The meeting was called to order at 9:04 AM.

ATTENDANCE was taken via sign-in sheet.

Present (80):
Barbara Albrecht; Rosemary Amico; Keith Amparado; Maya Ardon; Hilarie Ashton; Roddy Austin; Lauren Bagley; Jeanne Bannon; Timothy Barnum; Barbara Benson; Ira Beresnoy; Daniel Biddle; Andria Blatt; Caroline Boneta; Katherine Brignole; Linda Chin; Nelson Chin; Barbara Cokorinos; Kelle Colyer-Brown; Nadia Cureton; Annette Cutugno; Ron DeMartini; Toni DePena; Manish Devjani; Maria DiPompo; Regina Drew; Katherine Drummond; Anita Dwyer; Andrea Fannelli; Liam Fry; Matthew Gee; Claudia Gil; Ninette Gironella; Hector Gonzalez; Bart Grachan; Olive Haughton; Richard Heaps; Thomas Helleberg; Alexis Hernandez; Gisela Humphreys; John Johnson; Maria Kalogerou (for Trisch Arbib); Julie Kaplan; Keith Kelly (for Oliver Luisi); Norma Kenigsberg; Jeremy Kim; Abigail Kniffen; Mike Koshkin; Kelly Long; Ida Longarino; Gary Mandarano (for John DeSantis); Joan Maniego (for Bernadette McHugh); Neptali Martinez; Michael McCaw; Carrie Meconis; Eugenia Mejia; Stevin Michels; Betsy Mickel; Alison Moppett; Felicia Newton; David Niedenthal; Amy O’Hara; Bindie Patell; Rebecca Pearson; Larry Pender; Amber Pritchett; Cecily Ranger; Carolyn Ritter; Leydi Rofman; Nicole Rosenthal; Dolores Spinelli; Anne Stubing; Jennie Tichenor; Natalia Tyhovych (for Beth Appel); David Vintinner; David Vogelsang; Christina Walsh; Levon West; Cristal Xavier-Cohen; Andrew Yanni

Absent (56):
Rafael Acevedo; Yolanda Alvarez; Rosemarie Anderson; Alfonse Antonaglia; Crystal Artis; Kristen Bell; Bob Butler; Pamela Comport; Christopher Cook; Sally Cummings; Lana Denoon; Debra Diana; Lizz Duke; Adam Ebnit; Kellie Fitzgerald; Amanda Gallocher; Brian Ginsberg; Candycy Golis; Stewart Gonzales; David Gordon; Mark Gordon; Patricia Graham; Malik Graves-Pryor; Monica Gray; Cynthisa Hanson; John Huff; Angie Hyman; Omatiee Kong; Kim Lafond; Scott Lewis; Frank Lopresti; Stephen Lui; Helen Macleod-Brewer; Zach Maggio; Nicolas Marino; Karen Micallef; Michael Miller; Patricia Montalbano; Tykheyen Moore; Kathleen Murray; Gretchen North; Carole-Anne Ishimine O’Neill; Vincent Parham; Carlo Pellicciari; Kervin Pillot; Ann Marie Powell; Melisa Puglisi; Chanae Richards; Marguerite Sharkey; Julie Smekodub; Patrick Terborg; Evelyn Thimba; Winston Tracy; Toni Urbano; Keith Whiteman; Joanne Wilhelm

APPROVAL OF THE MINUTES: The minutes from the February meeting were approved.

GUEST PRESENTATION: Fiscal 2013 Budget Development
- Presenters: Martin Dorph, Executive Vice President, Finance and Information Technology; Anthony Jiga, Vice President for Budget and Planning
- Tony gave an overview of the University’s operating and capital budgets, noting key components of our revenue and expenses. This information is posted online at:
Tuition and fees yield 56% of revenue. Charitable donations and endowment income each yield only 4%.

Of the university’s $2.35 billion expense budget, 51% goes to salaries and benefits and 19% to capital expenses.

Tony observed that the university should be proud that our administrative expenses are a fairly lean part of the operating budget, compared to our peers.

The Fiscal 2013 budget preparation process was a little later than usual this year due to the contract negotiations with the clerical union. Those negotiations are now complete.

The draft budget will be presented to the Trustee financial affairs committee by the end of April, so all budget discussions must be complete by mid-April.

Marty provided some context for the university’s budget, the budget process, and university priorities.

The budget itself is not the strategy of the university; it reflects the strategy and priorities of the university.

Although the university feels pretty good about its financial position, we face a very risky external environment in both the short and long-term. The federal government is very focused on price and cost. There is a lack of understanding about the benefits of the university (besides degrees) and about university cost structures.

The business model suggests we cannot raise tuition as much as in the past and must be thoughtful and careful about the projects in which we invest. It is a very delicate balancing process.

Questions from the floor included:

Does any Global Network University revenue come back to Washington Square? Will revenue increase over time?

- The study away sites operate on a break-even model. Both Abu Dhabi and Shanghai receive government funding so that NYU does not have to contribute to them financially. In addition to recovering overhead costs, the university as a whole benefits in other indirect ways: from investments in information technology for teaching and learning purposes; from an increased number of international applications from a broader range of countries.

How much additional financial aid is needed to support our new international students?

- There may be a small amount of financial aid for international students, but they are otherwise expected to be full paying students, as per our usual practice.

- The University’s balance-of-trade concepts (related to tuition and cross-enrollment) will be extended to the rest of the GNU.

How will NYU handle the increasing pressure from the federal government on costs?

- We are trying to change the dynamics and principles of the debate. We disagree with the assumptions that all degrees are equal, that the only purpose of a university is to produce degrees, and that all price points should be as low as possible.

- Universities need to be able to articulate their value proposition.

- NYU cannot rest on its reputation, as an Ivy League university might. NYU must continue to try to improve.

Is there any talk of reducing the capital expansion due to budget constraints? Is there a timeline for our catching up deferred maintenance?

- Yes, there is discussion of reducing capital expenses due to budget constraints.
In terms of deferred maintenance, Facilities & Construction Management does excellent benchmarking. We are catching up to our peer institutions in urban settings.

- How was the AMC’s budget/AMI request received by the University Leadership Team?
  - There is a high level of appreciation for the AMC, its quality and commitment.
  - The annual budget process – separate from the AMI discussion – also includes salary analysis for groups of employees. Market data about “more hot/less hot” areas is taken into account.
  - Marty does not believe in the notion of a rule or specific equation between salary increases and tuition increases. This dynamic may not exist.
  - The ULT understands the pain of salary levels, the impact of reengineering, and the increased administrative workload – and does as much as it can. There is no silver bullet.

- Have the annual AMI increases already been pre-decided for long-term budget planning?
  - The university makes projections and assumptions for long-term budget planning. These are usually based on the status quo to ensure a sustainable budget. But in creating the upcoming year’s budget, the projections are set aside and a new figure is calculated. The projections do not lock the university into any number; they are just for planning purposes.

- Do you have any suggestions on how to get the ULT and trustees to agree on getting administrators “more of the pie”?
  - Marty encouraged the AMC to invite the ULT to their meetings, to allow the AMC to speak and be heard. He suggested that there was some moving of the dial last year and that there is greater understanding of the AMC’s concerns and frustrations than it may feel.

REPORT FROM THE CHAIR: Anita Dwyer (anita.dwyer@nyu.edu)

- The AMC Executive Committee met with Diane Yu on February 23 to discuss how the ULT views the AMC and how the AMC might be more involved in decision-making processes and governance. It was a productive session. The feedback is that the ULT appreciates administrators and is very thankful for their contributions. Anita would like to meet with the ULT once or twice a semester, as the Faculty Senators Council does.

- The Senate Financial Affairs Committee was very receptive to listening to the AMC’s concerns and priorities during the presentation of the annual budget requests.

- At the University Senate meeting in February, President Sexton responded to an AMC question, which asked how the university justifies the ever-increasing senior administration – especially in the Provost’s area – in light of budget cuts, re-engineering, etc. President Sexton affirmed that there has been growth in titled positions, although that rate of growth is not as high as the growth in faculty hiring. The growth in senior administration has been concentrated in areas of university priority, such as space planning, student wellness, global, and specific academic programs. Many provostial positions are dual positions for current faculty who take on administrative responsibilities in the Provost’s area. Some growth in the senior administration has been in terms of title promotions, rather than the addition of new people.

COMMITTEE REPORTS

**Benefits:** Alison Moppett (alison.moppett@nyu.edu)

- No report. The committee will be meeting in the next couple weeks.

**By-Laws:** Bart Grachan (bart.grachan@nyu.edu)
The committee has proposed the following two changes to the Bylaws:

- **First proposed change:** Original language:
  
  **6. FUNCTIONS OF REPRESENTATIVES/ALTERNATE REPRESENTATIVES**
  
  **B. Voting at Council Meetings:** It is expected that Representatives will duly represent *the consensus of* their constituents in the event they are asked to vote on issues that would affect or alter any personnel policies, salary considerations, benefit changes or any other issues - that would directly affect the personal and/or professional well-being of administrators.

  - To be changed to:
    
    **B. Voting at Council Meetings:** It is expected that Representatives will duly represent their constituents in the event they are asked to vote on issues that would affect or alter any personnel policies, salary considerations, benefit changes or any other issues - that would directly affect the personal and/or professional well-being of administrators.

  - Reason for the change: There is no mechanism that would allow for collecting or determining consensus of all constituents (or currently, a definition of what determines consensus), and the size and scope of many units does not allow for a mechanism that would be applied to every voting measure. Consensus, by definition, may also refer to majority vote, or to general agreement from the entire group; constituent votes on any and all Council actions is not practical or even intended (the reason for Representatives, rather than general votes to all AMC constituents), without which, majority or general agreement is impossible to ascertain. Removal of the above highlighted phrase removes any ambiguity. Representatives affirmatively choose to run, and are elected by popular vote by their constituents, so the expectation of the Council and the constituent body is that the Representatives are voting with tacit, if not explicit, consensus approval. Representatives who violate the trust of their constituents may be voted out of office. The Representative’s duty to inform their constituents and solicit feedback is clearly defined in Bylaw 6C, Feedback from Constituents: Each Representative shall inform his/her constituents of the issues covered at each Council meeting either by memoranda, meetings, telephone, e-mail or by the distribution of the official Council minutes.

- **Second proposed change:** Original language:

  **8. RULES OF PROCEDURE: BYLAWS**

  **B. Suspension and Amendment of the Bylaws:** The Bylaws may be suspended or amended by a two-thirds vote of the Representatives to the Council or their Alternates at any meeting of the Council. Written notice of the proposed amendment must be circulated to the Council members at least one week prior to the next scheduled meeting, at which time the motion can be considered.

  - To be changed to:
    
    **C. Suspension of the Bylaws:** The Bylaws may be suspended by a two-thirds vote of the Representatives to the Council or their Alternates who are present and voting at any meeting of the Council, provided there is a quorum as defined in Section 2H of these bylaws.

    **B. Amendment of the Bylaws:** The Bylaws may be amended by a two-thirds vote of the Representatives to the Council or their Alternates who are present and voting at any meeting of the Council, provided there is a quorum as defined in Section 2H of these bylaws. Written notice of the proposed amendment must be circulated to the Council members at least one week prior to the next scheduled meeting, at which time the motion can be considered.
Reason for the change: Separates two processes that are different in intent and function. Clarifies what votes are necessary to apply bylaw- previous language was unclear as to whether the 2/3 vote referred to present or all Representatives.

- The changes were circulated in writing in advance of the meeting.
- The Council voted and the changes were approved unanimously.

Community Service: Barbara Albrecht (balbrech@stern.nyu.edu) and Ida Longarino (ida.longarino@nyu.edu)

- January and February: Recycle Promotion Months:
  - The recycle promotion wrapped up in early March. The committee collected 2,300 greeting cards for St. Jude’s Children’s Ranch, 29 pairs of cell phones for Cell Phones for Soldiers, 12 pairs of glasses for OneSight, and crutches for Crutches for Africa. Thank you to everyone who donated.

- Used Book Program:
  - The committee will be renaming the program the “Green Brooks Project.” In cooperation with NYU Recycling, plastic bins would be placed around campus to collect used books. All saleable books will be resold; the unsold books will be recycled. Proceeds will go to the AMC community chest, the funds from which are donated to charity.
  - We will also collect books during the Green Apple Move Out at the end of the spring semester as students move out of the residence halls.
  - We are looking for six to ten departments to participate in the pilot program. If anyone is interested in participating, please contact the organizers Faith Greulich (faith.greulich@nyu.edu) and Jennie Tichenor (jt6@nyu.edu).

- Book and a Buck:
  - As is our tradition, all attendees of the May 11th year-end meeting are asked to donate a book and a buck. The committee has decided to donate all the books to the library at the Community Health Academy of the Heights, a middle school/high school located in Washington Heights. The school’s list of requested books will be posted online soon.
  - The recipient of the “bucks” is still being decided and will be announced shortly.

- Naughty Knitters:
  - The Naughty Knitters will meet this Friday to kick off their annual Spring Fling event. They will knit 100 baby blankets to be donated to Care for the Homeless. Their schedule is posted online at: http://www.nyu.edu/amc/committees/NKschedule11-12.pdf.

- The committee’s next meeting will be Wednesday, March 7 at Noon, 721 Broadway, Dean’s Conference Room, on the 12th floor.

Nominations and Elections: David Vogelsang (dv1@nyu.edu)

- Representative Elections: Last year, the AMC began opt-in (rather than opt-out) elections for representatives so all interested individuals must opt-in to get their name on the ballot.
  - The opt-in nomination process was conducted online until February 29. There were enough candidates to fill most of the representative slots but not the alternate slots in most schools and divisions. David asked that one person from each school/division assist with recruiting people to fill the vacancies.
  - Elections will begin on Monday, March 19 via the Votenet system through ITS. The following schools and units are holding elections: Courant, Libraries, FAS, Gallatin, SCPS, Law, Steinhardt, UDAR, and ISAW.

- Senator Elections:
  - There are 2 Senator and 6 Alternate Senator positions open for the 2012-2014 term.
  - Twelve people have been nominated to date, and nominations will continue to be accepted.
- Candidates must have been active in the AMC during the last two years. The committee will review the list of nominees to ensure eligibility before the election.
- Candidates will speak at the year-end meeting on May 11; elections will be conducted online shortly afterward.

**Officer Elections:** Liam Fry conducted the call for nominations for AMC officers.
- Officers serve for one-year terms: July 2012-June 2013. All nominees should be drawn from the list of representatives and alternates.
- The following people were nominated from the floor:
  - Chair: David Vogelsang
  - Vice Chair: David Vintinner
  - Secretary: Liam Fry
  - Treasurer: Anne Stubing
- Nominees will continue to be accepted until the next general meeting on April 3. All names will be presented for a vote at that meeting.

**Special Events:** Julie Kaplan ([julie.kaplan@nyu.edu](mailto:julie.kaplan@nyu.edu))
- Invitations have been sent out to the Retirees Luncheon on Wednesday, April 25.
- Applications are currently being accepted for the Administrators Art Show, which will take place in May. Arrangements for the art show are coming along swimmingly.
- There was a very nice turnout at the memorial service on Monday, February 27 for Karen Bradley, former Vice President for Human Resources.

**OLD BUSINESS:** None

**NEW BUSINESS/DISCUSSION TIME:** None.

**MEETING ADJOURNED** at 10:13 AM.

Respectfully submitted by Regina Drew, Secretary 2011-12