MINUTES OF A STATED MEETING OF THE
ADMINISTRATIVE MANAGEMENT COUNCIL GENERAL MEETING

A stated General Meeting of the New York University Administrative Management Council was held on Thursday, May 9, 2019 at 12:00 p.m., in the Rothenthal Pavilion located on the 10th floor of the Kimmel Center (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 12:10 pm.

I. Preliminary Matters
   a. Call to Order and Approval of Minutes Michael McCaw

II. Reports
   a. Outgoing Chair Michael McCaw
      i. A special “Thank you” from the outgoing chair
   b. Vice Chair Katrina Denney
      i. A special highlight of Senior Unit Representatives of the AMC
   c. The AMC Desantis Distinguished Representative Award
      i. Initial remarks from John Desantis
      ii. Award given to Regina Drew (Director, University Events!)
   d. Administrative Coordinator Seamus Mullin
   e. Incoming Chair Cassandra Bizzaro
      i. Special thank you to outgoing officers

III. Committee Reports - See attached slides for details
   a. AIDE
   b. Benefits
   c. Community Service
      i. Book and a Buck Campaign a success!
      ii. Naughty Knitters - 1508 items were donated this year!
   d. Communications Committee
e. Professional Development
f. Special Events Committee

IV. Presentation
a. Business Process Improvement Updates (Slides attached) Martin Dorph EVP
   b. Question regarding affordability
      i. This process improvement initiative is not about layoffs or reorganization, however affordability is a larger conversation involving many variables including the endowment.
   c. Question about tying career pathing to role definition within schools.
      i. Many administrators have multiple roles, and we’ll be delving first into what will be handled centrally vs. by the schools. Once that is clarified between different schools, we will be moving into actual role definitions.

V. Raffle!

VI. Adjournment

There being no other business to be discussed, the meeting was adjourned at 2:00pm
Agenda

- Call to Order

- Reports
  - Officers
  - Administrative Coordinator
  - Committee Chairs

- AMC Senator Candidates

- Guest Presentation
  - Martin Dorph, EVP

- General Announcements
Call to Order
Reports
Special thanks to all of the AMC invited guests who presented in the past two years:

- William Berkley, NYU Board of Trustees Chair
- Andrew Hamilton, NYU President
- Katherine Fleming, NYU Provost
- Martin Dorph, Executive Vice President
- Lisa Coleman, Senior Vice President for Global Inclusion, Diversity, and Strategic Innovation
- Stephanie Pianka, Senior Vice President for Finance and Budget
- MJ Knoll-Finn, Senior Vice President for Enrollment Management
- Sabrina Ellis, Vice President of Human Resources
- Charlton McIlwain, Vice Provost for Faculty Engagement and Development
- Kitty Bridges, Associate Vice President, Digital Accessibility/IT Policy & Compliance
- Trish Halley, Assistant Vice President of Global Benefits
- Cecil Scheib, Assistant Vice President of Sustainability
- Owen Moore, Assistant Vice President of Campus Services
- Bernie Savarese, Assistant Vice President for Student Success
- Peter Christensen, Assistant Vice President, Strategic Initiatives
- Tracey Gardner, Deputy Chief of Staff to the President
- Jim Robertson, Executive Director of Web Services
- Eric Loffswold, Associate Director of Talent, Learning, and Organizational Development
Vice Chair’s Report

Katrina Denney, FAS
Administrative Coordinator’s Report

Seamus Mullin, UHR
2019-2020 AMC Chair’s Welcome

Cassandra Bizzaro, Stern
Announcement of the Second AMC DeSantis Distinguished Representative Award Recipient
About the AMC DeSantis Distinguished Representative Award

- Recognition of an AMC representative’s extraordinary commitment, exemplary service, and sustained leadership in thoughtfully representing administrators in University governance.

- Named in honor or John DeSantis, who proudly served the AMC for over four decades as a founding member, active leader, representative, two-time Chairperson, and Senator for numerous terms.

Award Committee:
- Michael McCaw (2017-19 Chairperson)
- David Vintinner (2014-16 Chairperson)
- David Vogelsang (2012-14 Chairperson)
- Katrina Denney (2018-19 Vice Chairperson)
- Juan Tie (2017-18 Vice Chairperson)
- Kristi Schwindt Ramos (2015-16; 2019-20 Vice Chairperson)
- Seamus Mullin, Administrative Coordinator
AMC DeSantis Distinguished Representative Award Recipient

Regina S. Drew
Administrators for Inclusion, Diversity, and Equity Committee

Co-Chairs: Sangeeta Bhojwani, Meyers ; Patti Pearson, Tisch

amc.aide@nyu.edu

- The AIDE Committee meeting on April 17th featured a presentation from Kelle Collyer-Brown, Office of Equal Opportunity, who provided an introduction to OEO and hosted a brief discussion about mitigating unconscious bias.

- Next committee meeting:
  - Wednesday, May 29th from 9:30 AM - 11:00 AM
  - 721 Broadway, Room ?
  - Finalizing AMC Summer Book Club readings, featuring one book per month for the summer
The Benefits Committee meeting on May 3rd* focused on mental health awareness and featured a dialogue with Trish Halley, Assistant Vice President for Global Benefits; Grace Cosachov Protos, Executive Director for Work Life; and Carol Hoffman, former Work Life Executive Director at Columbia University. Topics of discussion included:

- On-boarding and ongoing training opportunities
- Promoting positive mental health (i.e. meditation, destigmatizing therapy, reducing stress)

Next committee meeting:
- Friday, June 7th, from 12:00 PM - 1:00 PM
- 721 Broadway, 11th Floor Conference Room
- Discussion of Carebridge services and planning for a future Benefits Spotlight on Mental Health

*Link to May committee meeting minutes
Naughty Knitters
1,508 items

- 341 baby blankets to Care for the Homeless;
- 538 toy bears to Knitting Without Borders, which went to Jamaica, Nepal, Honduras, and the NYC Terence Cardinal Cooke Health Care Center for the developmentally disabled;
- 575 children’s scarves and hats to the Lower East Side Girls’ Club;
- 34 scarves to the Rendell Men’s Shelters in Queens;
- 20 hats to Hat Not Hate (an anti-bullying project).

Special thanks to:
Jennie Tichenor (retired); Tricia Voda (alumna);
Carrie Meconis (chair, AMC Community Service Committee)
Communications Committee
Chair: Cassandra Bizzaro, Stern
amc.communications@nyu.edu

- “Getting Involved with the AMC” welcome page for new employees
- Welcome email templates
- Thank you to everyone who nominated a colleague for the AMC Behind The Title feature
  - Katie Santo, for Jennifer Novicki
  - Anthony Ginexi, for Mckenzie Love
  - Chris Alexander, for Andrea Muraca
  - Judith St. Louis, for Queen Walker
Professional Development Committee

Chair: Marni Vassallo, Steinhardt

amc.professional.development@nyu.edu

- AMC Mentoring Program application will launch in mid-June. Be on the lookout for more information on the AMC website and the June edition of the AMC Monthly.

- AMC Emerging Professionals “NYU School Crawl” event will be held on Thursday, June 20th.
  - RSVP to secure your seat
  - Check out the map for locations along the crawl!

- Next committee meeting:
  - Thursday, June 6th from 3:30 PM - 4:30 PM
  - 239 Greene Street, 4th Floor
Special Events Committee

Chair: Julie Kaplan, FAS
amc.special.events@nyu.edu

- **Welcome Breakfast for New Reps: September 27, 2018**
  - Newly-elected representatives were welcomed by the AMC Executive Committee.

- **A Fireside Chat with President Hamilton: November 6, 2018.**
  - The old Town Hall format was replaced by a more casual arrangement with the President in conversation with AMC Chair, who presented questions and concerns submitted by members of the community. Save the date for the next one: October 29, 2019.

- **The 31st Annual Retirees Luncheon: April 17, 2019.**
  - Executive Director of the Work-Life Office, Grace Cosachov Protos, addressed the retirees, who are thrilled to be a population included in the work-life initiative. As always, this event is a treasured opportunity for old friends and colleagues to rekindle ties with NYU and each other.

- **The 21st Annual Administrators Art Show: May 25 - September 5, 2019.**
  - Coming soon to the Stovall Family Art Gallery on the 8th floor of the Kimmel Center. The deadline for submission was April 29, but artists who missed the deadline may petition Scott Lewis. We hope everyone will take some time to stop by and visit the show this summer!
Nominations and Elections Committee
Chair: David Vintinner, Institutional Research
amc.elections@nyu.edu

● Congratulations to the newly appointed Representatives and Alternate Representatives!

● AMC Senator written statements available electronically
  ○ Voting ballot to be shared in the coming weeks
AMC Senator Nominees
Katrina Denney
Director of Administration, Politics
Faculty of Arts and Science

AMC Service:
AMC Vice Chairperson
AMC Secretary
AMC Alternate Senator - Executive Committee; Organization & Governance
AMC Representative - Tisch, FAS
AMC Benefits Committee Member
AMC Communications Committee Member
AMC Designee for Prison Industrial Complex Committee
Hector Gonzalez
*Senior Systems Analyst*
Finance and Employee Systems and Services

**AMC Service:**
AMC Representative
AMC Senior Unit Representative
Daniel Holub

*Department Administrator, College Core Curriculum*

Faculty of Arts and Science

**AMC Service:**

- AMC Treasurer
- AMC Alternate Senator - Judicial Board
- AMC Representative
- AMC Senior Unit Representative
- AMC Designee for Issues of Sexual Misconduct
- AMC Executive Committee Member
- AMC Benefits Committee Member
Norma Kenigsberg
Program Director, IT Policy Development & Compliance
NYU IT

AMC Service:
AMC Parliamentarian
AMC Bylaws Committee Chair
AMC Representative
AMC Senior Unit Representative
AMC Alternate Senator - Financial Affairs; Organization & Governance
AMC Designee of Joint Senate Technology Committee
AMC Executive Committee Member
Michael McCaw  
Associate Director, Academic Appointments  
Office of the Provost

AMC Service:
AMC Chairperson  
AMC Vice Chairperson  
AMC Senator - Executive Committee  
AMC Alternate Senator - Executive Committee  
AMC Professional Development Committee Chair  
AMC Representative - Silver, Steinhardt, Finance, IT  
AMC Alternate Representative - Provost's Office  
AMC Executive Committee Member
Carrie Meconis
Director, Office of Faculty
Tisch

AMC Service:
AMC Community Service Committee Chair
AMC Senator - Academic Affairs; Financial Affairs
AMC Representative
Co-Chair of Ad Hoc Work Life Balance Committee
Working Moms Steering Committee
AMC Executive Committee Member
AMC Benefits Committee Member
Jocelyn Bernal Ocha
Budget Manager
Dentistry

AMC Service:
AMC Representative
AMC Alternate Representative
D. Simmons Jendayi
Manager, Dean’s Special Initiatives
Liberal Studies

AMC Service:
AMC AIDE Committee Member
Jessica Spera
Assistant Director, Student Conduct & Community Standards
Student Affairs

AMC Service:
AMC Representative
AMC Bylaws Committee Member
Pamela Stewart

*Operations Administrator, Nutrition and Food Studies*
Steinhardt

**AMC Service:**
AMC Treasurer
AMC Senator - Academic Affairs
AMC Alternate Representative
AMC Executive Committee
Rebekah Thornhill Tokatlilar
Managing Director, Bronfman Center
Student Affairs

AMC Service:
AMC Representative
AMC Alternate Representative
Senator Nominees

Jason Wiker
Associate Director, Strategic Partnerships & Special Projects
Tandon

AMC Service:
AMC Representative
AMC Alternate Representative
AMC Alternate Senator - Organization & Governance
AMC Executive Committee Member
Guest Presentation
Martin Dorph
Executive Vice President

Business Process Improvement Updates
Business Process Improvement (aka APII) AMC Update
<table>
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<tr>
<th>Agenda for today’s session</th>
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<tbody>
<tr>
<td>• Introduction</td>
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<tr>
<td>• What was the aim of the phase 1 - Administrative Process Improvement (APII)</td>
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<td>• What did we hear from the community</td>
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<td>• What were the recommendations</td>
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<td>• How are we implementing the changes--phase 2 NIKE</td>
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<td>• How will the AMC be involved</td>
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“The most important thing we are doing here is collapsing the silos," says Eash Sundaram, EVP of innovation and CIO of JetBlue. "When we think about a program, we don't think about IT and finance and commercial operations. We think about how the program improves our customer or employee experience.”

— Martha Heller, Be the Business: CIOs in the New Eras of IT
“Did he talk about silos?”

“Of course he did,” I said. “We have to break down the silos that separate the academic side of the house from the Student Retention Office, apparently.”

Emma wrinkled her nose. “Why is it a good thing to break silos? All that happens when you break a silo is that the grain spills out. Or the missile falls over.”

― Frankie Bow, *The Musubi Murder*
What is the aim of Administrative Process Improvement?

This effort is to engage with and listen to the NYU community to improve how we support the students and faculty of a world-class University with many moving parts.

Focus on:

- Developing better ways of working together
- Improving communication and sharing best practices
- Making our systems work better
- Maximizing effectiveness as an organization
- Creating greater career mobility and development opportunities
The feedback from the NYU community

1. Schools & administrative unit expectations
   - Strategic business partners
   - Ownership of select sub-functions
   - Efficient and effective transactional services
   - Clearly communicated University-wide policies and guidance

2. Talent development, and career paths
   - Administrative staff are generally satisfied
     - 74%1,2 “satisfied” or “very satisfied” with their NYU experience
   - but many feel that growth opportunities are limited
     - 23% “strongly agree” that they are provided opportunities to grow2

3. Performance and customer satisfaction
   - Outcomes are delivered for basic processes; however, non-standard approaches require extra work to get things done

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1 Answered of "satisfied" or "very satisfied" to the question of “Overall, how satisfied are you with your experience at NYU?"
2 Excerpt from Finance employee survey; similar results for HR employee survey
Recap from AMC APII meeting: live polling results

Do you see NYU as a place you can thrive as a professional?

- Yes
- No

What do you see as the most important enabler to you achieving your professional goals in the next 1-2 years?

- New career opportunities within NYU
- Help navigating career opportunities
- Training
- Connectivity with my colleagues

Which of the following statements do you most closely agree with?

- Opportunities to try new roles within my school
- Opportunities to get global exposure
- I’m not interested in other opportunities at NYU

Key themes:
- Better opportunities
- Personal Growth
- Promotion and transfer
AMC Executive Committee suggestion for Improvement

**Training is a major challenge** – right now, administrators rely on either their personal network or “bumping into information” to get their jobs done.

**Poor role clarity and consistency across schools / units** (and sometimes within the same school) makes it difficult to do your job, effectively collaborate with others, and grow professionally.

**Uncertainty as to who does what and how the University functions**, making it hard to navigate in our decentralized environment.

**It’s hard to build a sense of community and a professional network** when roles and processes are inconsistent.

**Onboarding and offboarding staff are huge pain points** due to inconsistencies across roles and schools, poor access to support and information needed, and no accountability for overall process.

**Professional development and career pathing are insufficient** in the current state.

**Shared willingness and excitement to be part of the solution**
The review provided insights for action

Current state observations

• **Organic, decentralized growth** over time has perpetuated the lack of an integrated administrative operating model at NYU

• **No standard service catalog** is in use across the University, and there are limited or no commonly accepted service levels even for core processes

• **High variation in role definition** and expectations combined with varying skills and a highly decentralized operation have led to duplicative, inefficient, and resource intensive processes over the years

• Though administrative staff are satisfied, **gaps in capabilities, training**, and growth opportunities create frustration for staff

• School and unit leadership are **looking for better strategic partners** from their administrative functions, yet administrative staff are often consumed with ensuring basic services are done well

How can NYU change its administrative operating model to deliver better services while providing a better experience to its staff?
Elements for a better way to work together

- Shared accountability
- Transparency & communication
- Sufficient resourcing, including skills and capabilities
- Process & technology improvements
- Increased capacity or other value created
- Culture of client excellence and continuous improvement
Strategy Recommendation 1: Develop our Talent

Training for current and future success

- **Administrative Academy**: build core skills and systems competencies for similar function / roles across schools and units
- **Expanded and Improve Formal Mentorship** programs for all employees: one by function and one by school / unit

Career pathing

- **Functional rotation program**: opt-in program for functional staff to rotate roles every 2-3 years across schools and units
- **Semi-annual succession planning** and creation of stretch opportunities for high-potential employees to accelerate development

Enabling Structured Talent Development

- **Clear competency requirements** linked to performance measurements; training mapped to career inflection points
- **More standard titles and job descriptions**: From >500 different titles and responsibilities to a core set of <75 roles within units, with flexibility to adapt certain aspects to school needs
Strategy Recommendation 2: Establish a better operating model

ACADEMIC UNITS
Responsible for **strategic** services integral to the school’s academic mission

Fully local execution & management

ENABLING UNITS
Manage common **tactical** process in support of schools and unites

Shared delivery & decision making

CENTRAL UNITS
Responsible for **assurance** services: risk management, quality assurance, treasury, & infrastructure

School consultation but Central decision making

Continuum Enabled by Technology/Governance

- Service delivery is distributed between central, local and enabling units based on where the service most effectively and efficiently performed—different delivery models for different service types
- Agreement, accountability and governance are keys to the success of a Federated model
- **Human capital** development is essential to improving the service model
Lessons learned so far

✔ Despite considerable community effort, nervousness about change persists

  • As Peter Drucker famously said, “Culture eats strategy for lunch.”
  • Good buy-in with management level staff, much more skepticism from senior levels

✔ Getting people to change is hard

  • As Maslow quipped, “if you’re a hammer, everything looks like a nail.”

✔ Be careful not to overpromise

  • Pilot was successful helping people understand aims of the initiative
  • Resources to implement the pilot we’re not really available, making change slow and creating disappointment

✔ Celebrate bright-spots

  • Leveraging success of student finance center provided a good example of what we’re trying to do

✔ Shrink the change into measurable units

  • Break things into pieces so it is manageable units
To make things easier, NYU is taking a phased approach

<table>
<thead>
<tr>
<th>Foundation Building</th>
<th>NIKE (Just Do It)</th>
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<tr>
<td>In progress</td>
<td>Planning Now</td>
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<tr>
<td>• Devised a <strong>strategy</strong></td>
<td>• Target real, <strong>measurable</strong> and noticeable administrative cost reductions</td>
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<tr>
<td>• Develop a cross-unit <strong>performance measurement</strong> system</td>
<td>• Committees and <strong>teams</strong> being established</td>
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<tr>
<td>• Create <strong>governing bodies</strong> for administrative services</td>
<td>• Starting with the <strong>Central</strong> units before moving into the schools</td>
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<tr>
<td>• Review <strong>roles and job competencies</strong></td>
<td>• All savings will be used to support financial <strong>sustainability</strong></td>
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<tr>
<td>• Create <strong>administrative academy</strong></td>
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<tr>
<td>• Initiate targeted <strong>service redesign</strong></td>
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<tr>
<th>Initiatives</th>
<th>Approach</th>
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<tr>
<td>• Develop prototypical roles and accountabilities</td>
<td>• Small designated taskforce</td>
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<tr>
<td>• Simplify financial HR/Finance reporting</td>
<td>• Develop a compelling change story</td>
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<tr>
<td>• HR onboarding service center</td>
<td>• Engage all stakeholders</td>
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<tr>
<td>• Simplify position management</td>
<td>• Pull on all value levers</td>
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<td>• Finance Academy</td>
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<td>• IT Academy</td>
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General Announcements
INCLUSIVE LEADERSHIP & MANAGEMENT INSTITUTE

Three-part course (June 10, 12, 14) examines the role of Inclusive Leadership in achieving Inclusion, Diversity, Belonging, and Equity within the work environment. Course provides mid and senior level managers strategies for increasing inclusiveness within their department.

Apply by May 24
bit.ly/ilmisu19
amc.info@nyu.edu