Minutes of a Stated Meeting of the
Administrative Management Council
Tuesday, December 12, 2017

A stated General Meeting of the New York University Administrative Management Council was held on Tuesday, December 12, 2017 at 9:00 a.m., at the NYU Kimmel Center for University Life in the Eisner & Lubin Auditorium, 4th floor, 60 Washington Square South. The meeting was convened with Mike McCaw as the AMC Chair.

AMC Chair, Mike McCaw opened the meeting by welcoming members of the AMC and calling the meeting to order at 9:05 am.

PRELIMINARY MATTERS - Approval of the Minutes
The minutes from the last meeting on November 14, 2017, 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.

REPORTS
[Not verbatim, presentation attached]
AMC Chair, Mike McCaw, mike.mccaw@nyu.edu

- Thank you for completing the post-meeting survey
  - Question from Provost Fleming speech - 30% threshold to request information - there is no longer this requirement and the University is just strongly encouraging participation
  - Moving offices to Brooklyn - Provost Fleming reports that there is a minimum of 6 months (in most cases 9 months) notice before an office is moved
  - Tax Reform Questions - Not a lot of answers yet, lots of questions. Ongoing discussions and being mindful of decisions that will be announced in January
- Being@NYU - Admins have 36% participation currently
  - Whether you’ve had a positive experience or have concerns you’d like to report, your participation is vital and needed - consider your privilege in having this opportunity and don’t let it pass by
- Relaunch of OpenAMC
  - New card in NYU Home for OpenAMC
  - More to come in committee reports
- NYU Combined Campaign
  - We hope you will consider this

University Senate
- Mike McCaw, mike.mccaw@nyu.edu
  - Great presentation on Student Success (linked attached report)
    - How can the AMC be an active part of this conversation
  - Senators all have guest passes - if you are interested in attending a Senate meeting please reach out to one of our Senators

GUEST SPEAKERS
[Not verbatim, presentation attached]
Charlton McIlwain, PhD - Associate Dean for Faculty Development and Diversity; Associate Professor of Media, Culture, and Communication

- Ad Hoc Advisory Task Force on Equity, Diversity, & Inclusion
- Administrator involvement and participation was very strong during the task forces tenure
● A lot of the recommendations from admin were largely untouched as they came so fully formed and thoughtfully presented.

● Many of the recommendations from the admin had to do with collection of data - Being@NYU is one aspect of that.

● When we talk about campus climate - admin and staff are almost always left out of the conversation - students and faculty are always the focus, but admin and staff are usually the first point of contact and are just as important to consider.

● Four key areas:
  ○ Hiring more diverse workforce
  ○ Once hired, opportunities to advance and pathways to leadership
  ○ Understand the meaning of diversity, equity, inclusion through programs in mentorship, professional development, etc
  ○ Build a campus climate where everyone feels at home and affinity groups welcome

Juan Tie - Associate Director, Campus Services; AMC Vice Chair

● Task force presentation for staff and admin - 5 key outcomes
  ○ NYU should be more transparent about its diversity data and such data should be accessible and publicized to the community
    ■ Recommendations - UDW+ dashboards for schools/units that are available to HR and CDO (Chief Diversity Officer) that can be reviewed and published
    ■ Research within Salary Bands, new hires, promotions, retention, etc
  ○ Diversity in senior leadership positions should be increased
    ■ Need more clarity on what the bands are and how do you move within them
    ■ As you move up in the Bands, the percentage of non-white admins drops
    ■ Recommendation - Need more support programs. Administrative Fellowship Program (24 seats, 2 cohorts of 12) is a great first step but 100+ applied so we need more
  ○ Increase the number of affinity groups at NU and support those that currently exist
    ■ Increase funding and awareness of these groups
  ○ Increase the amount of types of diversity training available to Admin/Staff
    ■ Admins do not shy away from training
    ■ Need more sessions available - new and specific
    ■ Hold regular listening sessions and town halls
  ○ Increase the number of diverse candidates applying for and ultimately attaining jobs here at NYU
    ■ Need data to address trends
    ■ Increase spending
    ■ Assure diverse search committees

Lisa Coleman, PhD - Senior Vice President for Global - Inclusion, Diversity, and Strategic Innovation / Chief Diversity Officer

● Please take the Being@NYU survey!

● Arrived at NYU since September - 2 positions prior to NYU in a similar role (Harvard & Tufts)

● Most people think of diversity in terms of demography - i.e. numbers

● Focusing on diversity in addition to equity, inclusion, and belonging

● Think about this in terms of “buckets”
  ○ Faculty affairs and research
  ○ Student affairs and co-curricular programs
  ○ Administrative and Staff leadership and development

● Approach to each cohort will be different and specific to their needs

● There will be some institutional standards, but a lot of the work will be through the various schools/units

● Focuses
Data and transparency is key - benchmarking and looking at peers
More programs of opportunities (like the Admin Fellows program)
Affinity Groups - what is the purpose of these groups and how can they be institutionally aligned
Training pathway and pipeline programs
Search committees

Q&A

How do we encourage participation? How do we explain that apathy is a cancer?
- The point is to really capture everyone’s stories. Your voice needs to be heard in order to help us develop the best practices and policies moving forward.

How will you review the more narrative answers in the survey? Whose stories will be told?
- Working with Ranken and Associates - they will assist in this kind of quantitative analysis

I’m an Administrator and a student. Can you explain why we weren’t asked to take the survey from both perspectives?
- Dr. Coleman wasn’t here for the survey setup, but one of the things she will be focusing on is a deeper dive into the survey results and one item she’ll focus on will be these types of “cross appointments.” We’ll also do this every 3 years.
- If you do have experiences to include, please do in the survey

You mentioned that we won’t have a “master plan” and I think that’s ok - but don’t we need a “vision” of what we’re working towards?
- I do not mean to suggest that we won’t have a strategic plan. They’ll be different strategic plans for each cohort and topic.
- There will be mission and vision statements
- Once we have the data, those will be easier to establish
- Outreach & Partnership and Research & Growth are also vital

In terms of recruitment - it feels like one office is running all student admissions and sometimes that isn’t sensitive to individual department needs
- There are some IPEDs and government restrictions around how we collect this data, but we as a University can also establish our own, more nimble statistics and goals for departments/schools/units
- Lots of shifts in the way we present the data internally, but there are some state and federal regulations that we must adhere to

Could you speak about how you got involved in this type of work?
- Had no idea I would get to this work. I was a faculty member. I have a background in gender and race and age studies.
- Diversity, equity, inclusion and belonging was not a “field”
- What attracted me to this work was the combination
  - General Z or Millennial - like multifaceted work, transformative work, lots of research, etc
  - “Cultures of learners” vs. “cultures of experts”
  - Enjoy working with students, faculty, and staff - I like these people

How has this type of work been conducted in other universities and what were the benefits?
- Done a lot of work, a number of assessments, lots of work on search committees, results analytics, etc.

Can you speak about your experience so far at NYU and any difficulties you see so far especially with us being so decentralized?
- NYU has a lot of EDI efforts but they are not aligned
- There also seems to be some confusion about how these terms are defined across the institution - both how do we measure and view in a global network

Can you speak to diversity & equity demography as it relates to pay equity?
- Institutions must do compensation analysis - this will be something we’ll look at
■ In higher ed this is different than corporations - i.e. sciences are very different in terms of arts & humanities, for example
■ We will be looking at this across gender, race, age, etc
  ○ Do we have any data on who is or isn’t responding?
■ The information we’re receiving is just by large cohort - students are the cohort that we need more participation from

REPORTS CONTINUED

AMC Treasurer, Daniel Holub, daniel.holub@nyu.edu
- Report attached
- We have a current operating budget $77,500
- Average of $3,500 per general meeting
- Question: Where does the money come from? Central VP office
- If you’d like to request funding, SURs should should the www.tinyurl.comAMCfunds

AMC Secretary, Katrina Denney, katrina.denney@nyu.edu
- Senior Unit Reps will receive attendance updates in the coming weeks for any reps in their school/unit who have missed 2 or more General Meetings
- Looking for volunteers for the spring semester to assist with check-in
- Please reach out if you are interested in running for Secretary and would like to talk about the position!

AMC Committee Chairs
- AMC Inclusion, Diversity, & Equity (AIDE) Committee - Justine Kelly-Fierro, justine@nyu.edu
  ○ AMC AIDE Committee Spring 2018 Meetings @ 9:30am-10:30am (January 17th, February 21st, March 21st, April 18th, May 9th)
- Community Service - Carrie Meconis, amc.csc-group@nyu.edu
  ○ AMC Annual Toy Drive - ends December 14th, www.tinyurl.com/NYUAMCToyDrive
  ○ Food Drive = 2,500+ items donated
  ○ Blood Drive - great turn-out, another one in the spring
- Communications Committee - Nadia Cureton, ncureton@stern.nyu.edu
  ○ OpenAMC email coming out today
  ○ Search for “AMC” on NYU Home and add the app
  ○ Visit: https://openamc.ideascale.com
- Professional Development Committee - Marni Vassallo, Marni.Vassallo@nyu.edu
  ○ Meeting next month
- Compensation & Benefits Committee - Meredith Rendall, mr173@nyu.edu
  ○ Did not have enough time to review the draft in the meeting - but reach out to Meredith if you have feedback or recommendations

ANNOUNCEMENTS
- AMC Annual Toy Drive
  Ends December 14th
  www.tinyurl.com/NYUAMCToyDrive

- AMC AIDE Committee Spring 2018 Meetings
  9:30am-10:30am
  January 17th, February 21st, March 21st, April 18th, May 9th

There being no further business, the meeting was adjourned at 10:30 a.m.

Respectfully submitted,
Katrina Denney
AMC Secretary
Agenda

- Call to Order
- Chair’s Report
- Guest Speakers
  - Charlton McIlwain, PhD
  - Lisa Coleman, PhD
- Officers, Senators, and Committees Reports
- General Announcements
Call to Order
Chair’s Report

Michael McCaw, AMC Chair

- November post-meeting survey feedback
- Being@NYU survey reminder
- OpenAMC relaunch
- NYU Combined Campaign
University Senate Report

- November 2017 Senate minutes

- Presentation from MJ Knoll-Finn on student success
AMC Senators are given one guest pass each for University Senate meetings. If you are interested to attend as a guest, please reach out to one of your AMC Senators:

- Katrina Denney, FAS
- Regina Drew, University Relations and Public Affairs
- Amy Fair, Steinhardt
- Michael McCaw, IT
- Carrie Meconis, Tisch
- Carolyn Ritter, Stern
- Pamela Stewart, Steinhardt
Guest Presentation
Lisa Coleman, PhD
Senior Vice President for Global Inclusion, Diversity, and Strategic Innovation

Charlton McIlwain, PhD
Associate Professor, Media, Culture, and Communication
Associate Dean, Faculty Development and Diversity, NYU Steinhardt

Juan Tie
Associate Director, Campus Services
Vice Chair, AMC
Administrator & Staff Working Group Outcome Recommendations

February 3rd, 2017
Report of the Ad Hoc Advisory Task Force on Equity, Diversity, and Inclusion
April 27, 2017

For review; submit comments to the Task Force
via email to diversity-inclusion@nyu.edu by Monday, May 29

CoChairs
Charlton McIlwain
G. Gabrielle Starr
Lynn Videka*

Student Vice Chairs
Vincent Vance
Krystal McLeod*

Administrators
Corey Blay
Khalid Latif
Gwynneth Malin
Eugenia E. Mejia
Juan Tie

Deans
Dominic Brewer
Tom Carew
Peter Blair Henry

Faculty
Awam Akpka
Susan Antón
Jamie Skye Bianco
Fred Carl
Kimberly DaCosta
Gabriella Etmektsoglou
Tommy S. Lee
Lina Meruane
Olugbenga Ogedegbe
Adam J. Ramey*
Stephen Small

Carol Sternhell
Kenji Yoshino

Students
Arielle Andrews*
Juan Manuel Calero
Canaval
Benjamin Haye
Joseph Ehrenkranz
Debora Aponte Martinez*
Sana Mayat
Andreyka Natalegawa
Angel Parker
Hjordys (Jo) Perez Matos
Vince C. Vance
Devan Worth
Recommendations for Promoting Equity, Diversity, and Inclusion Among NYU Administrators and Staff

Hiring and Leadership Development

We encourage University Human Resources (UHR) to further develop ways to increase the diversity of the candidate pool for NYU by enhancing targeted recruitment and using best search practices in compliance with pertinent antidiscrimination policies and legislation (e.g., diverse search committees, requirement of diversity in short lists, and pilot of a name-blind résumé system to determine efficacy).  

One way to accomplish this might be to support diversity-specific career fairs and advertising through other diversity job posting networks. Additionally, we urge the University to consider community outreach and partnerships with community-based organizations to offer marginalized groups and communities job training (i.e., résumé building) to help prepare them to apply for and obtain entry-level jobs at NYU.

We further recommend that the University increase diversity in senior leadership positions. Diversity in staff positions in bands 54 and above might be improved by creating professional development and mentoring programs specifically targeted for underrepresented groups. We recommend UHR create a leadership program whereby very high-performing, diverse midlevel management candidates are invited to prepare for senior-level positions within the University.

We also recommend that UHR create more professional development and mentoring programs geared to union and non-administrative staff to enable a broader pipeline for management positions. Such programs might build upon the model of the current program, Critical Skills for Emerging Leaders, for code 100 entry-level managers.
Community and Climate

We recommend that the University increase the number of affinity groups and support those that currently exist by creating a central fund administered by the office of the chief diversity officer (CDO). These groups would emerge from the university community or not only staff but also students and faculty based on the interests and sufficient willingness of stakeholders to participate. The CDO’s office would support these groups and work to ensure that they continue to serve a useful purpose as well as increase awareness of these resources and opportunities (via a central website or other such mechanism).

We advise the University to increase opportunities available to administrators and staff for professional development around equity, diversity, and inclusion and help to ensure that all employees understand the value of a diverse and inclusive workplace. We recommend that the onboarding process include a diversity statement and highlight the importance of diversity as a core value. UHR and the CDO’s office should, of course, develop their own training based on best practices and administrator and staff needs. UHR might also collaborate both with internal partners, such as the Center for Multicultural Education and Programming (CMEP) and the Center for Strategic Solutions, which operates as part of the Metropolitan Center for Research on Equity and the Transformation of Schools, and also with external higher education experts.

Administrator Ethnicity for Schools and Administrative Units by Band, %

**Equity & Diversity Pipeline**

<table>
<thead>
<tr>
<th>Band</th>
<th>Am Indian or AK Native</th>
<th>Asian</th>
<th>Black or AA</th>
<th>Hispanic or Latino</th>
<th>International</th>
<th>Not Captured</th>
<th>Too few to report</th>
<th>White</th>
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<td>7%</td>
<td>10%</td>
<td>13%</td>
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<tr>
<td>Band 56</td>
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<td>5%</td>
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Administrator New Hires (Sept 2013 - Aug 2016) Ethnicity for Schools and Administrative Units by Band, %

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<thead>
<tr>
<th>Band</th>
<th>Am Indian or AK Native</th>
<th>Asian</th>
<th>Black or AA</th>
<th>Hispanic or Latino</th>
<th>International</th>
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<td>43%</td>
<td>30%</td>
<td>5%</td>
<td>11%</td>
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<tr>
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<tr>
<td>Band 54</td>
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<tr>
<td>Band 55</td>
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Administrator Gender for Schools and Administrative Units by Band, %

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<tr>
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Administrator New Hires (Sept 2013 - Aug 2016) Gender for Schools and Administrative Units by Band, %

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<td>56%</td>
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<td>69%</td>
<td>31%</td>
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<tr>
<td>Band 56</td>
<td>57%</td>
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The working group was tasked with identifying outcomes administrators and staff members would like to see achieved in our effort to strengthen equity, diversity and inclusion at New York University.
In this report we highlight five key outcomes, following each with specific practical recommendations.

The recommendations are broken out into three sections: What is the recommendation? Who should carry it out? How can the recommendation be implemented?
NYU Together Event
Listening Sessions
Individual Member Outreach
UHR(Sabrina Ellis)
Administrative Management Council
AMC’s Inclusion, Diversity & Equity Committee
NYU should be more transparent about its diversity data and such data should be accessible and publicized to the community.
**Recommendation #1A**

**What?**- Each unit should develop a dashboard to keep track of metrics. Data should be published and used to ensure alignment of unit priorities.

**Who?**- UHR with CDO office support

**How?**- Use preexisting data systems (i.e. University Data Warehouse), or develop/acquire new one.

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**Recommendation #1B**

**What?**- Perform research in the following areas: salary within bands, new hires by band, promotional rates, turn over and retention rates.

**Who?**- CDO office with support from UHR.

**How?**- Existing research centers, internal CDO staff, remedial actions should be taken if discrepancies are found.
Diversity in senior leadership positions should be increased.
Recommendation #2A
What?- Create professional development and mentoring programs specifically targeted for underrepresented groups.

Who?- UHR with support from University Senior Leadership.

How?- Implement best practices in higher education. Create a university leadership track program for high performing underrepresented mid-level managers (this can include senior level university mentors).

Recommendation #2B
What?- Create more professional development and mentoring programs specifically geared to union and non-administrative staff.

Who?- UHR.

How?- Build similar programs such as, “Critical Skills for Emerging Leaders” (only open to admins)
Increase the number of affinity groups at NYU and support those that currently exist.
Recommendation #3A

What?- Create a central fund to support the creation of centrally based affinity groups open to all admin/staff members at NYU.

Who?- These NYU-wide affinity groups should be administered by the office of the CDO and centrally funded by HR.

How?- Application process based on interest, purpose and attendance.

Recommendation #3B

What?- Support existing affinity groups within units and support the creation of new unit-specific affinity groups.

Who?- Units themselves with the support of the CDO’s office.

How?- Units with enough funding should continue to support existing groups and the growth of new groups. CDO central fund could be used to support interested groups where funding is insufficient.
**Recommendation #3C**

What?- Increase awareness of such affinity groups and other NYU engagement opportunities such as the AMC.

Who?- UHR in collaboration with unit HR departments.

How?- Include information about affinity groups, the AMC and other NYU community involvement opportunities as part of the onboarding process for all new employees. House information in one central website under the CDO’s office.
Increase the amount and types of diversity training available to Admin/Staff.
**Recommendation #4A**

What? - Include a diversity statement and highlight the importance of diversity as a core value as part of the onboarding process (this should be mandatory).

Who? - UHR in coordination with HR departments within the units.

How? - Online version, include new diversity statement, some background & strong emphasis on shared values around equity, diversity and inclusion.

**Recommendation #4B**

What? - Develop new training programs specifically geared toward administrators in order to address issues of diversity (Allyship, microaggressions, fostering an equitable and inclusive workplace)

Who? - UHR in collaboration with the CDO’s office.

How? - UHR & CDO developed training. UHR collaboration with internal partners (CMEP & Metro). External best in class higher education diversity trainers.
Recommendation #4C

What?- Hold listening sessions for Admin/Staff to highlight mentorship, development and other relevant topics.

Who?- UHR

How?- Quarterly UHR town hall style listening sessions (including both admin and union staff)
Increase the number of diverse candidates applying for and ultimately attaining jobs here at NYU.
Recommendation #5A
What?- Increase spending on targeted recruitment by HR for diverse candidates.

Who?- UHR.

How?- Increase UHR funding for diversity specific job fairs and advertising. Partner with local community based groups to offer marginalized groups job training & assistance applying for jobs (pipeline).

Recommendation #5B
What?- Assure diverse search committees.

Who?- UHR in coordination with HR departments within the units.

How?- UHR should develop, share and encourage the use of a best practices document.
Recommendation #5C
What?- Establish a mechanism in which searches are sent back if they are not diverse (similar to what the faculty searches are doing in FAS and Steinhardt).

Who?- UHR in coordination with HR departments within the units.

How?- UHR should develop a policy and enforcement mechanism to hold units accountable.

Recommendation #5D
What?- Pilot a name-blind resume system to determine efficacy.

Who?- UHR.

How?- UHR can develop the pilot program and determine efficacy.
Treasurer’s Report

Daniel Holub, AMC Treasurer

- AMC Budget and Balance summary as of 11/28/2017
- Funding requests over $250 should be presented at least one month in advance for the AMC Executive Board to review.
- We encourage individual units to request funds for events highlighting the AMC and its relationship to their unit.

www.tinyurl.com/AMCfunds
### AMC Budget Report: AY17-18

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<td>Tuesday, April 10 (60 Washington Square South, 4th Floor)</td>
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<td>Year-End Luncheon: Thursday, May 3, 2018 (Rosenthal Pavilion)</td>
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<td>Presidential Town Hall</td>
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<td>Community Supporting Events</td>
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<td>$11,000</td>
</tr>
<tr>
<td>Naughty Knitters</td>
<td></td>
<td>$3,000</td>
</tr>
<tr>
<td>Misc Meeting Food</td>
<td></td>
<td>$2,000</td>
</tr>
<tr>
<td>Networking events</td>
<td></td>
<td>$3,000</td>
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<tr>
<td>Swag</td>
<td></td>
<td>$5,000</td>
</tr>
<tr>
<td><strong>Expense Totals</strong></td>
<td></td>
<td><strong>$81,500</strong></td>
</tr>
<tr>
<td><strong>Budget</strong>: $82,300</td>
<td></td>
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<tr>
<td><strong>Expected Encumbrances</strong>: $81,500</td>
<td></td>
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</tr>
</tbody>
</table>
Secretary’s Report

Katrina Denney, AMC Secretary
Administrators Inclusion, Diversity, and Equity Committee

Co-Chairs: Justine Kelly-Fierro, Steinhardt ; Danielle Mebert, SPS

amc-aide@nyu.edu

- Spring 2018 meeting schedule
  - Wednesdays, 9:30am - 11:00am
  - January 17th, February 21st, March 21st, April 18th, May 9th
Community Service Committee

Chair: Carrie Meconis, Tisch
amc.csc-group@nyu.edu

- AMC Annual Toy Drive
  - Amazon Wish List closes 12/12 - https://tinyurl.com/NYUAMCToyDrive
  - Drop off a new, unwrapped, nonviolent toy or book for children ages infant to 16 years to any of our campus collection sites through Thursday, December 14

- AMC Food Drive Update
  - Approximately 2540 food items at the Manhattan sites, Brooklyn sites and online.
  - Special thanks to Jennie Tichenor, NYU Public Safety and Tom Schindler, and NYU site coordinators

- AMC Blood Drive Update
  - 62 Donors and 68 total units of Blood donated will impact 204 lives.
  - Spring date TBA
Communications Committee

Chair: Nadia Cureton, Stern
amc-communications@nyu.edu

- OpenAMC is now live!
  - Search for “AMC” on NYU Home
  - Visit openamc.ideascale.com
Committee on Professional Development

Chair: Marni Vassallo, Steinhardt

amc-pd-group@nyu.edu

- AMC WorkHACK: Communities of Practice Update

- Next committee meeting:
  - Tuesday, January 9th, 3:30pm - 4:30pm
  - 239 Greene Street, Room 345
Benefits Committee

Chair: Meredith Rendall, IT
amc-benefits-group@nyu.edu

● Updates on draft Senate Financial Affairs Committee letter
  ○ Merit increase: three to five year strategy
  ○ Salary bands, job descriptions, career paths
  ○ Benefits changes
  ○ Work/Life balance
  ○ Community service
  ○ Increase to AMC operational budget
  ○ Affordability recommendations
  ○ Collaborative synergies with faculty and students
Committee Reports and Announcements
General Announcements
Upcoming Events

● AMC January Meeting
  ○ Tuesday, January 9th from 9:00 AM - 10:30 AM
  ○ *Eisner and Lubin Auditorium*

● AMC February Meeting
  ○ Tuesday, February 13th from 9:00 AM - 10:30 AM
  ○ *Colloquium Room*
    ■ Guest Presentation: William Berkley, NYU Board of Trustees
amc.info@nyu.edu