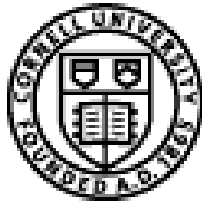


**FRATERNITY AND SORORITY
ALUMNI VOLUNTEER
HANDBOOK**



Cornell University

**Cornell University
Fraternity and Sorority Affairs
538 Willard Straight Hall
Ithaca, New York 14853
607-255-2310**

Cornell University

Fraternity and Sorority Alumni Volunteer Handbook

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I. Fraternities and Sororities at Cornell University

The Past

Cornell's Greek system has been an integral part of the residential community since the University's founding in 1865 and since its first students were admitted in the fall of 1868. In that year, six fraternal societies were established at Cornell (in order: Zeta Psi, Chi Phi, Kappa Alpha, Alpha Delta Phi, Phi Kappa Psi, and Delta Upsilon). Today, one hundred and thirty-five years later, four of them remain as active chapters. In 1881, Kappa Alpha Theta became the first sorority established at Cornell.

Throughout its earliest history, fraternal organizations were integral to the undergraduate life and activities of students. Cornell's first President, Andrew D. White, had been a member of Sigma Phi at Hobart and a member of both Psi Upsilon and Alpha Sigma Phi at Yale. As an educator, he was opposed to dormitory housing and was an outspoken proponent of the smaller group living environment found in private lodging houses or created in fraternity houses. As early in Cornell's history as 1890, a quarter of its male students lived in the then fourteen established chapters. This is comparable to the twenty-nine percent of undergraduate men that today live in forty-six chapters. Successive Cornell administrations have reaffirmed their support of the Greek system as one of the valued residential options for undergraduate students in contrast to many other educational institutions. Believing that "freedom with responsibility" and self-governance provide a positive learning opportunity in the total educational process, Cornell trustees and administrators have historically supported and encouraged the private Greek system to evolve on its own. This "arms length" approach has had its benefits and shortcomings. It has promoted student initiative and self-governance, but has also led to a declining influence on the quality of the fraternity and sorority experience. Recent empirical studies examining the influence and effect of Greek membership on student development and learning indicate conflicting findings. On one hand, certain aspects of Greek membership are often criticized as being antithetical to the intellectual and academic mission of the institution. On the other hand, on campuses where the fraternity and sorority system is well supported and their goals are aligned with the mission of the institution, Greek organizations offer a rich opportunity for student learning.

Over the years, this equivocal evidence, gleaned by quantitative analysis and first-hand observation has prompted institutions nationwide to evaluate their Greek system and to work toward realigning fraternities and sororities with academic values.¹ In a few cases (e.g., Colby College, Hamilton College, Franklin & Marshall College, and initially, Dartmouth College), the outcome of such evaluations has been to ban or to withdraw recognition of fraternities and sororities on campus. However, in many cases, (Cornell University, Colgate University, Syracuse University, University of Maryland, and Emory University) these reviews have resulted in sweeping organizational reforms in the areas of facility and financial management, residential living environment, social policy, new member recruitment and education, and membership education and programming.

Fraternities and sororities offer an unparalleled opportunity for student involvement and leadership development. Self-governance and community service are the hallmarks of the Greek system and embody the spirit of a student-centered campus. Unfortunately, there are deep-rooted cultural problems such as substance abuse, misogynist behavior, and hazing that belie these organizations' achievements. The Committee is mindful of the challenges facing the Cornell system, but believes that if properly supported, where chapter members responsibly conform to agreed upon standards, fraternities and sororities can provide a very valuable living-learning option for undergraduates.

The Present

Cornell's present Greek system is one of the largest in the country with sixty-seven chapters and over fifty-four Greek residences that house approximately fifteen hundred students. Over 30% (thirty-five hundred) undergraduate students belong to the Greek system. Even for those who choose not to join, Greek activities such as formal recruitment and weekend social events impact a large portion of the freshman class. Cornell's Greek system remains one of the few vibrant systems in the northeast and stands as a prominently supported residential option for undergraduate students within the Ivy League.

In 1993, recognizing the historic importance that the Greek system has played in the lives of Cornellians, President Frank H. T. Rhodes and the Cornell Board of Trustees appointed a committee to undertake a review of the Greek system. The specific objective of the study was to define the needs the system required in order to assure its continued relevant role in undergraduate residential life. The University, as an outgrowth of that study, has taken a much more proactive leadership role to support and strengthen the independent Greek system.

The Office of Fraternity and Sorority Affairs (OFSA) has been established under the Direction of an Associate Dean of Students for Greek Life in the Office of the Dean of Students. Greek alumni have raised the funds required to endow the Robert G. Engel Associate Dean position and additional endowment funds to support the programs of that office. A trustee-appointed Fraternity and Sorority Advisory Council comprised of students, faculty, alumni, trustees, and administrators has been appointed which serves in an advisory capacity to the Vice President for Student and Academic Services.

Through a generous \$500,000 supporting gift, the University commissioned the architectural and engineering firm of Einhorn Yaffee Prescott (EYP) to undertake a comprehensive assessment of each of the forty-one fraternity and thirteen sorority houses on campus. The EYP Condition Assessment Report for each facility has provided a guideline for every chapter to utilize for maintenance and capital planning purposes. Alumni and undergraduates now have the engineering information and estimates needed to address their chapter's deferred maintenance problems and plan fundraising programs for facility improvements.

Students have led in the development of *The Strategic Plan* (See Appendix 1), which charts the direction for the system under its valued model of self-governance. The plan provides important "bench marking" in several areas of chapter operations, namely self-governance, social responsibility, facilities and financial management, perceptions, membership development, leadership and assessment. A yearly evaluation process holds members accountable for their performance and fulfillment of plan commitments.

The Future

In assessing the progress and improvements that have been made in the Greek system over the past eight years, the Fraternity and Sorority Advisory Council and the administration believe an important foundation has been established. **However much more needs to be done if the system is to sustain itself as a relevant part of the campus-wide Residential Initiative that is underway.** Many of the principles underlying Interim President Rawlings' Residential Initiative are embraced by the Greek system and mirror the ideals, goals, and objectives of every fraternity and sorority.

The Fraternity and Sorority Residential Initiative Committee was appointed to study and recommend ways in which the Greek system can participate in and benefit from the changes resulting from the Residential Initiative. Two prior residential committees have

devoted their attention to planning for the North Campus and the West Campus components of the Residential Initiative. Since the Greek system embraces the single largest aggregation of undergraduate students outside those in University residence, **it is essential that their needs and interests be integrated with the campus-wide initiative.**

Cornell's commitment to build new freshman facilities for first-year students on North Campus and completely replace the six University Halls to create a house system on West Campus for upperclassmen presents a welcome, but substantial challenge to the Greek system. Many of Cornell's Greek houses suffer from deferred maintenance. Many have not made the improvements and capital investments that will be required to assure that they can continue to provide competitive facilities for new members. They must also be prepared either to provide comparable dining facilities and meal programs to those offered on campus or to find a way to integrate campus meal plans into the life of the house. The 1997-98 EYP Study revealed that the aggregate capital needed to address medium-term to immediate facility improvements was approximately \$39 million (including costs for updating fire safety systems). An additional estimated \$12 million is needed to complete "suggested" or "desired" improvements.

The adopted *Strategic Plan* provides every chapter with the framework for developing and executing a program to enrich the living-learning experience at Cornell. But while the plan provides the template, much work remains to be done to achieve, in execution, the objectives defined in the plan. One of the great educational opportunities provided within the Greek system is the opportunity for self-governance and the development of organizational success through group cooperation and leadership. **The system requires access to additional "mentoring" if the full potential of this opportunity is to be realized for all chapters.**

To remain vital, relevant, and competitive in the evolving residential campus environment, the Committee has made a number of specific recommendations to be implemented as part of the Residential Initiative Plan. These recommendations set high expectations that seek to address areas of concern in the present fraternity and sorority system and propose programmatic changes to effect improvement in the chapter living and learning environment in a manner consistent with the objectives of the Residential Initiative. **As Cornell commits to transform the University's own undergraduate residential community, it is essential that improvements and a transformation for the Greek system be developed and implemented with equal thought, design, purpose, and commitment. If this does not occur, the Greek system may languish and fail in its opportunity to remain a dynamic part of the Cornell educational experience.**

The recommendations focus on three areas of need: enhanced alumni, staff, and faculty mentoring; augmented cultural, educational, and intellectual programming; and improvements to chapter facilities. Initially, nine chapters have been selected to voluntarily participate in a two-year pilot program to implement these recommendations. These pilot chapters will lead the way, but it is anticipated that most chapters will follow.

II. Office of Fraternity and Sorority Affairs

Vision

To support the personal growth, learning, health, and safety of fraternity and sorority members through leadership, self-governance, and service opportunities.

Mission

- To promote positive relationship among students, faculty, staff, and alumni/ae and to work collectively to achieve our goals.
- To afford students practical experience in organizational leadership and facility management.
- To provide a safe and pleasant physical environment that supports learning.
- To respond effectively and timely to our constituents' needs.
- To celebrate and respect differences in our community.
- To encourage support for community standards, self-governance, and social responsibility.

Services

Student advising and leadership training

- Assist chapters in integrating the academic and co-curricular aspects of fraternity and sorority life.
- Advise the Interfraternity Council (IFC), Multicultural Greek Letter Council (MGLC), and Panhellenic Association (Panhel) in governing the fraternity and sorority system.
- Advise over 60 chapters, which include 30% of the student population (approximately 3,500 students) and 54 chapters housing approximately 1,500 students, of which over 500 are housed in 15 University-owned properties.
- Oversee chapter goal setting and evaluate chapter implementation of the strategic plan.
- Plan and implement training and leadership seminars for student officers, new members, and general membership.

Facility and Financial Management

- Coordinate facility maintenance and fire-safety inspections of University-owned properties.
- Assist student leaders in financial management of University-owned properties.
- Oversee coordination and implementation of major renovations to University-owned properties.
- Facilitate building renovations for private and University-owned houses.

External Relations

- Serve as liaison to chapter house corporation boards, alumni/ae advisory boards, and national organizations.
- Raise funds for overall Greek-life initiatives and facilitate chapter fundraising campaigns.
- Support chapter fundraising and volunteer recruitment efforts.
- Serve as liaison to Alumni Interfraternity Council, Alumnae Panhellenic Advisory Council, and alumni of Multicultural Greek Letter organizations.
- Provide support to the Fraternity and Sorority Advisory Council and all working sub-committees.

Undergraduate Governing Councils

Interfraternity Council (IFC). The governing board representing 39 fraternities on Cornell's campus. The board coordinates educational, social, and recreational programs for the member chapters. Additionally, the IFC establishes guidelines, procedures, and standards for membership and enforces those policies.

Multicultural Greek Letter Council (MGLC). The fastest growing organizations nationally are culturally-based groups. There are over 15 organizations in the MGLC and the council serves to coordinate educational, social and recruitment programs for member organizations. In addition, the council establishes standards for membership and oversees their implementation.

Panhellenic Association (Panhel). This governing board represents the interests of 12 Inter/national sororities. The board coordinates educational, social, and recruitment programs for member organizations. Further, council members establish guidelines and procedures, in accordance with the National Panhellenic Conference guidelines, and oversee their implementation.

III. Community-wide Alumni Volunteer Organizations

Multiple alumni organizations support the efforts of the fraternity and sorority community, including the Fraternity and Sorority Advisory Council (FSAC), Alumni Interfraternity Council (AIFC) and the Alumnae Panhellenic Advisory Council (APAC). Members of the FSAC are appointed by the University to support and represent the entire undergraduate and alumni Greek community. Members are available to advise the Office of Fraternity and Sorority Affairs in policy decisions as well as serve as a conduit to the Cornell Board of Trustees. The AIFC and the APAC are independent organizations that work in conjunction with University-wide priorities and initiatives. Officers are elected or appointed by alumni representatives and are meant to serve the alumni community. As of yet, there is not a central organization for Alumni Multicultural Greek Letter organizations, although they do have representation on the Fraternity and Sorority Advisory Council. Cornell staff members are working with alumni to help identify potential leaders of this organization.

Fraternity and Sorority Advisory Council (FSAC)

The FSAC is a University-appointed body reporting to the Vice President for Student and Academic Services. The Council advises and counsels University administrators on broad matters of policy and planning for recognized fraternities and sororities at Cornell University.

Alumni Interfraternity Council (AIFC)

The AIFC must support the goals of individual chapters in the context of the broader goals of the fraternity system at Cornell. Instead of actually affecting change directly with administrators and students, the AIFC will work to recruit, motivate and support individual chapter alumni groups. With the support of the AIFC, these alumni groups will work with stakeholders to help define and execute strategic and operational plans to address the various challenges their chapters face. The mission of the AIFC is therefore to:

Alumnae Panhellenic Advisory Council (APAC)

The Cornell University Alumnae Panhellenic Advisory Council is a group of alumnae women each specializing in a specific area of interest for the benefit and consultation of alumnae advisors for the sororities on the Cornell University campus.

IV. Alumni Relations

Most undergraduate fraternity and sorority organizations are overseen by an Alumni Corporation or a Graduate Chapter. These organizations are in place to provide guidance for facility (if exists) and financial maintenance as well as chapter culture, programming, and leadership development. The following section provides information for Alumni organizations, chapter advisors, and volunteer recruitment.

Graduate Chapters/Alumni Associations/Chapter Advisors

A chapter advisor can be an excellent form of support. Many chapters choose to appoint one person with this role, asking them to be in constant contact with the undergraduate chapter and especially its leadership. Without reciprocal support from those being advised, however, nothing will be accomplished. Therefore, it is important to emphasize the significance of an advisor to the members of a chapter. Together, the advisor and the chapter members must strive to give a better understanding of the relationship that exists between the chapter and the institution. It is also important to realize that having a committed chapter advisor can make a significant positive impact in all areas of chapter operation.

Role of the Chapter Advisor:

- ◆ To assist the Faculty Advisor in the promotion of scholarship generally among the members of the chapter and promoting an atmosphere conducive for study within the chapter house.
- ◆ To assist the chapter officers, particularly the president and treasurer.
- ◆ To advise the chapter in the understanding of electing and training competent chapter officers.
- ◆ To work with the chapter officers in preparing the yearly Membership Development Plan, Chapter Management Plan, Chapter Annual Report, and budgets and goals.
- ◆ To speak with actives who are delinquent in their financial obligations to the chapter.
- ◆ To interpret and explain alumni policies and actions to the chapter.
- ◆ To express active chapter's feelings to alumni, when and where necessary.
- ◆ To attend a majority of active chapter meetings.
- ◆ To make every effort to attend each major chapter initiation event.
- ◆ To ensure the chapter house is in proper condition (if applicable).
- ◆ To attend national and regional meetings.
- ◆ To give assistance and advice in recruitment planning and membership education functions.
- ◆ To be familiar with, and advise the chapter on, the esoteric work.
- ◆ To keep current with the university policies in general and, in particular, those pertaining to Greek chapters.
- ◆ To discuss individual problems with members and try to give personal guidance.
- ◆ To be an active participant in alumni groups.
- ◆ To be familiar with Inter/national rules and regulations.
- ◆ To assist with the implementation of a purposeful chapter retreat.

How do you know if the person is a "good fit?"

- ◆ Can the person be depended upon for close and prompt cooperation?
- ◆ Is the person on good terms with the members of the chapter?
- ◆ Does the person have a healthy view of the chapter and the Greek system in general?
- ◆ Does the person work well with college students?
- ◆ Does the person have enough time to commit to the chapter?
- ◆ Is the person fair-minded?
- ◆ Is the person in good standing with the university administrators, the local chapter, the inter/national chapter, the alumni, and the faculty?

Possible ways to honor the Chapter Advisor

- ◆ Nominate him/her for an inter/national chapter award.
- ◆ Nominate him/her for a Greek alumni award.
- ◆ Invite advisor to all chapter events.

Volunteer Recruitment

Ways to locate alumni advisors and board members:

- ◆ *Alumni network.* The Office of Fraternity and Sorority Affairs as well as your chapter's national organization can provide contact information for your chapters' alumni. Reaching out broadly through newsletters and email list-serves, identifying the needs of the chapter and the expectations of involvement can uncover many volunteers.
- ◆ *Cornell University.* Alumni affairs officers affiliated with the Office of Fraternity and Sorority Affairs are available to discuss volunteer recruitment and retention methods for individual chapters.
- ◆ *Inter/national or regional headquarters.* Inter/national organizations may offer advising services as well as assist with the networking process. They can also provide lists and information for all local alumni regardless of collegiate affiliation.
- ◆ *Faculty/staff.* Many University officials are interested in working closely with a chapter in either a faculty fellow capacity or as a chapter advisor. Undergraduates can provide information on faculty and staff that have close relationships to members of the chapter. Faculty/staff receptions and dinners are good ways to identify interested volunteers.

Volunteer Roles can include:

- ◆ Chapter Advisor...
- ◆ House Corporation/Graduate Chapter President...
- ◆ Treasurer...
- ◆ Director of Fundraising...
- ◆ Director of Special Events...

Information on fee-based services

Stewart Howe Alumni Service

www.stewarhowe.com
3109 N. Triphammer Rd.
Lansing, New York 14882
(607) 533-9200

In continuous operation since 1936, Stewart Howe Alumni Service provides a wide variety of alumni/member relations services to Greek organizations, honor societies, and other affiliation and membership groups. Stewart Howe Alumni Service serves close to 200 clients at more than 25 colleges and universities from its office in Ithaca, New York, as well as professional associations, university staffs, and national fraternities.

The Pennington Company

www.penningtonco.com
501 Gateway Drive, Suite A
Lawrence, KS 66049
(785) 843-1661, Fax (785) 749-3766

Pennington & Company's comprehensive, well-planned, and well-executed alumni relations and campaign programs provide superior service and value for our clients while continually achieving aggressive campaign goals. Our strict attention to detail and ever-increasing knowledge of fund raising strategies allows our clients to cultivate and develop deep relationships with alumni, garner support from higher numbers of donors, reach greater campaign goals and ensure those values, memories and experiences traditional to their organization will be instilled within future generations.

The Ivy Partners

Fundraising Consultants
3663 Rippleton Rd.
Cazenovia, NY 13035

Some suggestions for your organization's alumni newsletter:

- Should be 20% news about the chapter, 80% news about alumni
- Make it available on-line if possible
- Should be distributed 2-3 times per year minimum
- Write to appeal to the masses – remember that your alumni represent many generations
- Avoid filling space with names of new officers, new members, or new initiates – simply printing the names doesn't communicate much
- Remember that, most of all, your alumni want to hear about the people that they were in school with
- Deliver a message of "need" if necessary, but don't fall into the trap of using the newsletter to ask for money
- Use creative ideas like including old photos and stories

The major content of an alumni newsletter should be profiles of other alumni and information about alumni activities and projects. Suggestions include:

- Marriage announcements
- Birth announcements
- Announcements of graduate degrees
- Announcements of promotions
- Address changes
- Report of deaths
- Cornell football, basketball, and hockey schedules
- Homecoming program with offers to arrange for football tickets
- Report of activities of the chapter's House Corporation

- Report of Alumni Association activities with a list of those alumni who attended
- Request for recommendations of chapter rushees
- A special article about a significant alumnus
- Schedule of upcoming alumni activities

Important dates to include in newsletters:

- Schedule of upcoming alumni activities
- The beginning and conclusion of recruitment/rush
- When the semesters start and end
- When the house opens and closes
- Spring Break and other breaks
- Initiations
- Homecoming
- Reunion Weekend

V. Development Campaigns and Associated Fundraising Materials

The University provides support to chapters in efforts to raise funds for facility enhancements and University-sponsored programming efforts. In recognition of the integral role that fraternity and sorority facilities play in the Cornell residential community, the University may offer University gift recognition credit for approved facility capital campaigns of private organizations. Donors to University-owned chapter campaigns are eligible for both gift recognition and tax credit.

Cornell's Nurturing Fund Raising Philosophy and Approach to Prospect Management

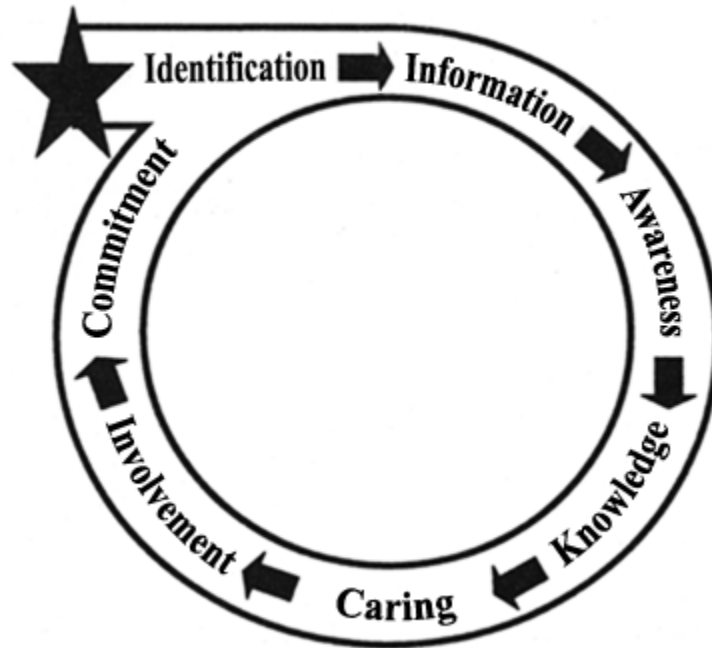
Cornell has enjoyed a long history of success in fundraising from alumni and friends of the University. For decades Cornell has been ranked among the top five Universities nationally in dollars raised from individuals.

Our success in large part is due to a genuine commitment to alumni and donor involvement in the life of Cornell that infuses all the work of Cornell's Division of Alumni and Affairs and Development. As members of the AA&D staff we are more than a "paid sales force": we are all involved in helping to connect alumni with Cornell in ways that are mutually satisfying and meaningful to the individual and to the institution.

The following tenets guide our approach to prospect management.

- Greater involvement of our donors leads to larger gifts.
- Our success in fundraising depends on how well we build relationships between the donor and key players in the institution.
- Everyone in the division of AA&D is involved in nurturing fundraising; this philosophy is embedded in all our work.

Key concepts of the nurturing fundraising process can be illustrated by the following



Initiatives that create awareness, understanding, interest, caring, involvement and commitment to Cornell are the foundation of our successful individual fundraising. These initiatives must be characterized by the elements of quality, frequency and continuity.

University information related to capital campaigns

Protocol for Greek chapters seeking University Approval for Capital Campaigns

Privately owned Greek chapters planning to embark on a capital campaign may seek university approval for their project. Such approval will provide the chapter with the opportunity to provide campaign donors with university gift recognition: Reunion Campaign and Giving Society credit (*not* tax deductibility).

Chapters seeking university recognition for their campaigns provide in writing, the following information to the Vice President of Student and Academic Services and the Director of Development:

- ◆ a professionally completed feasibility study that contains a gift table with documentation showing highly likely giving ability among lead donors, a timeline for the campaign, and the volunteer leadership structure for the campaign
- ◆ an assessment of the current state of the chapter, outcome of its annual assessment through the Office of Fraternity and Sorority Affairs, and identification of goals related to those outlined in Strategic Plan (specifically to include plans for live-in advisor), that will be met through capital improvements
- ◆ a written description of the scope of the capital project, including a description of how the project addresses the findings from the Einhorn Yafee & Prescott (EYP) assessment of the facility; a construction timeline, and information regarding any

special accommodation issues that the live-in members might face must be included in the documentation

Upon approval, a letter of understanding from the university will be provided to the campaign chair and house corporation president (with a copy of the "Gift Recognition Policy for University Approved Fraternity & Sorority Capital Campaigns"). Staff to be notified of approved campaigns include: Vice President of Alumni Affairs and Development, Vice President of Student and Academic Services, Director of Development, Dean of Students, Associate Dean of Students for Fraternity and Sorority Affairs, Director of Information Services, Director and Assistant Director of External Relations SAS, Principal, Major, Special and Leadership Gifts Directors, Regional Director, and Cornell Fund Director. This will be coordinated by SAS External Relations office.

Success of this initiative is dependent upon:

- ◆ a willingness to share prospective donor lists so that solicitation efforts can be coordinated, though clearance and approval from the university are not required for these campaigns
- ◆ on-going communication between chapter campaign chairs and university development staff on campaign progress
- ◆ a timely exchange of gift documentation from the chapter campaign team to university gift processing staff

Gift Recognition Policy – University Approved Fraternity and Sorority Capital Campaigns (private chapters)

The following is an outline of the Cornell University gift recognition policy for gifts from alumni to private fraternities and sororities involved in capital campaigns. These recommendations are subject to the review and approval of the Executive Staff and University Counsel:

- ◆ Gift recognition on payments will only be given during a university-approved, active campaign for capital improvements.
- ◆ An active capital campaign is defined as an effort on behalf of a fraternity or sorority that has received university clearance by having the appropriate alumni structure, feasibility study, undergraduate support and a management plan in place, and approval from the Vice President of Student and Academic Services and the Director of Cornell Development.
- ◆ Chapter leadership will share their lists of prospective givers with development contact, so that solicitation efforts can be coordinated with other university fundraising efforts -- not for clearance and approval.
- ◆ Gift recognition credit on payments will be given for university purposes only – reunion campaign credit and giving society membership – NOT tax deductibility.
- ◆ A chapter must provide the Director of Information Services with giving information (electronic format preferred), in a timely fashion to ensure appropriate university gift recognition credit. For recognition purposes, gift reports will be expected: October 1; February 15; March 1 and June 30. Giving information should include copies of donor remittance letters, envelopes and donor checks or other validating documentation.

- ◆ The university reserves the right to limit the number of houses undertaking approved capital campaigns at any given time.
- ◆ The university will make clear to all chapters that this program will be offered as a two-year trial. The University will convene the appropriate university staff in two years to review the process and make recommendations for its continuation, modification or discontinuation.

Cornell University recognition programs

Tower Club

Alumni, parents and friends who make annual gifts to Cornell of \$5,000 a year or more become members of the Tower Club. Through the generous support of Tower Club members, the University maintains its abilities to provide student aid, to recruit and retain exceptional faculty, and to improve its world-class libraries and laboratories.

As a member of the Tower Club, you will have an opportunity to meet distinguished faculty members, students, deans, and trustees. You will also have the satisfaction of knowing that you are playing a key role in preserving the unique opportunities that distinguish a Cornell education from those other top institutions.

The Quadrangle Club

Alumni and friends of Cornell University who make annual gifts of \$1,000 to \$4,999 are invited to join the Quadrangle Club. The Quadrangle Club recognizes donors who help fund scholarships, teaching, the library, laboratories, student activities, and an inspiring campus. Gifts help keep Cornell competitive in science and the arts, in faculty and staff salaries, in new technology, and the preservation of its historic buildings.

The Charter Society

The charter gift to Cornell University was given by Ezra Cornell--\$500,000 and his farm above Cayuga's waters. The Charter Society was named in honor of that first gift and provides special recognition to alumni and friends of Cornell University who make annual gifts of \$500 to \$999. Gifts enable Cornell to admit the best students, regardless of their finances, and prepare them for a rapidly changing world. Without generous private support from giving society members, Cornell would not be a world-class university.

The Ivy Society

This honorary society recognizes all young alumni (Classes of 1992 -2001) who make gifts of \$250 or more to Cornell University.

The Cayuga Society

When you make a planned gift to Cornell, you will be invited to become a life member of the Cayuga Society. This honorary society recognizes generous donors who have established charitable annuities, life income agreements, bequest intentions, or other planned gifts to benefit Cornell University.

Feasibility Studies

Feasibility studies are important to evaluate the present condition of the organization, the nature of its relationships, and the likely success of a capital campaign given the current alumni capabilities and inclination.

Opinion areas:

- ◆ Scope and content of capital plan including relative emphasis in type of funds needed;
- ◆ Nature and level of individual's personal support and volunteer involvement;
- ◆ Strength of leadership;
- ◆ Themes of the campaign
- ◆ Timetable and organizational plan.

Objectives:

- ◆ How well positioned is the chapter to undertake a campaign?
- ◆ What is the optimum amount that might be raised and over what time frame?
- ◆ What is the best strategy for raising this amount?
- ◆ Establish basis of attitude, affinity, priorities and motivations.

Feasibility Study – Sample Interview Questions

Attitudes and Affiliations

- ◆ Attitude of the chapter and why?
- ◆ Reputation of the chapter and why?
- ◆ Adjectives to describe the chapter?
- ◆ Cornell affiliation – how do you feel connected to Cornell (team, fraternity, college)?
- ◆ Strength of Chapter Alumni Board and why?
- ◆ How the University has handled Greek Life?
- ◆ Can the Board provide fund-raising leadership and why?
- ◆ Who among alumni are keys to the success of the campaign?

Chapter Goals and Objectives

- ◆ How important do you see this effort?
- ◆ Importance of the effort in the context of your Cornell interests?
- ◆ Should the campaign go forward?
- ◆ Is the goal feasible and why?; Do you believe the number of large gifts needed is a realistic expectation and why?; Is another goal more appropriate and why?

Personal Traits (Confidential)

- ◆ How do you rank Cornell in all of your philanthropic interests?
- ◆ How is your fraternity/sorority ranked in this context?
- ◆ Are you willing to make a gift to the campaign beyond your current level of support?
 - ◆ If Yes: At what Level?
 - ◆ If No: What might change your thinking?
- ◆ Would you participate as a volunteer? If yes, in what capacity?
- ◆ Any further comments on the proposed campaign?

VI. Facility and Financial Overview

Fraternalities and sororities exist to foster the growth and development of their members in positive ways. Through leadership, community involvement, mentoring, collaboration, and friendship, these organizations create substantial opportunities for students to become involved, competent, and responsible members of society. In this respect, the goals of these organizations complement the mission of Cornell, and our mutual commitment to learning and personal development.

The university and the fraternity and sorority system are partners in our effort to promote student growth, so it follows that the operational relationship between the two be founded on the fundamental principle that each fraternity or sorority is an independent legal entity responsible for its own actions, and for meeting its own legal duties and obligations. Cornell does not assume any legal responsibility for the supervision or control of fraternity or sorority affairs, and although providing certain structural maintenance services, does not provide, or purport to provide, any supervision of the residence. University "recognition" (the process by which Cornell determines whether a fraternity or sorority may participate in certain campus functions and avail itself of certain privileges) constitutes neither an endorsement of a particular fraternity and its activities, nor an assumption of legal responsibility for the supervision or control of that chapter's affairs.

The university aims to achieve this joint mission by encouraging self-reliance and responsibility on behalf of chapter members, officers, and alumni/ae. Therefore, OFSA staff will not dictate timing and methods of work on these buildings. Rather, the goal is to promote effective management through education, advice, and support. The most successful organizations have student and alumni leaders who have assumed the responsibilities necessary to accomplish their jobs.

The fundamental premise underlying the relationship between the university and the chapter occupying a University-owned facility is that the chapter members assume responsibility for the care of its house as if they own it. This premise accommodates the variety of histories behind university ownership of chapters at Cornell, and the long tradition of alumni/ae support for these houses. A relationship founded upon this principal also has a number of key implications:

- Student and alumni/ae leaders will take the lead in choosing a facility management plan for the building, just as they would have to if the chapter owned the building.
- Occupants assume responsibility for all operating and capital costs, both short and long term.
- The organization assumes responsibility and accountability for the culture and behavior of the occupants.

Whether private or University-owned, organizations that embrace these key points will likely have a long and productive tenure at Cornell.

Information on Live-in Advisors

The Fraternity and Sorority System Strategic Plan has recommended that each fraternity and sorority should have a Live-in Advisor to support the chapter officers in providing a healthy living and learning environment.

The Live-in Advisor should act as a communication link between the undergraduate chapter leadership, the chapter's Faculty Mentor, and the Alumni Board. He/she should assist in the development/enhancement in a positive living experience.

With an understanding and a fraternity and sorority appreciation for the concept of "self-governance," supported by the university and the community, the Live-in Advisor should oversee the operation of the facility with student leaders and where applicable, support the cultivation of the intellectual and personal development of the resident.

The following is a sampling of key characteristics to look for in a strong live-in-advisor candidate:

- Demonstrate an understanding of the vision, values, and mission statement of the Greek system.
- Demonstrate an understanding of the values and goals of the undergraduate chapter.
- Encourage the development of the culture of the house as a place for scholarship, leadership, and self-discovery.
- Work with the alumni and undergraduate leadership to encourage the development of appropriate social behavior and actions that are respectful of the individual, the chapter, the fraternity and sorority system, and the Cornell Community.
- Be available to support and advise the chapter officers, Executive Committee, and individual members.
- Assist in the development of a sense of community within the chapter where applicable.
- Be a participant in open communication with fraternity/sorority members, alumni advisors, the Faculty Mentor, members of the Alumni Board, national representatives and the Office of Fraternity and Sorority Affairs.
- Respect and demonstrate discretion about private fraternity/sorority matters.

Regarding the facility, realizing that student self governance is the hallmark of the Greek experience, the Live-in Advisor should:

- Oversees the opening and closing of the chapter house prior to the beginning of the first term and at the end of the school year.
- Supervises meal planning and purchasing food/household supplies within the allotted budget.
- Hires, trains, and supervise kitchen and housekeeping staff. Keeps accurate records of the working house for all employees.
- Works with Undergraduate House Manager to report any mechanical failures and needed repairs to the Chapter Advisor/House Corporation President or Cornell Fraternity and Sorority Affairs, as appropriate.
- Notifies all residents semesterly of all safety and emergency procedures and regulations. Communicate when necessary with the Alumni Board, chapter officers, and the university about the status of the facility in terms of local, state, and federal codes for health and safety.
- Have knowledge of maintenance and repair issues of the fraternity/sorority house and a commitment to follow up with the House Manager or other appropriate officer or member.
- Have knowledge of safety and emergency standards and procedures and a commitment to assisting the chapter, including the House Manager and the Risk Manager, in supporting the local agencies that govern these standards and procedures.

The Alumni Board and the chapter should provide to the Live-in Advisor:

- A furnished study room and separate sleeping room
- Board through a scheduled meal program
- Parking
- A stipend, negotiated by Live-in Advisor and the Alumni Board/Board Chairman

Relevant Contact Information

Emergency Telephone Numbers

Police (Non-emergency)

Cornell: 607-255-1111

Ithaca: 607-272-3245

Cayuga Heights: 607-257-1011

Fire Department (Non-emergency)

Ithaca: 607-272-1234

Cayuga Heights: 607-257-5536

Cornell University

Cornell University Environmental Health and Safety

Emergency (from campus phones): 911

Business Calls: 607-255-8200

Cornell University General Stores: 607-255-5121

Cornell University Switchboard: 607-255-2000

Cornell University Solid Waste Manager: 607:254-1666 or recycle-mailbox@cornell.edu

Cornell University Customer Service (Urgent Repairs): 607-255-5322

Building Department

Ithaca: 607-274-6508

Village of Cayuga Heights: 607-257-5536
