entail - we want you to get involved!

These proposals will be presented in the Spring and be brought to a vote accordingly.

Thank you to the Executive Committee and Nominations & Elections Committee for their time, feedback, debate, and input. Special thanks to the previous AMC Chairs for their insights: John DeSantis [1980-82; 1990-92], David Vogelsang [2012-14], and David Vintinner [2014-16]

Q: Why April as the election month, since it’s typically a very busy month? A: Typically those elections have been held in April in the past. Not wanting to rock the boat too much, we thought it best to stick with that timetable. Juan Tie added that after graduation/beginning of summer, many people are on
vacation in June and July, and we want to maximize voting to the best we are able.

Q: Can you encourage others to reach out to you to get their feedback? A: Absolutely! It’s a once in a long time process, let’s collect your feedback! There won’t be one solution that everyone likes but we have to do the best we can. Bring your notions to light so we can take them into account during this process. Contact amc.elections@nyu.edu or Mike directly (our next committee meeting is meeting tomorrow).

Committee Chairs

Benefits Committee

Kristi Schwindt Ramos

- The committee last met on 11/22 and discussed feedback about Annual Enrollment and the Benefits Fair, some suggestions included having representatives from CVS Cares and Virtual Visits at the Benefits Fair and making the Annual Enrollment website more intuitive. We are compiling this feedback to share with Trish Halley.
- We also discussed progress on this year’s SFAC letter. This past Friday, we met with Stephanie Pianka to strategize how best to frame our asks in this year’s letter. This is a unique opportunity to speak with those who will be later reviewing our requests. We will also be having a follow-up meeting with Sabrina Ellis on 12/12. Mike will provide an update about this SFAC process in the new year.
- Friendly reminder to comment on OpenAMC!
- The new Telecommuting Policy is out.
- Met with Grace and the Work Life Office to discuss Mental Health Training, telecommuting, and their newest Program Director hire for Next Phase, Adult Caregiving and Retirement.
- Sign-ups for the Thrive NYC - Mental Health Training are at capacity and now have a waitlist. This training provides proven practices to recognize the early symptoms of mental health distress. We’re hoping this event is successful so additional training can be held in the future.
- Next meeting will be on Tuesday, January 21 from 12:30-1:30pm at Silver Center - 32 Waverly Place Green Room (Rm 907). Our guest
speaker will be Trish Halley. We will be conducting an end of year review and discussing 2020 priorities.

- **Bylaws Committee**
  
  Norma Kenigsberg
  
  - No updates from Bylaws.

- **Community Service Committee**
  
  Carrie Meconis
  
  - Toy Drive is wrapping up, this is the final week for donations. Friday morning we will be sorting the toys to distribute out to Manhattan organizations. Brooklyn donations will be sorted and delivered the following week. If you still wish to participate, go to a brick-and-mortar store and purchase a toy to drop-off at a site location (since Amazon purchases will not deliver in time.) Thank you again to the site coordinators, as we had a record breaking number of sites this year at more than 40.
  
  - We had a very successful Thanksgiving Food Drive last month, thank you all for your hard work and donations.
  
  - Next meeting will be on Tuesday, January 21 from 12:45-1:45pm at 721 Broadway, 9th Floor Conference Room.

- **Communications Committee**
  
  Katie Santo
  
  - We’re looking for volunteer event photographers to capture our AMC events for the website and other promotional materials, let us know if you’re interested.
  
  - Next meeting will be on Monday, December 16 from 12:30-1:30pm at 40 W4th St, Room T-530. We will be discussing the January issue of AMC Monthly and interesting did you know facts about things at the University (which we’re looking to crowdsource.) If you have ideas you’d like to share, please email amc.communications@nyu.edu

- **Inclusion, Diversity, and Equity (AIDE) Committee**
  
  Sangeeta Bhojwani
  
  - At our last meeting in November, Leah Lattimore from CMEP presented her work along with the Office of Global Inclusion.
  
  - We’ve formed working groups within this committee to work on programming, including for the upcoming events “Networking” “Negotiation Workshop Part 2” and “How I Got Here” on April 6 featuring Global Inclusion Officers from several schools.
- Next meeting will be on Thursday, December 12 from 10:00am-11:00am at 721 Broadway, Room 944. Last meeting we had a record turnout, so please join us!

**Nominations and Elections Committee**  Mike McCaw
- As mentioned earlier, we will finalize the election redesign proposals and present to the AMC constituents for a vote in Spring 2020.
- Please join me in providing a warm welcome to the new Nominations & Elections Committee Vice Chair Will Willoughby of NYU IT. He’s been an integral part in the election redesign process.
- Next meeting will be tomorrow Wednesday, December 11 from 11:30am-12:30pm at 726 Broadway, Room 723.

**Professional Development Committee**  Marni Vassallo
- We had a great fall semester closing out with our most recent events “Workshop for Conference Proposals and Publications” and “Resume Refresher” both of which we received great feedback.
- Peer Mentorship Clusters are a pilot portion of the mentoring program. That’s going well thus far and we’re looking into how to maximize participation for next year’s cohort.
- Save the Date: Speed Networking Social on January 22 at 9:30am in Brooklyn - 370 Jay Street, Room 1201. This is one week before classes resume. Be on the lookout for an RSVP.
- Next meeting will be on Thursday, December 12 from 3:30pm-4:30pm at 239 Greene Street, Room 412.

**Special Events Committee**  Julie Kaplan
- Apologies for those who are standing, but this is good we have a great turnout!
- The Emerging Professionals Group will be hosting its next event on 2/7/20 with Dolly Chugh, a Stern faculty member entitled “The Person You Mean To Be” discussing how good people fight bias. This is also the title of Dolly’s new book. Seats are limited, so be sure to RSVP soon!
- Next meeting will be on Tuesday, December 17 from 3:30pm-5:00pm at 7 Washington Place, 4th Floor.
Research and Assessment Committee (Ad-Hoc) Cassandra Bizarro

- AMC’s continued work in data collection including this meeting’s ID tap in technology. We’re looking to streamline event data collection to share more information about the AMC.
- Next meeting will be on Thursday, December 19 from 12:30pm-1:30pm at 239 Greene Street, Room 345.
- Thank you to all senators and committees for all their hard work this semester. We're looking forward to a great semester ahead.

III. University Guest Speaker

○ Cassandra introduction of Sabrina

- Sabrina embodies leadership inspiration through her authenticity and ability to lead with heart.
- Prior to joining NYU in 2016, Sabrina served as VP of HR at GWU, and prior to that served as AVP of HR at CUNY.
- Sabrina previously served at NYU from 1998-2007 as HRO for URPA. She is an NYU alumna earning her B.A. degree in Information Systems and M.S. degree in HR Management.
- She wears many hats and identities to which we as administrators can all relate.

○ Sabrina Ellis, VP of Human Resources

- This is the best job I’ve had and AMC is the reason for that! Many universities don’t have the governance structure like NYU. It’s hard for outsiders to know what the AMC is or appreciate what that means.
- These AMC meetings are important for perspective gathering and to build a great place to work.
- Thank you to Cassie and the Executive Committee. Please continue to make this a thriving group as it’s one I rely upon to gather those important perspectives. It’s a lot of work and not a paid role but it’s important and necessary.
- HR works on a Goals Model wherein we identify key things we’re trying to accomplish in the year ahead. Then, we figure out and prioritize how to utilize
our resources. We create a definitive list of objectives to accomplish throughout the year via goal-setting.

■ What are some examples of our joint agenda of working together?

■ Telecommuting Policy - effective January 2, 2020

- Some of you work in a school/unit who may have already had a policy in place. But some of you previously had no framework at all.
- Ultimately the goal is to get something done that might not be what everyone thinks is right.
- It took two years to develop, seeking out perspectives/opinions/thoughts about this process, which we found on both sides of the aisle.
- We ascertained what everyone is currently doing (for telecommuting) then agreed on something that hits on the right points while developing a framework that is practical and tailored toward a 21st century workforce while still attracting the talent NYU needs.
- At the beginning of this process several didn’t approve of the policy, but by the end many came around and were excited about the rollout of this policy.
- AMC was very involved and helpful in this policy creation process.
- We want to give schools and units time to read and digest the policy so that they can determine if/how they will proceed with telecommuting. In the meanwhile, UHR will make resources available to answer outstanding questions, supervising telecommuting employees, and technology requirements.
- This policy was a big lift and win for a University of this size.

■ Tuition Remission

- One of the first projects to which I was assigned upon joining NYU in this position. AMC appointees and faculty members also served on that committee.
- Many of those updates went into effect this past Fall 2019 wherein administrators who earn under $100k receive 100% tuition remission (prior to that the threshold was $50k per year). That past threshold needed to be adjusted as it was inadvertently withholding administrator
career growth as many refused promotions so as not to pay the tuition remission cost differential.

**Enhancements to NYU Health Plan for Mental Health**
- Improving out-of-network, outpatient mental health care coverage under UHC Value and Advantage Plans. Provides more generous out of network coinsurance while waving the mental health deductible for out of network outpatient.
- We are constantly doing market research and benchmarking against our peer schools. For example, Harvard waived the deductible for out of network mental health care. There are a lot of resources available to employees and dependents via UHC.
- You can log-in and set-up a profile on UHC.com and look up a provider. Thousands of providers are listed on the website.
- Previously resources for out of network mental health were inadequate so now enhancements have increased. This is in response to received requests and moreover what’s happening in the healthcare space and how employees can best utilize their healthcare plans.
- Big shoutout to Trish Halley who was super responsive and resourceful. She is a great resource who is plugged into what peer institutions are doing and keeping our plans competitive in the higher education space.

**Implementation of new Onboarding Program**
- Representation from several administrative units and schools.
- Thanks to Mark Courtney, Elisa Guarino, and the Marketing Communications & Media Production teams who developed lovely onboarding videos (some University administrators are included) which are in final production.
- Gives the work at NYU just due for the many University stakeholders and will serve as a great introduction to new NYU employees.

**Introduction of Stephanie Black Allen**
- AVP of TLO in HR; this is a primary group within UHR
- Grateful to Mike McCaw who reached out and introduced himself and explained AMC.
- Stephanie is new to higher education and has been at NYU for two months.
- She wants to continue listening and learning from people across the university and career pathing at NYU.

■ Key Learning Opportunities
- All of these fall under Stephanie’s area, which is Eric Loffswold’s group
- Management Fellows Program - a 10 month program held every 2 years. One must apply and be accepted; this is a very competitive program.
- Building Leadership Excellence (BLE) - a 5 month program held annually; focus is on building leadership capability and competency.
- Finance Academy - 10 month program, inaugural year; a means to level set in a skill literacy builder across the University as those in Finance roles progress in their careers.
  a. Future Academies will also be held for HR and Researchers (ultimately expanding these skill building programs to each core function for administrative groups at the University.)
- Critical Skills for Emerging Leaders - flexible timeline at 3 times per year.
- iLearn classes - either in-person or online; please point your direct reports to this tool.

■ Next Up in the Pipeline
- Review our Recognition Programs (Amy Wright-Parra of Law will co-lead this initiative); want to come back to AMC and share updates
  a. Move to automate nomination for all of these programs - this is currently a significant barrier to entry (especially for Distinguished Administrator Award.)
- Career Mapping - interested in jobs to progress their NYU careers
  a. We can do a better job at making this more clear (e.g. Finance Administrator jobs vary greatly among different schools.)
  b. Trying to do the best we can but it’s like building a ship while you’re on it, such that you want to do it in a way that’s not disruptive.
c. This will not be quick, but a project being worked on over time.

- **Supervisory Roles/New Manager Training Programs**
  a. Be more structured to equip those promoted into supervisory roles.
  b. Want to provide more consistency for external hires who are new to NYU.

- **Service Programs**
  a. Collaborating with AMC members and working group to help organize a Day of Service.

**Q&A Session**

- Q: When do Mental Health benefits go into effect? A: Jan 1, 2020
- Q: Are mid-level professional development programs (which target approximately 1,000 employees), limited to bands 53 and 54 to participate? A: Yes for now. We’re looking to expand those programs and whether we can add more bands.
- Q: When does the Spousal/Domestic Partner benefit for Tuition Remission end? A: if they were already enrolled in Fall 2019, the benefit will be honored until they complete their program.
- Q: Where is the Telecommuting Policy posted? Should be on the HR policy website. The form one would submit to a supervisor and your school is also posted online.
- Q: On the telecommuting form it states that if you’re outside of NY/NJ you need additional approval. A: Yes this is an important legal issue (as you need to register in each state). Most of our employees reside in the tri-state area. However, if you don’t know a person is working in a particular state, the University could potentially be out of compliance.
- Q: What messaging has gone out to the schools/deans/units from Central HR about the Telecommuting Policy? A: UHR has been in touch with the HROs of the schools. Drafts of the policy have been shared with Deans and University SLT, to get their feedback and share what each school is doing. They’ve been told that the policy has been posted online; future date posted (toward the end of January) to give them time to adjust and make resources available accordingly.
Q: How do you have those conversations with code 106 staff? They will ask why they can’t take advantage of that policy. A: Rely on the schools to meet with those groups and differentiate between Codes 106 and 100. Code 106 are non-exempt as they’re hourly employees (and don’t do management work) and therefore doesn't lend itself to a telecommuting arrangement.

Q: Regarding accommodations & telecommuting (i.e. a temporary physical condition such as a broken leg) would you advise we still go through OEO for that? A: Yes, accommodation by way of the ADA is completely separate from the Telecommuting Policy. That is status quo and those requests should continue to go through OEO.

Q: Mental Health enhancements are great, but have noticed UHC provider directory is woefully out of date - Health Advocate has been wonderful! Listed providers are either not in network or they don’t exist in NYC (has checked several times in the last year). A: We have an agreement with UHC that the list is updated on a very regular basis so email me if you’re continuing to experience that. Sabrina and Trish will follow-up directly with UHC about this.

Q: How do the University’s affordability concerns intersect with UHR’s work? A: So much of what we do touches upon affordability. Constantly doing a scan of what’s happening in the healthcare space such as doing RFPs with vendors to make sure they’re receiving competitive pricing while not compromising quality care. Our plan is currently valued at approximately $1 million dollars. The Tuition Remission change hits at affordability, so now we can retain those employees who receive that benefit (retention data metrics show the University spends a lot of money trying to recruit qualified administrators). Telecommuting is another direct tie in. We want to retain our employees as there’s a cost to losing talent which ultimately has an enormous impact on affordability.

Q: Regarding career mapping around the University, will there be added transparency around bands? It’s currently hard to navigate career advancement across the University in these roles. A: UHR
serves as the gatekeeper for roles, positions, bands, and pay. We’re building the ship while we’re on it so you’ll see that periodically but overtime that should decrease in frequency. UHR is constantly looking at these bands and looking to fix that. HR Communications is working really hard and putting out a newsletter and want to take inspiration from the AMC Monthly. Thank you for helping us on that front to have a regularly circulated newsletter to unpack these important questions.

- Q: Mental health access and stigma reduction is crucial especially for students as a means of more holistic self-care. Well-being is important for all of us, as we all need to feel well and good in order to do our jobs. A: Continuing to look at mental health is imperative especially as many of us are taking care of others in our NYU day jobs. HR staff also use these benefits for themselves and their families.

- Monday 12/23 - have fun on your day off!

- Thank you Sabrina, we value your partnership! The employee onboarding website and AMC shout out on the print piece looks great and is a significant upgrade. Thanks to Sabrina and Mark Courtney for new employee messaging.

IV. General Announcements

- NYU Federal Credit Union. They’ve presented previously to the AMC. Take a look at their website which includes offered products and services such as:
  - Homeownership process partner through down payment assistance plans
  - Citi Bike discount for $5/month
  - Sign up for their list serve on the site to receive regular communication

- Distinguished Administrator Award (DAA) Nominations - due by 1/10/20
  - Opportunity to recognize colleagues who have done great things for the community

- Office of Sustainability Blog (Sustainablog)
  - Sustainable gift giving! Learn about creating a sustainable holiday season.
Our next general body meeting will take place on Tuesday, January 14 in the 5th floor Colloquium Room at 238 Thompson Street from 9-10:30am. Larry Maslon and Lynne Brown, of Superblock Stewardship Advisory Committee (SSAC), will be our University Guest Speakers to discuss the 181 Mercer Street project.

From Katie Santos: in addition to DAA Nominations, Give-A-Violet Nominations are also open until January 16. More information will be included in the upcoming AMC Monthly as well.

Wellness Tip - brought to you by the Benefits Committee

The holiday season can be a stressful time -- whether you’re dealing with family or mingling at work holiday parties. Try these mindfulness strategies to reduce stress and bring a calm and attentive approach to your holiday this year. Mindfulness is a way to be open and aware of what’s happening in the moment - being present both internally and externally. Mindfulness has been shown to improve relationship satisfaction, reduce stress in relationships, and increase empathy. Mindful practices can also help reduce internal stress and anxiety. These are 8 tips to start:

1) Practice active listening. You might be surprised how rewarding and also how much more you will observe and hear. Try to understand the complete message people are conveying - not just through words but also through their actions and body language. Put away your phone and turn down the volume. Active listening works best when you minimize distractions.

2) Be open to emotions of others. By being attentive and receptive to those around you, you can increase your ability to connect. Observe how others are feeling during the holidays, and be open to communication of those feelings.

3) Be open to a range of emotions in yourself. Holidays can bring up a whole host of emotions - not all of them happy or celebratory. For many, the holidays can be reminders of loss, grief, and/or loneliness. Allow yourself space to feel those emotions when they arise and not shy away from them.
4) Let go of old habits or patterns that might be holding you back. Holidays can sometimes perpetuate negativity; it’s easy to fall into familiar patterns. Notice these thoughts and feelings that are happening now in the present and be curious about what is happening rather than being stuck in feelings being carried from the past. This may open the possibility of a new experience in your interactions.

5) Expand how you communicate care. There are many ways to show you care beyond gift-giving. Before buying something ask yourself what are you trying to communicate through a gift? Are there additional ways to show that feeling or care (perhaps just spending more quality time with that person)?

6) Let go of judgement both for yourself and others. Conflict with family and friends during the holidays can lead to judgement and self-criticism. Take a step back and try to loosen those feelings of ‘bad’ ‘wrong’ or ‘inadequate.’ Notice when the criticism is happening and let those thoughts be without entangling yourself in them to give distance between yourself and the feeling.

7) Balance the “should’s” with awareness of your own needs. Be sure to balance the holiday obligations with your own needs, as operating on obligations alone and trying to please everyone can lead to resentment and burn out. Observe how these expectations affect you. Make the time and space you need to nourish yourself in the meanwhile; it’s OK not to attend all of the prior commitments/obligations.

8) Practice self-compassion. During the busy holiday season, don’t forget to take care of yourself. Get sleep, exercise, and take time to relax and/or do fun things to recharge. This ultimately allows you to be more attentive and calmer with others during the holidays.
○ This month’s meeting theme was progress. Progress with our own AMC business and election redesign. Progress for the employee experience through onboarding new employees, culture shift for the new Telecommuting Policy, and management. Progress for giving back to our local Manhattan and Brooklyn communities through the Community Service drives.

○ Even though we may all be on low energy by the end of the semester, just remember we are unstoppable because of all these characteristics (be passionate, be perseverant, be a team).

V. Adjournment

○ There being no more business, the meeting was adjourned at 10:26am.

Respectfully submitted,

Christina Avgerinos