I. Preliminary Matters
   A. Call to Order and Approval of Minutes  Raymond Lutzky

II. Guest Speaker
   A. NYU Brooklyn & 370 Jay Street  Dr. Lynne Brown

III. Officer Reports
   A. Chair  Raymond Lutzky

IV. Senator Reports

V. Committee Reports
   A. Nominations & Elections  David Vintinner
   B. Bylaws  Norma Kenigsberg
   C. Compensation & Benefits
      1. Senate Financial Affairs Committee Letter
         [Meredith Rendall & Mike McCaw]
   D. Tuition Remission (ad hoc)  Meredith Rendall
   E. Special Events  Julie Kaplan
   F. Professional Development  Mike McCaw
   G. Community Service  Carrie Meconis
   H. University Equity, Diversity, & Inclusion Task Force (EDI)  Juan Tie
   I. Administrators Inclusion, Diversity, & Equity Committee (AIDE)  Justine Kelly-Fierro

VI. Other Business

VII. Announcements

VIII. Adjournment
As requested, the NYU Administrative Management Council submits our annual letter with our recommendations for the coming fiscal year. Enclosed, please find those issues that are a priority for the administrator community at NYU. We ask that you and the University’s Senior Leadership consider these requests and savings suggestions. We appreciate your willingness to solicit AMC feedback. **NOTE:** Might want to make mention that we will be/will have already shared this draft with Sabrina Ellis, VP of HR.

**Merit Increase and Process:** The fiscal AMI pool that was approved by the Board of Trustees for administrative employees in 2016 was 2.5%, with a bonus pool of 0.5%. We collectively ask that we return to a 3.5% increase, with a bonus pool of 0.5%. Per the survey data published by the [Society for Human Resource Management](https://www.shrm.org/ResourcesAndTools/hr-topics/compensation/Pages/salary-budgets-2017.aspx), U.S. employers can expect an average base salary increase of 3.0% in 2017.

This AMI increase would allow our valued administrators to keep up with the increasing cost of living in the tri-state area. It would also acknowledge the fact that we have had to bear the lion share of staff lines that have not been replaced due to hiring freezes, layoffs, attrition, and retirement. When merit does not keep up with cost of living, it undermines our ability to retain the best administrators. It is through retention of institutional knowledge and passionate administrators that NYU receives the most value for its personnel dollars; vacancies, turnover, and on-boarding slow progress and impede efficiency.

Lastly, we advocate that our increase should be in line with, and not lower than, the direct reports that we manage.

**Salary Bands and Job Descriptions:** The lack of transparency regarding salary bands and job descriptions has presented challenges for career development and employment recruitment. This particular issue currently stands as the lead topic and conversation during monthly AMC general meetings. For employed administrators who apply for open positions, it is unclear if the opening is a lateral move or a promotional opportunity. For administrators who are recruiting for positions in their department, screening applications for candidates who are underqualified or whose salary expectations are not in line with the range for the position extend the recruitment process in inefficient ways.

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1 [https://www.shrm.org/ResourcesAndTools/hr-topics/compensation/Pages/salary-budgets-2017.aspx](https://www.shrm.org/ResourcesAndTools/hr-topics/compensation/Pages/salary-budgets-2017.aspx)
We acknowledge and appreciate the original goal of bands as a means of increasing administrators’ ability to move around the University and take on new, exciting challenges. It is the position of the AMC that the ability to grow and learn is indeed closely connected with job satisfaction and retention. However, the band system has highlighted the reality that job postings without salary ranges hinder, rather than encourage, job growth and transition. In addition to adding salary ranges to NYU job postings, we recommend adjusting the job descriptions so they reflect the position’s duties and responsibilities more accurately. In many instances, the current system provides an inaccurate blurb about the job rather than the actual job description thereby encouraging applications for unqualified candidates.

We ask that the University once again publish salary ranges to eliminate uncertainties that would better streamline the recruitment process.

Committees: We want to acknowledge the Work-Life Balance committee (proposed by the AMC and co-chaired by two AMC members), and the work they have done over the past year to inventory current work-life services offered by the university; investigate those offered by peer institutions; evaluate the NYU community’s needs for these services; recommend ways to improve, streamline, or expand services to meet those needs; and consider the viability of creating a new office to handle all work-life issues. Overwhelmingly, it was agreed that we are in need of an on-campus office where faculty, staff, and students can meet face-to-face with experts in the field of child care, school placements, elder care, disability services, relocation services and other work-life balance issues. While NYU has some strong programs through LiveSmart and Carebridge, there is a need for a comprehensive in-house work-life office with full-time professional staff.

Their priorities include the following:

- Increase child care scholarship fund (students and staff)
- Improve and increase lactation rooms and breastfeeding support
- Establish university-wide flex time policy
- Create on-campus child care center
- Enhance current network of NYU affiliated child care facilities through University Settlement
- Improve backup child care process and babysitting registry
- Partner with other university offices to create streamlined services, clarify existing policies, and expand existing programs and services

Increasingly, students with families are struggling to pay for housing and child care, making NYU a much less affordable option. If NYU is going to increase prestige and diversity at the faculty level, we need to offer in-person relocation services and counseling to help navigate the complexities of NYC child care, schools, and housing. In order to recruit and retain the most
talented and diverse administration, we need to assist with child care and offer flex time to balance these life challenges.

We thank the University for facilitating the formation of the Tuition Remission Committee and look forward to their findings and recommendations in the coming year. We remain committed to review the following policies:

1. to eliminate or lower the 10% tuition remission cost share for employees earning more than $50,000;
2. to provide more consistency to the job relatedness determinations;
3. to review tuition remission benefits for family members (code 106 employees have 100% remission for spouses/domestic partners, whereas administrators, regardless of salary, receive only 50% coverage which can be a significant expense);
4. to improve and clarify the policy for non-degree/special-student status;
5. to review our portable tuition remission policy.

**Benefits:** We propose the following *Wageworks* enhancements:

*Dental Benefits for Retirees* (tentative section - based on John DeSantis’ recommendation).

**Administrative Support:** As NYU continues to work to address critical challenges for the University through inclusive dialogue with multiple councils, the demands on AMC leadership have increased dramatically. In particular, the creation of multiple high level advisory councils, task forces, and working groups has required more organization and involvement from the AMC, which is the only entirely volunteer-run and supported Council in NYU University Governance. The Dean’s Council has broadly distributed support for each individual member, most of whom control large personally-focused office staffs, and are also supported by the Office of the President (which also administers NYU Senate meetings). Faculty councils are supported by a Faculty Governance Manager, and our Student Senators Council is supported by the entire Student Affairs division. AMC continues to function as a singular entity with no administrative support. For example, the volunteer role of “Special Events Manager” has now grown to encompass everything from meeting room scheduling to A/V needs for meetings to ordering food for regular body meetings; hardly “special events” any longer. Another example; AMC currently lacks the ability to facilitate remote meeting participation for Global Sites, similar to the NYU Senate, because we have no dedicated staff support to administer such a system -- this would become yet another new duty that would fall on a volunteer with a full-time NYU job, and possibly interfere with their actual responsibilities as an elected AMC Representative. We request that the University Leadership consider how best to support the AMC so that there is, at a minimum, parity with administrative support for the other four councils that comprise University Governance. Continued demands on the AMC without this support will result in challenges for the continued smooth running of AMC (for example, concerns by future leaders whether they are able to commit to the time requirements of our elected positions).

**Affordability:** We are pleased that President Hamilton has supported Affordability as a key initiative. Administrators have creatively stretched budgets that were reduced or stagnant since
the 2008 economic downturn to ensure quality of service remained and the student experience was not impacted. In addition to helping our respective units, we worked with Human Resources to highlight the benefits of the High Deductible Health Care Plan when two health plans were retired and have accepted the loss of two merit increases since 2003.

Turning our attention to the current ideas submitted on Ideaseal, we champion the following top suggestions as effective measures to ensure cost savings for the University:

- An official University wide Telecommuting policy, compressed work week, shared office spaces, flexible Office Space (AMC happy to partner with Affordability Committee to quantify savings)
- Streamline School Publications → Online Pubs (allow for opting out of hard copies; list the top 4 publications we’ve identified)
- Monetizing workforce/consulting to other universities
- Increase transparency on spending to aid identification of biggest opportunities

Re-institute the Team Achievement Award and reward the committees who implement the most cost effective plan for savings.

We want to extend our thanks to the NYU Administrators who have generously given their time over the past two years to help advance the professional development of their peers by volunteering their time on the new AMC Committee on Professional Development. One of the most successful initiatives of this committee has been the peer mentorship program. This structured program has connected administrators across departments, schools, and our local and global campuses to refine best practices and identify areas for development and growth. Recently, the mentorship program has grown to include union staff and administrative deans to ensure inclusion within the greater University community. These valuable activities, conducted in cooperation with HR, contribute to the enhancement of the professional lives of our fellow administrators at no additional cost to the University. Embedded leadership of this nature strengthens us as a community and sets us apart from peer institutions.

As in years past, we welcome the opportunity to expand upon these requests and suggestions and will follow up accordingly and look forward to on-going communications. We request a written response to this letter be submitted to the AMC Executive Officers by July 1, 2017.

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NOTES

Merit Increase
3.5% suggested
Do not ask for less than the faculty are asking.
WageWorks for Bicycle Sharing / Gym Benefits in addition to Commuter WageWorks to provide pre-tax dollars

https://www.wageworks.com/employees

Affordability -- pick 5
- Add: Professional Development Committee - volunteer time from peers at no cost to NYU/HR.

Idea to add: SPS class book share among Administrators

Salary Bands - continue to ask for transparency; cite peer institutions? (OpenAMC)

Administrative support for AMC (students are asking for this in their council)

Tuition Remission and Work-Life Balance working group creation thank yous