Minutes of a Stated Meeting of the Administrative Management Council
Tuesday, November 1, 2016

A stated General Meeting of the New York University Administrative Management Council was held on Tuesday, November 1, 2016 at 9:00 a.m., at the Global Center for Academic & Spiritual Life, 5th floor Colloquium Room, 238 Thompson Street. The meeting was convened with Ray Lutzky as the AMC Chair.

AMC Representatives & Senators Present:
Albrecht, Barbara; Battaglia, Christine; Becker, Danielle (for Misvis, Kim); Beresnoy, Ira; Berthoumieux, Jean-Alex; Bisberg, Laura Jessamyn; Bonaparte, Melissa; Borge, Lisa; Botos, Rachel L.; Carey, Helena Jane; Caraso, Mark; Chin, Nelson; Cleary, Kacie; Cleveland, John Paul; Coombs, Amy; Cureton, Nadia N; Daniels-Maina, Diana; Deacetis, Maria; DeLeonard, Nora Anne; Denney, Katrina; Depena, Tony; Desantis, John; Devjani, Manish; Diana, Debra; DiGiovanni, Carly Rose; Drew, Regina Syquia; Duke, Elizabeth M; Dylenski, Rachael M; Fair, Amy M; Fannelli, Andrea; Fertmann, Adam E; Fowler, Cristina; Gee, Matthew K; Gil, Claudia L; Goldkranz, Nicole; Gonzalez, Hector L; Gore, Heba Nassef; Gorgani, Shima; Guarino-Ramirez, Leah; Harrell, Zachary W; Haughton, Olive; Hayes, Brianne; Hollingsworth, Carol Anne; Huggins, David; Holub, Daniel; Hyman-Robinson, Angeline; Irving, Lance; James, Christopher; Kalogerou, Maria (for Monahan, Jennifer); Kaplan, Julie H; Kavalam, Pamela; Kelly-Fierro, Justine M; Kenigsberg, Norma K.S.; Kim, Jeremy Phillip; Kniffin, Abigail; Kumar, Romeo; Kushner, Melissa; La Rosa, Letizia; Ladisa, Ann Marie; Leah, Alyssa; Levine, Melissa; Lewis, Scott G; Liao, Jenny; Lutzky, Raymond Allen; Mainiero, Michael A; Maristany, Alita; Markowitz, Beth A; Martin, Jessica N; McCaw, Michael; Meconis, Carrie A.; Michels, Stevin Azo; Mienteer-Baysal, Krista M.; Montoya, Jessie; Nadkarni, Alicia (for Stedfeld, Eric L); Nicolussi, Christopher L; Niedenthal, David A; Osse, Caroline M Pearson, Patricia Anne; Piyasena, Hasanthi; Popp, Adam J; Pudjak, Caitlin; Rendall, Meredith; Ritter, Carolyn S.; Romano, Johanna; Ross, Aaron B.; Santo, Katie; Schroeder, Amelia; Seltzer, Heather; Serret, Alexandra (for Gu, Hye); Sforza, Michael; Shelosky, Matthew; Siegel, Wendy E; Silberman, Evan; Solomon, Jasmine A; Soule, Kristen B.; Thilman, Daniel; Tie, Juan H.; Tyhovych, Natalia; Vassallo, Marni; Vergara-Spagnola, Leizel G; Vogelsang, David; Warrington, Patricia A; Wasserman, Jessica; Watson, Alan; Webb, Malina Jai; Wein, Asuncion; Wilk, Emily Ann (for Stockwell, Kyle); Williams, Claudine-Lonje A; Williams, Paul; Willyard, Sarah; Wolfe, Caroline; Wu, Nancy

Guest Administrators Present: 8

AMC Chair, Ray Lutzky opened the meeting by welcoming members of the AMC and calling the meeting to order at 9:06 am.

PRELIMINARY MATTERS - Approval of the Minutes
The minutes from the last meeting on September 27, 2016, were provided in advance with the agenda. Reading of the minutes was waived, and the minutes were approved unanimously. The final version of the minutes is posted on the AMC website.

GUEST SPEAKER - Shakera Turi, Deputy Director Office of Equal Opportunity; Jamie McFarlane (BIO), Diversity and Inclusion Case Manager; Tera Nakata (BIO), Diversity and Inclusion Case Manager

[Not verbatim, presentation attached]:

- Timeline of OEO and BRL history (see attached presentation)
- This isn't necessarily a new function, but a more formalized and centralized process
  - OEO has processed these issues and complaints historically
  - BRL is assuming this function and working with OEO
- Upgraded the data tracking system and made reporting on findings easier
  - Anyone can use the BRL
    - Report via phone, email, or on website online form
    - Online form is most popular so far, then email, then phone
    - Also responding to reports from global sites, still in the process of establishing local phone numbers for this
- Staffed Monday-Friday, 9am-8pm and try for 24-hour response rate
  - Not an emergency response line
  - Pilot hours, might adjust in future
- Academic Freedom and Free Expression statement
  - Have received a small number of complaints in this vein
  - BRL does not serve a punitive function
  - More to encourage dialogue and communication
- How it works - complaint is made, person is contacted for follow up in whatever format they are most comfortable
- Collecting data trends to share with stakeholders - primarily task forces & university/school officials
- Info Sessions happening during this pilot phase and feedback welcome
- Happy to host similar sessions like this one by request
- Questions
  - In relation to faculty for promotion/tenure or staff for promotion, do any of these cases end up in permanent files?
    - Generally reports are confidential from their office, but individual schools might file something
    - Also tracking how situations are resolved
  - What data is sent to servicelink? And what is done with it?
    - OEO uses servicelink as an internal tracking system just for their office to organize reports, dates, times, summary of outcomes, etc.
  - What does “pre-identified field partner” mean?
    - Established partner at schools or units
    - Primarily Deans and HR
    - List is published on website
  - Is there a way for people to request confidentiality? Is there an obligation to report?
    - It depends on what the situation is, if it's a safety issue then they disclose appropriately
    - Sometimes that limits what can happen as an outcome
    - We work with the individual
  - Where on the website are the partners listed?
    - In the “Non-Discrimination Policy” section - there is a hyperlink within the text
  - With the reports you've had come in, are they more academic or administrative?
    - Mix, more classrooms now that academic schedule is picking up
    - Many are reports of microaggressions
  - Aside from reporting, are you already doing training for groups on how to educate staff/faculty?
    - Not yet, but we can refer to other offices that do trainings
    - OEO-101 has been updated with new language
    - If groups request specialized training then that is possible
  - If there are no consequences, what is desired outcome and how can things change?
    - This is just another way to reach out to our office OEO
    - Sometimes folks aren't looking to file a formal complaint, they just want to have the dialogue and need the support
    - We take every incident that is reported on a case by case bases
  - Cultural sensitivity training isn't required by HR as part of onboarding or for supervisors?
Supervisors have to take OEO course
New hires have to take OEO 101

- What is the training for your staff and who has access to reports?
  - Small staff, only have access
  - The three presenters and Mary Signor
- Talk about things you're doing proactively / preventative techniques?
  - OEO 101 and 102 are offered by our office
  - This is new, but that is something we're working on
  - We refer to CMEP, Zone Trainings, etc
- Do you know if the CDO position will work with you on this?
  - We're not sure how that will play out with our office and this line

OFFICER REPORTS
AMC Chair, Ray Lutzky rlutzky@nyu.edu

- Thank you to non-WSV admins for traveling
- Trying to change the language to “NYU” instead of “Washington Square” to be more inclusive
- Kristi stepping down as Vice Chair
  - Mike McCaw stepping in as interim Vice Chair
  - Meredith Rendall stepping in as Chair of Benefits Committee
  - Voting at December meet
- Retirement lawsuit
  - Ray attended meeting
  - Many years to reach any conclusion
  - Faculty concerned about how plans are administered
  - No substantive information given at meeting, only info that is publicly available
  - Ongoing discussion
- Student Senators Council
  - Officers meeting with them to discuss opportunities to collaborate
- Benefit Fair
  - Last chance to attend is tomorrow at Kimmel
  - AMC table this year - thank you to volunteers at table
  - Open Enrollment ends Monday, November 7th
  - Trish Halley attended last AMC General Meeting
- Senior Unit Rep Meeting
  - Looking to codify this role
  - What are the responsibilities?
  - Personal Digital Content policy review
- Open AMC
  - Vote on issues you think are important and that you want discussed
- December Meeting Guest - Global Home roll-out

SENATOR REPORTS -

- Senate Committee on Organization & Governance (SCOG), Pamela Kavalam pak271@nyu.edu
  - Committee chose a new Chair, Larry Slater from the Full-Time Continuing Contract Faculty
  - This year's charge is to review the mission of the University Senate and explore representation on the senate to make sure that all constituencies are fairly represented.
- Financial Affairs, John DeSantis jd1@nyu.edu
  - Overview of budget is online and available to view
COMMITTEE REPORTS

- **Bylaws** - Norma Kenigsberg, norma.kenigsberg@nyu.edu
  - In regard to the election of a new Vice-Chairperson, the Bylaws state that: “If the Vice-Chairperson is no longer able to serve in that position, the Chairperson shall recommend to the Council the name of an individual chosen from the elected Representatives who s/he believes can best fill the vacancy to serve for the remainder of the current term. The name of the recommended candidate must be sent to the Council at least two weeks before a vote is taken for approval.”
  - Bylaw re-wording of the duties of the Vice-Chairperson will be completed and presented in time for vote at the next AMC meeting.

- **Benefits** - Meredith Rendall, mr173@nyu.edu
  - Welcome new Chair
  - No formal update
  - Thank you to Kristi for her work and sense of humor!
  - Always interested in volunteers if you are interested

- **Tuition Remission** - Meredith Rendall, mr173@nyu.edu
  - Continuing to meet
  - Last meeting portable tuition for dependents
    - 90% of NYU tuition is current covered for dependents attending NYU
    - $5k for dependent portable tuition
    - Looking at maybe adjusting those numbers, but no decisions reached
  - Question - Has there been any talk about matching the average in-state tuition?
    - Meredith did propose this, but it wasn't met well, still trying
  - Question - Has the committee done any benchmarking comparisons with other schools?
    - Yes, this was one of the first things we looked at [attached at end of minutes]
  - We want to be an employer of choice and appeal to the best candidates

- **Special Events** - Julie Kaplan, jhk1@nyu.edu
  - Breakfast Town Hall in Rosenthal with the President on December 9th @ 9:00-10:30am
  - Question - Do we have an agenda or questions prepared so that we use the President's time effectively and constructively?
    - Working with his office to make sure he has time to say anything he would like to say to us, and then hoping for an open agenda
    - Please make suggestions, if there is anything you'd like to discuss, and email them to amc.info@nyu.edu

- **Professional Development** - Mike McCaw, mike.mccaw@nyu.edu
  - Event this Thursday, 11/3, “WorkHACK” @ 12-1pm in 239 Green Street, Room 302
    - Dan Thilman from FAS, Evan Silberman from Silver, Alicia Kuebes from SPS
    - RSVP at www.tinyurl.com/amcworkhack1
  - WorkHACK #2 and #3 coming in Spring 2017
  - Attendees at WorkHACK #1 will be entered into a raffle for gift cards
  - Open to all staff and faculty too!

- **Community Service** - Carrie Meconis, carrie.meconis@nyu.edu
  - Met a couple times this semester
  - First "Lunch n' Learn" event on Wednesday, November 9th, "Post-Election Mindful Meditation" sponsored by MindfulNYU / Global Spiritual Life, invite coming out today, cap at 30
November 3 - 23: Food Drive, using an online platform as well as physical collection boxes on site

Next meeting Wednesday November 16th

Toy Drive coming up in December

Ad Hoc Work-Life Balance Committee updates:
- Decided to extend our work through this academic year
- Partnering with HR to come up with more robust survey, coming out in early February
- Join the AMC parents listserv if you are interested - email Carrie
- Looking to collect stories and experiences for committee

**Equity, Diversity, & Inclusion Task Force (EDI)** - Juan Tie, juan.tie@nyu.edu & Gwynneth Malin, gcm207@nyu.edu
- Hosted listening sessions all last month for the new Chief Diversity Officer position
- Lots of good feedback on CDO positions and outcomes
- How do we engage administrators to incorporate their feedback?
- Email Gwynneth gcm207@nyu.edu or Juan juan.tie@nyu.edu directly
- Go online to [website](#)
- Affinity groups, training, on-boarding, people are echoing each other at these sessions
- Email dcramer@imc.com directly with candidates, sample institutions, other feedback
- Short job has been posted online, larger description is under constructions
- Working with AIDE committee

**Administrators Inclusion, Diversity, & Equity (AIDE)** - Justine Kelly-Fierro, justine@nyu.edu
- October meeting featured discussion of what strengths our diversity brings to NYU, writing our mission, and developing goals for the year
- We are working closely with the EDI EDI task force, to provide the administrator perspective
- Co-Chair appointed: Danielle Mebert, School of Professional Studies
- Next meeting is November 18th @ 9:45am, location TBD.

**OTHER BUSINESS - New Business**
- None

**ANNOUNCEMENTS**
- Regina Drew - Two events of general interest:
  - **Memorial Service** - Thursday, 11/10, there will be a memorial service for NYU's 13th President, John Brademas. Please RSVP at [university.events@nyu.edu](mailto:university.events@nyu.edu)
  - **Veterans Day Commemoration** - Friday, 11/11 @ 4-6pm. Please join the men and women of the NYU community who have served in the armed forces, as well as special guests, as we mark Veterans Day by unveiling a plaque of commemoration to those who have served and sacrificed in defense of our country. RSVP and more info [online](#).

- Don’t forget to vote!

There being no further business, the meeting was adjourned at 10:08 a.m.

Respectfully submitted,
Katrina Denney
AMC Secretary
BIAS LINE

improving our community through awareness, accountability & education
BRL HISTORY

- **October 2009** - Office of Equal Opportunity (OEO) created to centralize the mechanism for reporting issues of discrimination and harassment
- **November 2015** - Diversity and Inclusion Listening Session
- **April 2016** - Launch of the “Equity, Diversity, and Inclusion (EDI) Hotline” in the Office of Equal Opportunity
- Creating “hotline” to centralize the mechanism for reporting issues and data collection
- **August 2016** - Renaming of EDI Hotline to Bias Response Line
- **September 2016** - Relaunch of the Bias Response Line for the Fall 2016 Semester as a pilot phase
BRL: A FUNCTION OF THE OEO

Office of Equal Opportunity’s purview (nyu.edu/eo)
- Monitoring University practices, policies and procedures to ensure compliance with federal, state and city anti-discrimination laws
- Training: equal opportunity, cultural sensitivity, and diversity topics
- Centralizing internal discrimination complaint procedure and policy

Historically, OEO responded to complaints, including those that were not a potential violation of policy - The BRL is assuming that function as a part of the OEO by utilizing the same campus contacts and applying the same procedures and policies
Upgrading of data tracking system through NYU ServiceLink monitored and maintained by the OEO

After an OEO Investigation is completed, findings are shared with the campus partner - Corrective action, if necessary, is taken by the campus partner, and not by the OEO

The OEO, including the BRL, does not have a punitive function
WHO CAN UTILIZE THE BRL?

All NYU Community Members
Including: Faculty, Staff, Administrators, Students, and Vendors
3 WAYS TO REPORT AN INCIDENT

1 212-998-2277  2 bias.response@nyu.edu  3 nyu.edu/biasresponse
BRL HOURS

Currently Staffed Monday - Friday, 9:00AM - 8:00PM (EST)

*The Bias Response Line is based at the NYU New York campus. Timeline for response is based on the Eastern Standard Time Zone and the NYU New York university calendar

>> Response Window - A BRL staff member will contact the person reporting, as soon as possible, and no later than the following business day to gather any additional necessary information about the incident, including what they would like to see happen with their complaint

>> Pilot - hours will be reviewed after assessing reporting patterns
The BRL is intended to strengthen the University’s commitment to providing an open forum in which members of NYU can share or report instances of bias, discrimination, or harassment that may take place within the University community, including both inside and outside of the classroom. At the same time, the BRL recognizes the University’s commitment to academic freedom and free expression, and will consider such freedoms, in accordance with University policy, when making assessments and taking the appropriate action for response and resolution.
REFERRALS & TRACKING

BRL Referrals will be made to our pre-identified partners usually by email. Will include: date of occurrence(s); involved parties; allegations; when appropriate, a notification that BRL will follow up with the BRL partner for resolution updates for tracking.

Data will consistently be updated via ServiceLink in order to be reviewed by BRL Staff in conjunction with the Task Force and other University/School Officials. E.g.: Complaints made involving a particular School/Office; complaints made involving Residence Halls; complaints made based on Social Identity (e.g. race, gender, disability, etc.)
INFO SESSIONS & FEEDBACK

>>> During this pilot roll-out phase, we are hosting BRL informational sessions for various University stakeholders

>>> We want to hear from you!
   >>> Please send us feedback about your experiences with the BRL
JOIN US & SPREAD THE WORD!

>> Share about the BRL on social media, in newsletters, on bulletin boards, and more

>> Encourage others to report concerns that they share with you

**Faculty:** consider including on your syllabus / sharing with your students  
**Staff:** share with your direct reports and colleagues  
**Students:** spread the word with your peers

...let us know if you have suggestions of additional outreach opportunities!
THANK YOU!

Bias Response Line Staff

Jamie McFarlane
jamie.mcfarlane@nyu.edu
212-998-2381

Tera Nakata
tera.nakata@nyu.edu
212-998-2371

...QUESTIONS?
<table>
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<tr>
<th></th>
<th>EE Service Requirement</th>
<th>Benefit at Home School</th>
<th>Benefit at Other School</th>
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<tbody>
<tr>
<td>Brown</td>
<td>6 months (must work at least 67%)</td>
<td>3 degree or job related courses per year (Employee Education Program EEP)</td>
<td>Unlimited number of degree or job related courses up to $2,500 per year.</td>
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<tr>
<td>Columbia</td>
<td>2 years</td>
<td>Differs for faculty level or administrative 1-2 courses per semester (either up to 3 or 6 per academic year depending on position)</td>
<td>None</td>
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<tr>
<td>Cornell</td>
<td>1 year</td>
<td>The degree program must be current job-related or Cornell career-related for a full-time employee. Up to 8 undergrad or graduate credits per semester; also eligible for two semesters of more than 8 credits, of which these semesters are considered full time to the employee</td>
<td>All regular nonacademic employees, and non-professional academic staff and faculty members who do not hold voting status on any college, university or graduate faculty are eligible to apply for tuition aid reimbursement for up to four (4) credit hours (or equivalent) per semester and eight (8) credit hours per fiscal year.</td>
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<tr>
<td>Dartmouth</td>
<td>1 year</td>
<td>100% tuition up to $5,250 (prorated for part-time) for one course per term in the school of Arts &amp; Sciences and the professional Schools (Dartmouth Medical School, Tuck School of Business and Thayer School of Engineering)</td>
<td>100% of the cost of registration and tuition fees for successfully completed (C- or better for undergraduate and B- or better for graduate) courses from an accredited college or university, to a maximum benefit of $2,000 per fiscal year (July 1-June30) The maximum reimbursement is pro-rated for part-time employees.</td>
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<tr>
<td>Harvard</td>
<td>90 days</td>
<td>Classes are $40 at the Harvard Extension School – or 10% of the tuition cost at other eligible Harvard schools</td>
<td>TRP reimburses employees up to 75% of tuition costs, up to an annual maximum of $5,250 upon the successful completion of the class.</td>
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<tr>
<td>Stanford</td>
<td>1 year</td>
<td>Up to $5,250 per fiscal year (prorated for part-time).</td>
<td>Up to $5,250 per fiscal year (prorated for part-time).</td>
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<tr>
<td>Univ of Chicago</td>
<td>Depends on employee job position</td>
<td>50% tuition remission for up to two classes per quarter. 100% remission for job related courses</td>
<td>75% tuition remission at any accredited college or university up to $2,000 per calendar year and $26,000 lifetime.</td>
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<tr>
<td>Univ of Penn</td>
<td>None</td>
<td>100% up to 6 units/academic year</td>
<td>None</td>
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<tr>
<td>Hopkins</td>
<td>120 days</td>
<td>Up to $10,000 per year for undergraduate and $15,000 for graduate MBA programs</td>
<td>100% reimbursement for employees working and living outside of Baltimore or Washington metropolitan areas for academic credit at a degree granting college or university other than Johns Hopkins; benefit not to exceed $5,250 in a calendar year. The family limit for credit courses is $5,250 per calendar year.</td>
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<tr>
<td>MIT</td>
<td>1 year</td>
<td>100% for one course per semester</td>
<td>$5,250 per year (prorated for part-time).</td>
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<tr>
<td>NYU</td>
<td>1 year</td>
<td>Salary of $50K or less=100%; Salary of more than $50K=90%; 100% if job related. Up to 9 credits per semester or 27 credits per year.</td>
<td>85% of tuition and mandatory educational fees at accredited institutions located in the US up to a maximum of $5,250 per plan year (July 1-June 30). Reimbursement for up to two courses per semester, 6 courses per plan year. Must be enrolled in an undergraduate or graduate degree program, or an eligible certificate program, at an institution that is accredited by the American Council on Education (ACE). Must receive a grade of C or better, or Pass in a Pass/Fail course.</td>
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<tr>
<td>Princeton</td>
<td>1 year</td>
<td>85% or up to $5,250 (same as for benefit for other school TR)</td>
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<td>None</td>
<td>None</td>
<td>None</td>
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<tr>
<td>Columbia</td>
<td>None</td>
<td>None (except if hired and matriculated before July 2011, then benefit is 100%)</td>
<td>None</td>
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<tr>
<td>Cornell</td>
<td>N/A</td>
<td>None</td>
<td>None</td>
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<tr>
<td>Dartmouth</td>
<td>1 year</td>
<td>50%</td>
<td>None</td>
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<tr>
<td>Harvard</td>
<td>Tenured Faculty Only</td>
<td>Loan Program (same as children)</td>
<td>Loan Program</td>
</tr>
<tr>
<td>Hopkins</td>
<td>120 days</td>
<td>Not specified</td>
<td>None</td>
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<td>None</td>
<td>None</td>
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<tr>
<td>NYU</td>
<td>1 year</td>
<td>50% limit up to 2 MA and 1 Doctorate</td>
<td>None</td>
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<td>Princeton</td>
<td>N/A</td>
<td>None</td>
<td>None</td>
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<td>Stanford</td>
<td>N/A</td>
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<td>None</td>
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<tr>
<td>Univ of Chicago</td>
<td>None</td>
<td>None</td>
<td>None</td>
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<tr>
<td>Univ of Penn</td>
<td>3 years</td>
<td>50% undergrad only</td>
<td>None</td>
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<tr>
<td>Yale</td>
<td>NA</td>
<td>None</td>
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<td>Brown</td>
<td>For faculty, no wait period for staff, 4 years</td>
<td>$10,400 (increases at rate of tuition increase at Brown)</td>
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<tr>
<td>Columbia</td>
<td>4 years continuous service without break of more than 31 days</td>
<td>100% undergrad only</td>
<td>Lesser of 50% of undergrad tuition at other school or 50% of Columbia tuition for up to 8 semesters</td>
</tr>
<tr>
<td>Cornell</td>
<td>4 years</td>
<td>50% undergrad</td>
<td>Lesser of 30% of school's tuition or Cornell tuition; 10 semester max</td>
</tr>
<tr>
<td>Dartmouth</td>
<td>None</td>
<td>None</td>
<td>None</td>
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<td>None</td>
<td>None</td>
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<td>2 years</td>
<td>50% up to JHUs undergraduate tuition</td>
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<td>MIT</td>
<td>3 months</td>
<td>100% undergrad</td>
<td>For tenured faculty, up to 50%. For Administrative and non tenured, if hired before June 1988, up to 50% of MIT</td>
</tr>
<tr>
<td>NYU</td>
<td>1 year at NYU 3 years portable</td>
<td>same as employee; up to age 23</td>
<td>FY14 - $5,860 (with Inflator)</td>
</tr>
<tr>
<td>Princeton</td>
<td>5 years</td>
<td>50% tuition up to annual collar cap $16,180</td>
<td>50% tuition up to annual dollar cap $16,180</td>
</tr>
<tr>
<td>Stanford</td>
<td>5 years</td>
<td>Up to $22,092 with restrictions</td>
<td>Up to $22,092</td>
</tr>
<tr>
<td>Univ of Chicago</td>
<td>None</td>
<td>50% for undergraduate</td>
<td>50% for undergraduate</td>
</tr>
<tr>
<td>Univ of Penn</td>
<td>3 years</td>
<td>75% undergrad</td>
<td>Lesser of 40% of Penn Tuition or other institution; 50% for undergraduate; max 8 semesters</td>
</tr>
<tr>
<td>Yale</td>
<td>6 years</td>
<td>Lesser of a) $15,700 per AY; b) ¼ the tuition and general fees; c) actual charges for tuition and general fees.</td>
<td>Lesser of a) $15,700 per AY; b) ¼ the tuition and general fees; c) actual charges for tuition and general fees.</td>
</tr>
</tbody>
</table>