TO:          Anthony Jiga, Vice President Budget and Planning  
            Senate Financial Affairs Committee  
FROM:       Administrative Management Council  
RE:          Recommendations for the 2017-18 Fiscal Year  
DATE:       February 2017  

As requested, the NYU Administrative Management Council submits our annual letter with recommendations for the coming fiscal year. This letter highlights those issues that are priorities for the administrator community at NYU. We ask that you and the University’s Senior Leadership consider these requests and savings suggestions.

Below is a summary of our letter with additional details provided in the following pages:

- **Merit Increase**: The AMC recommends a 3.5% increase with a bonus pool of 0.5%. (page 2)
- **Salary Bands and Job Descriptions**: The AMC requests 1) a return to published salary ranges for open positions on the NYU career websites, consistent with peer institutions that utilize the “band” system and 2) adjusting job descriptions to reflect job duties and responsibilities accurately. (page 2)
- **Benefits**: The AMC suggests enhancements to the current WageWorks enrollment options to include the Lifestyle Benefits Program, specifically the WageWorks Tuition Reimbursement Program and the WageWorks Fitness Reimbursement Program. (page 2)
- **Administrative Support**: To ensure parity with the other four councils that comprise University Governance who have administrative support, the AMC requests administrative assistance. (pages 2 and 3)
- **Affordability**: The AMC champions a number of suggestions presented on Ideascale to support University affordability efforts that are outlined in this letter. (pages 3 and 4)

We welcome the opportunity to expand upon these requests and suggestions and look forward to on-going communications. We request a written response to this letter be submitted to the AMC Executive Officers by July 1, 2017.
Merit Increase and Process: Considering that resources are strained and we are working increasingly longer hours to support new and existing programs, faculty, and students on a global scale, both in-person and remotely, we feel that a modest 3.5% increase with a modest bonus of 0.5% is warranted. Additionally, we advocate that our increase should be in line with, and not lower than, the increases of the bargaining unit that reports to us. According to the survey data published by the Society for Human Resource Management\(^1\), U.S. employers can expect an average base salary increase of 3.0% in 2017.

Salary Bands and Job Descriptions: Publication of salary ranges will help eliminate uncertainties and better streamline the recruitment process. This particular issue currently stands as the lead topic and conversation during monthly AMC general meetings. The lack of transparency regarding salary bands and job descriptions has presented challenges for career development and employee recruitment. NYU administrators who apply for open positions are unclear if the opening is a lateral move or an opportunity for advancement. For administrators who are recruiting for positions, screening applications for candidates who are underqualified or whose salary expectations are not in line with the range for the position extend the recruitment process in inefficient ways. Additionally, we recommend adjusting the job descriptions so they reflect the position’s duties and responsibilities more accurately. Based on conversations with Sabrina Ellis, Vice President of Human Resources, we look forward to the implementation of an audit of hiring practices and job descriptions.

Benefits: We propose including additional programs from the WageWorks Program, specifically the Tuition Reimbursement Program\(^2\) and the Fitness Reimbursement Program\(^3\). The Tuition Reimbursement Program would supplement the current portable tuition and employee tuition remission benefits to include additional programs, certifications, and courses. The Fitness Reimbursement Program would encourage administrators to pursue healthy lifestyle options with the added incentive of paying gym fees with pre-tax dollars.

Administrative Support: We request that the University Leadership consider supporting the AMC so that there is parity with the administrative support provided to the other four councils that comprise University Governance. As NYU continues to work to address critical challenges for the University through inclusive dialogue with multiple councils, the demands on AMC leadership have increased dramatically. In particular, the creation of multiple high level advisory councils, task forces, and working groups increasingly has required more organization and involvement from the AMC, which is the only entirely volunteer-run and volunteer-supported Council in NYU University Governance. The Dean’s Council has broadly distributed support for each individual member, most of whom control large personally-focused office staff and also are supported by the Office of the Secretary (which also administers NYU Senate meetings). Faculty councils are supported by a Faculty Governance Manager, and the Student Senators Council is supported by the Student Affairs division. Without this support, increasing demands

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\(^{1}\) [https://www.shrm.org/ResourcesAndTools/hr-topics/compensation/Pages/salary-budgets-2017.aspx](https://www.shrm.org/ResourcesAndTools/hr-topics/compensation/Pages/salary-budgets-2017.aspx)

\(^{2}\) [https://www.wageworks.com/employees/lifestyle-benefits-programs/tuition-reimbursement-program](https://www.wageworks.com/employees/lifestyle-benefits-programs/tuition-reimbursement-program)

\(^{3}\) [https://www.wageworks.com/employees/lifestyle-benefits-programs](https://www.wageworks.com/employees/lifestyle-benefits-programs)
on the AMC will result in challenges to the continued smooth running of the AMC and concerns by future leaders as to whether they are able to commit to the time requirements of our elected positions.

We want to acknowledge the efforts of the new **AMC Committee on Professional Development** and how their volunteer efforts, conducted in cooperation with University Human Resources, have contributed to the enhancement of the professional lives of our fellow administrators at no additional cost to the University. One of the most successful initiatives of this committee has been the peer mentorship program. This structured program has connected administrators across departments, schools, and our local and global campuses to refine best practices and identify areas for development and growth. Recently, the mentorship program has grown to include union staff and administrative deans to ensure inclusion within the greater University community. Embedded leadership of this nature strengthens us as a community, sets us apart from peer institutions, and displays creative strategies to maximize existing resources and networks in compelling ways.

**Affordability:** We are pleased that President Hamilton has supported affordability as a key institutional initiative. Administrators have creatively stretched budgets in their respective units after reductions or stagnations since the 2008 economic downturn to ensure that the quality of service remained and the student experience was not adversely impacted. Additionally, we worked with Human Resources to highlight the benefits of the High Deductible Health Care Plan when two health plans were retired and have accepted the loss of two merit increases since 2003. We further highlight the AMC Committee on Professional Development as an additional initiative that has added value to the NYU community at no additional cost to the University.

Also, considering the current ideas submitted on Ideascale, the AMC champions the following top suggestions as effective measures to ensure cost savings for the University:

- Create an official University-wide Telecommuting policy, compressed work week, shared office spaces, and flexible Office Space. The AMC would be happy to partner with the Affordability Steering Committee and Working Group to quantify potential savings through the implementation of one or all of these options, and we hope the work of the Work Life Balance Committee can assist in facilitating these policies.
- Rethink publishing print magazines, catalogues, and brochures for automatic distribution. Rather than asking administrators and community members to opt-out of the print publication, think digital first with the option to opt-in to the published version. At a minimum, the ability to opt-out should be clearly provided and easy to do. Publications to consider for initial implementation include: Steinhardt’s MPAP calendar of events, Arts Digest, SPS Course Catalog, and NYU Physician.

The AMC offers to partner with the Affordability Steering Committee and Working Group to increase transparency on university spending to aid identification of the biggest opportunities for
savings and improved efficiencies. We also recommend rewarding the committees, offices, and units that implement the most cost effective plan for savings.

Committees: We want to acknowledge the Work-Life Balance Committee (proposed by the AMC and co-chaired by two AMC members), and the work they have done over the past year to inventory current work-life services offered by the university; investigate those offered by peer institutions; evaluate the NYU community’s needs for these services; recommend ways to improve, streamline, or expand services to meet those needs; and consider the viability of creating a new institutional office to handle all work-life issues.

We thank the University for facilitating the formation of the Tuition Remission Committee and look forward to their findings and recommendations in the coming year. We remain committed to a thoughtful review of eliminating/lowering the 10% tuition remission cost share for employees earning more than $50,000, providing more consistency to the job relatedness determinations, and the current portable tuition remission policy.

The AMC wants to acknowledge the improvements made to FMLA, Bonding Leave, and Sick Time policies implemented by Labor and Employee Relations and Human Resources as of September 1, 2016. We are thankful that our suggestions and concerns were heard and positive changes were implemented.

We look forward to hearing from Vice President Jiga regarding our requests and suggestions.

Sincerely,
The NYU Administrative Management Council

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5 https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/bonding-leave.html