Class Officer Guidelines
2014 – 2015

Cornell Class Programs
130 East Seneca Street, Suite 400
Ithaca, New York 14850
607.255.2254; Fax: 607.255.7533
www.alumni.cornell.edu
# TABLE OF CONTENTS

Getting Started ........................................................................................................................2
History of Alumni Classes .........................................................................................................3
  Definition and Purpose of an Alumni Class ...........................................................................3
  What Makes A “Strong” Alumni Class .................................................................................4
  Alumni Class Treasuries .........................................................................................................4
Class Initiatives ..........................................................................................................................6
  Annual Fund Solicitation & Reunion Campaigns .................................................................6
  Membership Program .............................................................................................................6
  Class Columns in Cornell Alumni Magazine (CAM) .............................................................7
Homecoming ..............................................................................................................................7
  Reunion ...................................................................................................................................7
Regional Events .........................................................................................................................8
  Other Annual Events and Activities ......................................................................................8
Class Officer Position Descriptions ..........................................................................................9
Five Year Life Cycle ..................................................................................................................17
Services and Resources Available to Class Officers .................................................................21
  Cornell Office of Alumni Affairs Staffing .............................................................................21
  CACO .................................................................................................................................23
  CALC (Cornell Alumni Leadership Conference) ...............................................................25
  CU Volunteer .......................................................................................................................25
  Bookmark This! ......................................................................................................................25
Class, Student and Young Alumni Contact List .......................................................................26
GETTING STARTED

Congratulations! You have been appointed as a Cornell alumni class officer. During the next five years, you will play an important role in leading your alumni class while helping your classmates to connect with the university and one another.

Our Alumni Affairs and Development team takes pride in providing exceptional service and training of class officers. Our goal is to give you the tools and support you will need to build and maintain a strong alumni class. However, Alumni Affairs and Development can’t do it alone! Your commitment to strong teamwork, meeting deadlines, and asking questions will lead you to success throughout your term as a class officer.

The first six months of your term is the perfect time for you learn about your responsibilities as a class officer. We encourage you to call your staff contact in Class, Student & Young Alumni Programs (CSYAP) and to talk with former class leadership.

In addition, this handbook provides a general overview about alumni classes at Cornell. Whether you are a new or veteran class officer, please read on! Within these pages you will find a brief history of Cornell’s alumni classes, updated initiatives and officer positions, and additional resources to assist you over the next five years.

On behalf of your ever-expanding Big Red family, thank you for agreeing to serve your Class and Cornell!
HISTORY OF ALUMNI CLASSES

The Cornell Association of Class Officers (CACO) was founded in 1905 to assist classes in organizing their activities and membership. What started over 100 years ago as a handful of officers has grown today into a body of over 1700 diverse individuals representing more than 75 active alumni classes. As a newly appointed class leader, you are one of those 1700 officers—and as a result, you are a member of CACO.

Today, although every class has their own constitution and specific initiatives, all Cornell alumni classes abide by University policies and external regulations that govern their actions. In addition, every alumni class is supported by staff in Cornell’s Alumni Affairs and Development and by the CACO Board of Directors.

DEFINITION AND PURPOSE OF AN ALUMNI CLASS

The Cornell University Mission Statement, as reviewed and approved by the Senior Executive Staff and the Board of Trustees Committee on Alumni Affairs and Development in March 1998, clearly names alumni as members of the Cornell University community, along with faculty, staff and students.

The term “Class of xxxx” is first assigned to the cohort of approximately 3,000 women and men who matriculate together as freshmen into the undergraduate body at Cornell. Transfer students join the class at the time of their matriculation. The term “alumni class” refers to the class organization following the University Commencement that occurs eight semesters after the group matriculates as freshmen.

The purpose of alumni class organizations is to: promote the interests of Cornell; maintain communication between Cornellians from all classes; and provide the University with assistance in planning and executing alumni programming (both on- and off-campus), which by its nature will build a feeling of good will toward Cornell. Class officers serve as volunteers working on behalf of the University.
Support for alumni class activities comes from two principal sources: a) Cornell class officers and alumni who contribute donations, dues and volunteer support; and b) Cornell University, which provides staff and financial support in the execution of communication programs and class activities.

WHAT MAKES A “STRONG” ALUMNI CLASS?

Cornell has more than 75 active alumni classes. In recent years, class leadership has grown stronger and alumni classes have become more active by collaborating with other Cornell alumni organizations, enhancing their marketing strategies and strengthening their affinity networking efforts.

Cornell Association of Class Officers uses the following criteria to evaluate the strength of a class:

- Percent of class dues paying members;
- Percent of class contributing to the Cornell Annual Fund;
- Percent of class attending Reunion;
- Percent of Cornell Alumni Magazine columns;
- Number of quality class events/meetings held each year; and
- Diversity of the class officer group.

Class leadership meets at least once on an annual basis at the Cornell Alumni Leadership Conference (CALC) to discuss the state of the class and to determine activities on which the class will focus their efforts for the next year.

ALUMNI CLASS TREASURIES

Throughout Cornell’s history, Class treasuries have been used to support class initiatives such as Reunion, class columns in Cornell Alumni Magazine, trainings, conferences, and events. In order to avoid jeopardizing the University’s tax exempt status, dues and other monies given to the class by its members and others are received exclusively at Cornell and processed by Cornell staff.
members. Class income is deposited/maintained exclusively in Cornell University accounts, and purchases are covered under Cornell’s sales tax exemption.

Management of class funds is handled according to University policies and procedures. Class financial records are maintained by Cornell staff, using the University’s general ledger and other sub-ledgers as required. Financial reports are provided to class presidents and treasurers on a regular basis. Routine inquiries on class financial transactions and other financial matters by class treasurers are answered by University staff as necessary.

The class treasurer and class president are responsible for developing annual program budgets for the class and monitoring transactions and the overall financial standing of the class. Only certain volunteers (e.g., class treasurer, class president), can authorize expenditures of class monies. Signature authority for University accounts, including accounts to record class assets and expenses, will be managed by Cornell staff. Class officers are expected to exercise fiduciary responsibility in accordance with Cornell and CACO guidelines.
CLASS INITIATIVES

ANNUAL FUND SOLICITATION & REUNION CAMPAIGNS

The Cornell Annual Fund staff in the division of Alumni Affairs and Development coordinates fundraising initiatives on behalf of the University as a whole. As class volunteers, Cornell Annual Fund Representatives work with their fellow class officers and Cornell staff to assist with reunion campaigns, regional, college, or scholastic fundraising. All class officers should make an annual gift to Cornell at a level of individual comfort. Your Cornell Annual Fund Representative may help to encourage classmates to provide annual support to the Cornell Annual Fund or other areas of the University through class mailings or other vehicles. An additional, optional role for class volunteers is writing thank you notes to classmates that make a gift to the university.

MEMBERSHIP PROGRAM

University staff from the class membership program help class officers produce a set of annual communications which are mailed and e-mailed to all their classmates. These newsletters, flyers, postcards and e-mails provide information about class activities, classmate updates, and also request support in the form of membership dues.

Some classes augment these with additional newsletters or e-communications to provide more information about class or campus happenings and request classmate updates for class columns. Staff from Class Programs provides advice, guidance and assistance with all of the administrative and clerical duties associated with class dues collection. Each year, class presidents and membership contacts can expect to receive their own guide that explains the services, procedures, and deadlines for producing mailings, as well as multiple templates and samples.
CLASS COLUMNS IN CORNELL ALUMNI MAGAZINE (CAM)

Class officers (e.g., class correspondents) write bi-monthly columns on the personal and professional lives of their classmates that are featured in the Cornell Alumni Magazine. Classmate updates are obtained by correspondents through membership mailings, e-mail solicitations, website announcements, social media sites such as Facebook and Linkedin and information gathered by attendees at various events. In addition to being featured in the alumni magazine, correspondent’s columns are sometimes shared on the class webpage or in class newsletters.

HOMECOMING

Each year, several campus-wide departments sponsor a variety of programming during Homecoming weekend that is open to all alumni and their guests including concerts, lectures, tailgating, fireworks and more. In addition, classes have ample opportunities to organize their own events (for example: class meeting or dinner). For more information, please contact Homecoming and Special Interest Programs at (607) 255-6012. For additional information visit http://www.homecoming.cornell.edu/.

REUNION

Reunion is a major class activity that occurs every fifth year for each class. Approximately 7,000 people visit Cornell each June to celebrate Reunion. The University sponsors events and activities for all attendees to enjoy including special presentations, such as The Spencer T. and Ann W. Olin Lecture, Cornelliana Night and the Cornell Chorus and Glee Club Concert, the Reunion 5K, and the annual Reunion Row; State of the University Address; and outdoor activities that are fun for all family members. Visit http://alumni.cornell.edu/reunion/ for more information.

Class officers (e.g. Reunion chairs) are responsible for class-specific Reunion planning, although successful Reunions involve participation by every class officer. Reunion classes and associations
sponsor a variety of class-specific events from receptions and dinners, to class meetings and seminars. To support and guide Reunion planning efforts, Class, Student & Young Alumni Programs publishes a Reunion Planning Guide and offers Reunion Kick-Off (RKO), a weekend of training held on campus that is devoted solely to organizing a successful reunion.

REGIONAL EVENTS

Classes may work in conjunction with another class (or decade of classes), or a local alumni club to organize activities that are regionally based. Classes should work with their Class Programs contact, regional associate directors, and local Cornell Clubs or Alumni Associations to coordinate plans for regional activities (contact information for these individuals can be found at www.alumni.cornell.edu). Classes sponsor many kinds of event, including parties, picnics, football tailgates, theater events, pre-Reunion gatherings, or specially planned donor events. CACO advises classes to develop a strong budget and plan for all regional events at least four months in advance to ensure appropriate timing for mailings and the organization of event details. Examples of these regional events include Cornell Hockey at Madison Square Garden in November and the bi-annual Sy Katz ’31 Parade down 5th Avenue in NYC.

OTHER ANNUAL EVENTS AND ACTIVITIES

Every year, initiatives implemented by Cornell University are rolled-out to alumni through their Class. An example is the New Student Reading Project, where alumni receive copies of the book that new students will read and discuss during their Cornell orientation. The Alumni Affairs team provides opportunities for alumni to participate in webinars and discussions with faculty throughout the academic year. Moreover, the New Student Reading Project website provides discussion questions, library resources, and other information to help participants understand the literary themes that make the novel a provocative read for book lovers of all ages.
CLASS OFFICER POSITION DESCRIPTIONS

While classes are free to develop their own class officer organization and position descriptions, the list below outlines CACO’s suggested roles and responsibilities. CACO mandates that each class maintain an updated class constitution (and an accompanying set of by-laws, if so desired) on file with the Office of Alumni Affairs. Every class should include an outline of their officer structure that includes position descriptions in their constitution and bylaws, and ensure that it is regularly reviewed. If you need a copy of your current class constitution, or want help creating a new document, contact your Class, Student and Young Alumni Programs staff contact.

Keep in mind that there are some responsibilities that many classes may choose to make mandatory for all their officers including: becoming a dues-paying member of their class, attending as many class events as possible, attending as many class officer meetings as possible, and making a yearly gift to Cornell at a level of individual comfort. These responsibilities should also be included in your class constitution.

PRESIDENT

The class president provides overall leadership, initiates class activities, oversees Reunion plans, and develops strategies for strengthening the class. The president communicates regularly with all class officers to ensure that they are fulfilling the duties of their office. The president is responsible for coordinating regular communication between all class officers and may use letters, one-on-one phone calls, group conference calls, e-mail, or other regularly scheduled officer updates for this purpose.

While another class officer may serve as the primary contact for the membership program, the president must stay informed about the class’s membership efforts and progress. As membership communications frequently serve as the primary way classes remain in touch with their classmates, the president frequently authors or contributes to the letters that are included in the annual membership communication plan.
The class president should monitor class statistics including: duespayer numbers; Cornell Alumni Magazine subscribers, attendees at Reunion and regional events, and class fundraising results (dollars and donors). The president should communicate with a designated mentor from the CACO Board of Directors regarding the status of the class, and is responsible for seeking help if the class is experiencing problems. It is also important for presidents to ensure that successful class officer efforts are acknowledged and publicized as best practices within the officer group and among other volunteer leaders, as other groups may benefit from this information.

**VICE PRESIDENT**

The vice president has the potential to become involved in a broad variety of projects and programs. The primary responsibility of the vice president is to shadow the president so that he/she can assume the president's responsibilities should the president become absent or is otherwise unable to fulfill the duties of the position. The vice president may also assist the president in planning and implementing class activities and facilitate communication among class leadership. In the absence of the class president, the vice president will assume all responsibilities of the president's office, and may be required to run class meetings, write class letters, and ensure that regular communication among the officer group takes place.

**MEMBERSHIP CHAIR**

The primary role of the membership chair is to work with Class, Student & Young Alumni Programs staff to plan and create an annual membership solicitation plan for your class. The membership chair will determine whether the class will follow a pre-established, template-style plan (entitled the Ezra Plan) for mailings, or whether the class will draft their own solicitations and communications (after consulting with Cornell Membership support staff). Other responsibilities of the membership chair may include following-up with classmates who do not renew their dues payments, setting duespayer goals, and helping to develop an overall class marketing plan.

**SECRETARY**

The class secretary plays an important role in facilitating communication among class officers and maintaining a formal structure for the group. The secretary takes minutes of class meetings and distributes them to all class officers as well as the staff class contact. He/she is also personally
The secretary may be in charge of ensuring that the class constitution is regularly reviewed and updated and sometimes serves as class historian by documenting important events and changes in the organization’s history. The secretary may also write all class sympathy, congratulatory, and thank you notes.

**CORNELL ANNUAL FUND REPRESENTATIVE**

The Cornell Annual Fund representative, in partnership with the Cornell Annual Fund staff, provides leadership between Reunion campaigns by encouraging all classmates to support Cornell with a gift every year, and highlight the importance of gifts to the Cornell Annual Fund. To accomplish this on an annual basis, the Cornell Annual Fund representative is encouraged to:

- Understand the case for supporting Cornell and the Cornell Annual Fund, and can articulate why they make gifts to Cornell University;
- Incorporate messages on giving into the class website (including a link to Cornell’s Make a Gift webpage), membership mailings, Cornell Alumni Magazine column and other appropriate correspondence;
- Make sure that all class officers make a gift to Cornell at a level of individual comfort.
- Contact classmates who have given gifts to Cornell, and thank them for their support (particularly those who may not have been thanked by others);
- Assist other class officers with finding classmates on bad address and helping Cornell maintain accurate contact information;
- Assist Cornell Annual Fund staff in identifying Reunion campaign leadership and volunteers;
- Identify new classmates with the potential to make a leadership level gift now, or in the next Reunion campaign; and
- For some Cornell Fund Reps, serve on a Regional Campaign committee to solicit leadership level gifts to the Cornell Annual Fund.

**CLASS CORRESPONDENT**

Class correspondents provide vital service to class communication efforts and have one of the most visible class officer roles. Each class has at least one correspondent (and up to three) charged with writing the class column in the Cornell Alumni Magazine. To draft class columns,
correspondents use updates gathered from classmates via forms that they choose to submit along with their dues payments. Correspondents may also utilize news gathered: at events; by fellow officers; or through links from their class website or emails. Many classes also ask their correspondents to publicize class events or activities in their columns.

Class correspondents must be committed to spending time collecting and reading news of classmates and writing about it in a lively, entertaining tone. They must meet strict Alumni Magazine mandated deadlines six times a year and remain in regular contact with fellow officers as well as staff from Class, Student and Young Alumni Programs and the Cornell Alumni Magazine.

**TREASURER**

While the president is responsible for overall leadership and coordination, the treasurer is typically the most called upon officer for financial and strategic planning purposes. The treasurer must be broadly available to all officers as many class activities incorporate finances in one way or another. Guided by the treasurer, each class should establish its own policies concerning officer expenses. It is the treasurer’s responsibility to make sure that all officers know the answers to questions such as: What are allowable expenses (e.g. will the class pick up the cost of meals and drinks when officers meet or when officers meet with classmates)?; Will the class pay for registration fees to encourage officers to attend meetings, Reunions and conferences such as CALC?; Will the class reimburse officers for phone calls and travel expenses?; Does your class have a dollar limit for these reimbursements? The treasurer must review the class account statement for accuracy each month and should understand all income and expense entries, paying particular attention to copying, mailing, and reunion related expenses.

The treasurer should validate that each entry is coded to the correct account (e.g. if an expense is coded to the Class account when it should be coded to the Reunion account, the treasurer would notify Administrative Service manager so a journal transfer can be completed to correct the error). The Cornell Alumni Magazine should be contacted directly if there are discrepancies or questions about the monthly magazine statement.
TREASURER RESPONSIBILITIES DURING REUNION MODE
(Year 5 of the Cornell Class Cycle)
A class is considered to be in “Reunion mode” beginning July 1 the year prior to their Reunion until December 1 following their Reunion. Account statements will be mailed to a class that is in Reunion mode beginning in July in preparation for reunion planning. Generally, one or both Reunion chairs serve as Reunion treasurer(s), meaning they budget and monitor a separate Reunion account for Reunion-related transactions (reunion registration fees, deposits and Reunion bills for caterers, florists, bands, souvenir vendors, etc.). Because the Reunion chairs will be making all Reunion arrangements, they will be responsible for overseeing any transactions in the Reunion account. Note that class presidents and treasurers will also receive a copy of the monthly reunion account statement for monitoring purposes.

The class account is used to cover all Reunion mailing expenses as these publications are sent to the entire class. The treasurer can expect to see multiple mailing charges on the class account statements throughout the year. The actual charges will vary upon the method used to send Reunion information. There are no charges for e-mail but there are charges for postage and printing. The Reunion chair will work with the staff in Class Programs to set the mailing plan.

REUNION CHAIR
The Reunion chair is responsible for planning and executing the class Reunion in Ithaca every five years. This is a major event that requires a great deal of planning and work, so many classes have two or more individuals appointed as chairs. Reunion chairs must: enjoy large-scale event planning; be able to adhere to deadlines; work closely with their reunion staff contact in Class, Student & Young Alumni Programs on a weekly basis in the year prior to Reunion; establish a Reunion budget and monitor Reunion account statements; recruit and lead a committee of classmates and fellow officers to help run their Reunion; delegate responsibilities to fellow officers and Reunion committee members; and have the capability to remain flexible during busy times. Reunion chairs are most active in the year prior to their Reunion and when their class is officially in “Reunion mode” (beginning June in the year prior to their Reunion, until October following their Reunion). In non-Reunion years, chairs should still assist their fellow officers by supporting their
on-going efforts (e.g., providing classmate updates to class correspondents; hosting class events; affinity networking; supporting fundraising initiatives; and gathering address updates).

Reunion chairs should work on recruiting committee members to help run the Reunion so they are ready to work when “Reunion mode” begins. Chairs and committee members are strongly encouraged to attend the Reunion of the class preceding them so they can familiarize themselves with events, venues, key personnel, registration procedures, promotion, and administration of Reunion. Lastly, it is imperative that Reunion chairs attend Reunion Kick-Off (RKO) – a weekend event held in Ithaca each September, consisting of workshops, class meetings, building tours and caterer meetings. From RKO forward, Reunion chairs are actively planning the class Reunion. Additionally, in January, it is mandatory that they attend the Cornell Alumni Leadership Conference (CALC) for the Reunion Planning Workshop.

REUNION REGISTRATION CHAIR

The Reunion registration chair, one of the most important roles a volunteer can hold, will be responsible for working in Cornell’s Reunion registration system to enter classmate registration forms received by mail at the Tompkins Trust Company and to communicate via phone and e-mail with classmates registering for Reunion by mail or online. An activated Net ID and significant level of comfort operating a computer, using an Internet browser, and checking and responding to e-mail and making clarification phone calls is required. Reunion registration chairs must be well organized, self-sufficient managers of materials, tasks and workload. In addition this person needs to have the ability and time to devote to exploring and testing the online registration database system used for Reunion registration. Attendance at one of the Reunion registration webinars in February is mandatory.

AFFINITY OUTREACH CHAIR

The Affinity Chair plays an integral role in coordinating a committee that seeks to connect with classmates who affiliate with the many clubs, groups, athletic teams and Greek associations on campus. The Affinity Chair is responsible for appointing an affinity committee comprised of classmates and class council members, working with the class president and fellow officers to prepare an outreach plan that is affinity-based, and coordinating messaging and resources for the
affinity committee to use in their outreach efforts. Designated affinity groups include region, student activities, or college/degree-based activities.

**NOMINATIONS CHAIR**

Succession planning is an important function during the 4th and 5th year of the class cycle. Class officers need to begin planning and recruiting leaders among their class to serve as future class officers or council members. The nominations chair is selected to be in charge of this process and must be someone who is knowledgeable about the class and its history, is unbiased, and has the best interests of the class in mind. Additionally, this person should be a strong leader who can delegate well; and has time to devote to running the nominations process. A past president is a strong candidate. The nominations chair should not have any intention to hold an executive class officer role.

**WEBSITE COMMUNITY MANAGER**

The responsibility of the website community manager is to create, maintain and monitor all class websites and social media sites. This person works very closely with other officers, especially those involved with class communications and events, to promote class efforts, events and activities. It is imperative to maintain a current and accurate class website leading up to and after Reunion.

**CLASS HISTORIAN**

The responsibility of the class historian is to collect and store a written and pictorial account of all class events and activities (those that are successful and even those that are not). This may include officer succession records; class mailings; photos from classmates; event favors; relevant articles from magazines and newspapers; and any other memorabilia deemed appropriate. This person will work closely with the class council to communicate the importance of the archive, gather memorabilia, and ensure that all records are properly preserved. The historian may also work with: Reunion chairs to create a display of class history at reunion; membership chairs and Annual Fund representatives to create more meaningful class solicitations; or the class web community manager to store or publish class history online. Some classes find that the historian and secretary roles can be intertwined into one officer position.
CLASS COUNCIL

The responsibility of the class council is to coordinate regional class activities and maintain class enthusiasm during non-Reunion years. Because classmates are scattered throughout the world, regionally-based class activities are very popular and may even help identify future class leadership. Class council members are crucial gatherers of classmate information including news for the class column and address updates; they can also provide a vital link between classmates and their leaders by relaying ideas for events or suggestions for improvement.
FIVE-YEAR CLASS LIFE CYCLES

As you are likely aware, each class inducts a new class officer team during their Reunion celebration. These individuals will work together for the next five years to ensure the continuing success of their class and/or to strengthen its efforts. In order to help focus the efforts of each new officer group, CACO has developed a five year class life cycle, which outlines unique tasks that can be focused on each year these leaders are in office. Year one begins when a new group of class officers is established, and year five ends with the class Reunion celebration.

Go to CACO website www.alumni.cornell.edu/caco and download the Five Year Class Life Cycle and the Class Activities Timeline chart. CACO suggests that you focus on these objectives to ensure that your five years in office are productive, successful, and fun! If you have questions, feel free to contact your staff representative in Class, Student and Young Alumni Programs.

Year 1: Learn the Ropes

• Learn the past history of your class;
• Review class constitution and bylaws; create or revise as needed;
• Review the staff and CACO resources: who to call for what (CACO, CSYAP, fellow class officers)
• Review Cornell Class Officer Guidelines;
• Contact your CACO Board mentor and CSYAP staff member for guidance;
• Define roles for class officers; refer to class officer descriptions;
• Continue to update the website with current officer information, fresh news and photos from class events and Reunion;
• Develop a non-solicitation communications plan (e-mail, webpage, Facebook, etc.);
• Set goals and create your five-year plan; and
• Visit CACO website www.alumni.cornell.edu/caco to review other topics.

Year 2: Define the Network

• Establish a class presence in the regions;
• Develop a diverse class council/class networking structure; review class council structure/roles;
• Continue to update the website with fresh news and photos;
• Consider holding a class social event where opportunities present themselves in the regions; and
• Visit CACO website www.alumni.cornell.edu/caco to review other topics.

Year 3: Build the Network
• Find classmates on bad address using lists, social media sites and suggestions provided by your Class, Student and Young Alumni Programs staff contact;
• Review class leadership and fill vacancies;
• Continue to update the website with fresh news and photos; and
• Visit CACO website www.alumni.cornell.edu/caco to review other topics.

Year 4: Develop committees and Reunion plans
• Establish a working affinity committee;
• Reunion chairs should plan to attend the Reunion of their sister class;
• Reunion and campaign chairs recruit and define committees;
• Market Reunion in all class publications (webpage, class columns, Facebook, membership mailings)
• Host Pre-Reunion events;
• Continue to find lost classmates using the lists provided and suggestions by your class contact;
• Begin planning for the nominations process. Find a nominations chair and search for committee members;
• Design Cornell Alumni Magazine advertisements;
• Begin using your updated class logo 12 months prior to your upcoming Reunion. Be sure to work with your Cornell Annual Fund representatives to update the campaign letterhead;
• Develop your affinity networking plan and begin the recruitment of affinity group leaders (AGL) from the information provided at the Cornell Alumni Leadership Conference (CALC);
• Reunion Chairs and Presidents should review the reunion planning guide that you will receive in the mail in December;
• Create and agree upon a reimbursement policy for your Reunion chairs and other class officers regarding reunion training and event attendance;
• Order a new class banner if needed through your class staff contact;
• Include Reunion information on your class website, Facebook, and other communications reminding them of the dates and building up the excitement; and
• Visit CACO website www.alumni.cornell.edu/caco to review other topics.

Year 5: Set campaign goals
• Presidents and Reunion Chairs should plan to attend Reunion Kick-Off (RKO) in the fall in Ithaca;
• Decide your Reunion communication plan;
• Coordinate Membership, Cornell Annual Fund and event mailings; all mailings should promote your upcoming reunion;
• Promote class networking; affinity networking continues;
• Complete your class nominations process; submit a new officer slate to your staff contact;
• Participate in regional pre-Reunion events;
• Continue to recruit campaign committee members;
• Coordinate activities between planning and campaign groups;
• Attend Reunion; and
• Visit CACO website www.alumni.cornell.edu/caco to review other topics.

Every Year
• Promote officer and classmate communication;
• Participate in Cornell-sponsored training sessions (Cornell Alumni Leadership Conference, Reunion Kick-Off, Webinars, etc.);
• Decide if your class will offer the optional New Student Reading Project book and participate in the related activities;
• Strive to increase participation, commonly measured through class membership (dues payers);
• Send timely membership solicitations and follow up with non-renewals;
• Monitor class budget;
• Hold at least one class meeting;
• Actively recruit diverse leadership;
• Take advantage of resources (university staff, CACO Board, past class officers, etc.);
• Publish a class column in every issue of the Cornell Alumni Magazine;
• Update your class web page and develop new content;
• Thank all participants (annual fund, membership);
• Collect new e-mail addresses to improve communications all around. Submit these e-mail addresses to Cornell;
• Find classmates on bad address and update their profiles;
• Piggyback on other Cornell events (Clubs, Athletics, CEN events, etc.); and
• Visit CACO website www.alumni.cornell.edu/caco to review other topics.
SERVICES & RESOURCES AVAILABLE TO CLASS OFFICERS

The Office of Alumni Affairs and Class Programs staff provides resources for class officers to best serve and communicate with their classmates. A series of webinars are offered annually to expose class officers to best practices for effective leadership and to familiarize them with new tools and communication systems offered by the university. In addition, the following resources are available to assist class officers:

CORNELL OFFICE OF ALUMNI AFFAIRS STAFFING

Class Programs Support

- Provides overall guidance and support for class officers;
- Distributes monthly updates detailing important Cornell news, initiatives and events;
- Provides updates lists of classmates sorted by alphabet, region, student activities, active classmates;
- Provides statistics on participation rates, regional classmate distribution, Reunion attendance records;
- Offers tip sheets, recorded webinars, and PowerPoint presentations on many class related topics;
- Provides individualized guidance to develop solutions for leadership challenges;
- Provides affinity networking resources including webinars, PowerPoint presentation, mailing templates, lists, labels and postcards; and
- Provides extensive training and individualized support for all aspects of Reunion planning and execution.

See Appendix for a List of Class Programs staff members and contact information.

Class Treasury Support

- Provides income and expense reports;
- Offers individualized follow-up on accounting transactions and questions;
• Assists with officer reimbursement and vendor payments; and
• Helps maintain classmate addresses by running database files through the United States Post Office’s NCOA (National Change of Address) system.

Contact:
Kathleen Davis
Administrative Service Manager
(607) 254-1218
kathleen.davis@cornell.edu

Class Column Support (Cornell Alumni Magazine)
• Sends reminders about news submission and class column deadlines; and
• Provides class column writing tips and editing assistance.

Contact:
Adele Robinette
(607) 272-8530
adr4@cornell.edu

Membership Program Support (Marketing and Metrics)
• Assists in the creation of solicitation plans and dues payer goals;
• Provides communications support including: templates, samples, layout and printing;
• Assist with quotes for publications and mailings;
• Processes dues (including dues obtained through automatic renewal); and
• Provides membership statistics and analysis including Membership Monthly updates, dues payer lists and non-renewal lists.

Contacts:
Debra Earl Brenda Canniff
Senior Associate Director Administrative Assistant
Metrics + Marketing Metrics + Marketing
(607) 255-7088 (607) 255-3021
debra.earl@cornell.edu brenda.canniff@cornell.edu
CACO (CORNELL ASSOCIATION OF CLASS OFFICERS)

CACO, the Cornell Association of Class Officers, was founded in 1905 to assist class leaders in organizing their activities and managing their alumni classes; all Cornell class officers are automatically members.

CACO sponsors a variety of programming made possible, in part, by dues paid by alumni classes to the organization. CACO offers training and networking opportunities for class officers on an annual basis at Cornell’s Alumni Leadership Conference (CALC) and via various officer webinars throughout the year. Officers are offered additional assistance through membership plan collaboration, mentoring of class presidents, tip sheets, officer manuals, and various online resources.

CACO is led by a board of current or past class officers who volunteer their time and experience to help leaders increase the effectiveness of their class work. CACO Board members are elected for two-year terms, and may serve two consecutive terms. Meetings are held in January at CALC, a conference call in April, July Retreat and at Homecoming in the fall, with committee meetings scheduled in between. CACO Board representatives sit on the Cornell Alumni Association Board (CAA), Committee in Alumni Trustee Nominations (CATN), the Cornell Alumni Magazine Committee, and on the Trustee sub-committee on Alumni Affairs. In addition, CACO Board members work with young alumni and undergraduate leaders, and collaborate closely with staff from the Cornell Annual Fund.

CACO currently focuses on five focus areas. Each area has a designated vice-president who leads a committee, which strives to achieve the goals listed below. The five action areas include:

- **Communications**: Work on programming to facilitate effective communication with undergraduates, alumni, and Cornell in an effort to build relationships and promote overall engagement. Review and evaluate various CACO publications including electronic communications and the CACO website.
• **Diversity and Inclusion:** Evaluate current programs and events, and work to implement new initiatives in support of Cornell’s commitment to diversity. Focus on achieving the overall diversification of alumni leadership and alumni programming at all levels.

• **Leadership Development:** Evaluate current officer leadership programming and plan new initiatives to train, educate and promote Cornell class leaders. Current programming includes: Student/Alumni Leadership Mentoring, various webinars, and additional Cornell alumni volunteer opportunities. In addition, certain members of the Leadership Development Committee focus on the identification of CALC workshops, sessions of general interest,

• **Membership:** Evaluate current membership plans and implement new initiatives relevant to maintaining and increasing class dues payers as a form of engagement. Evaluate statistics and practices and work closely with the Cornell Alumni Magazine. Assess the Cornell Dues Payer Rewards Program, automatic renewal process, dues payer numbers and dues collection processes.

• **Student and Young Alumni:** Support and enhance newly created programs in an effort to engage and train students and young alumni with the Office of Alumni Affairs and Cornell.

CACO creates, sponsors, and participates in many programs to support and recognize the work of class officers. Some of the largest are listed below.

• Cornell Alumni Leadership Conference (CALC)
• Bill Vanneman ’31 Outstanding Class Leadership Award
• Class officer webinars
• Preserving the Past; and
• CACO website with resource manuals, tip sheets, and other helpful information

A list of current CACO Board of Directors and their contact information can be found on the CACO website. Visit [www.alumni.cornell.edu/caco](http://www.alumni.cornell.edu/caco). If you would like to become involved with the Board as a committee member or if you have any suggestions, please call your staff contact in Class, Student and Young Alumni Programs.
CUVOLUNTEER

After two years in development, Cornell has unveiled CUVolunteer—a fun and interactive online program that facilitates lifelong Cornell volunteer engagement opportunities. CUVolunteer is the place to go to volunteer on a committee, to nominate yourself or a friend for a board term or service award, and to learn more about the 3,000 Cornell volunteer opportunities across campus and across the globe. Whether you have an hour, a day, a year, or longer, opportunities are available to support more and greater involvement with Cornell. Visit www.alumni.cornell.edu/volunteer to learn more!

CORNELL ANNUAL LEADERSHIP CONFERENCE (CALC)

CACO provides information and training for class officers annually at the Cornell Alumni Leadership Conference (CALC). CACO strongly encourages attendance by all class officers and council members, and recommends that the classes subsidize the cost of the registration fee. This conference is one of the few opportunities for class leadership to convene in-person and formulate plans for the next year, as well as meet officers from other classes, volunteer leaders from a variety of University organizations, and University staff.

BOOKMARK THIS!

Cornell University  www.cornell.edu
Cornell Alumni  www.alumni.cornell.edu
CACO  www.alumni.cornell.edu/caco/
CornellConnect Online Directory  https://cornellconnect.cornell.edu/
Cornell Daily Sun  www.cornelldailysun.com
Cornell Athletics  www.cornellbigred.com
Cornell Chronicle  www.news.cornell.edu
CUVolunteer  www.alumni.cornell.edu/volunteer
Update Alumni Change of Address  http://alumni.cornell.edu/services/update-info.cfm
# Class, Student, and Young Alumni Programs Contact List

<table>
<thead>
<tr>
<th>Role</th>
<th>Staff Contact</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Director of Class, Student, and Young Alumni Programs</td>
<td>Margaret Gallo ’81</td>
<td><a href="mailto:Margaret.Gallo@cornell.edu">Margaret.Gallo@cornell.edu</a></td>
<td>607-255-2779</td>
</tr>
<tr>
<td>Director, Class Programs</td>
<td>Lisa Bushlow ’91</td>
<td><a href="mailto:Lisa.Bushlow@cornell.edu">Lisa.Bushlow@cornell.edu</a></td>
<td>607-255-7743</td>
</tr>
<tr>
<td>Director, Student and Young Alumni Programs</td>
<td>Margaux Neiderbach '99</td>
<td><a href="mailto:Margaux.Neiderbach@cornell.edu">Margaux.Neiderbach@cornell.edu</a></td>
<td>607-255-5258</td>
</tr>
<tr>
<td>Senior Associate Director, Class Programs</td>
<td>Teri Baier</td>
<td><a href="mailto:Therese.Baier@cornell.edu">Therese.Baier@cornell.edu</a></td>
<td>607-255-3053</td>
</tr>
<tr>
<td>Senior Associate Director, Reunion Programs</td>
<td>Cathy Hogan ’70</td>
<td><a href="mailto:Cathy.Hogan@cornell.edu">Cathy.Hogan@cornell.edu</a></td>
<td>607-255-1966</td>
</tr>
<tr>
<td>Director, Diversity Alumni Programs</td>
<td>Matthew Carcella</td>
<td>Matthew. <a href="mailto:Carcella@cornell.edu">Carcella@cornell.edu</a></td>
<td>607.255.3089</td>
</tr>
</tbody>
</table>

## Class Assignments

<table>
<thead>
<tr>
<th>Class</th>
<th>Staff Contact</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>1935 - 1944</td>
<td>Erin Kennedy</td>
<td><a href="mailto:Erin.Kennedy@cornell.edu">Erin.Kennedy@cornell.edu</a></td>
<td>607-255-2254</td>
</tr>
<tr>
<td>1945 - 1954</td>
<td>Lauren Coffey</td>
<td><a href="mailto:Lauren.Coffey@cornell.edu">Lauren.Coffey@cornell.edu</a></td>
<td>607-255-6582</td>
</tr>
<tr>
<td>1955 - 1964</td>
<td>Katie Freyer</td>
<td><a href="mailto:Katie.Freyer@cornell.edu">Katie.Freyer@cornell.edu</a></td>
<td>607-255-8821</td>
</tr>
<tr>
<td>1965 - 1974</td>
<td>Lauren Morgenstern</td>
<td><a href="mailto:Lauren.Morgenstern@cornell.edu">Lauren.Morgenstern@cornell.edu</a></td>
<td>607-255-4850</td>
</tr>
<tr>
<td>1975 - 1984</td>
<td>Teri Baier</td>
<td><a href="mailto:Therese.Baier@cornell.edu">Therese.Baier@cornell.edu</a></td>
<td>607-255-3053</td>
</tr>
<tr>
<td>1985 - 1994</td>
<td>Beth Walkenbach '00</td>
<td><a href="mailto:Beth.Walkenbach@cornell.edu">Beth.Walkenbach@cornell.edu</a></td>
<td>607-255-7919</td>
</tr>
<tr>
<td>1995 - 2004</td>
<td>Amanda Massa</td>
<td><a href="mailto:Amanda.Massa@cornell.edu">Amanda.Massa@cornell.edu</a></td>
<td>607-254-7176</td>
</tr>
<tr>
<td>2005-2014</td>
<td>Patrick Burns '09</td>
<td><a href="mailto:Patrick.Burns@cornell.edu">Patrick.Burns@cornell.edu</a></td>
<td>607-255-8266</td>
</tr>
<tr>
<td>2015 - 2018</td>
<td>Corey Earle ’07</td>
<td><a href="mailto:Corey.Earle@cornell.edu">Corey.Earle@cornell.edu</a></td>
<td>607-255-3516</td>
</tr>
</tbody>
</table>

## Reunion Assignments

<table>
<thead>
<tr>
<th>Reunion</th>
<th>Staff Contact</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>70th, 75th ('45, '40)</td>
<td>Erin Kennedy</td>
<td><a href="mailto:Erin.Kennedy@cornell.edu">Erin.Kennedy@cornell.edu</a></td>
<td>607-255-2254</td>
</tr>
<tr>
<td>60th, 65th ('55, '50)</td>
<td>Lauren Coffey</td>
<td><a href="mailto:Lauren.Coffey@cornell.edu">Lauren.Coffey@cornell.edu</a></td>
<td>607-255-6582</td>
</tr>
<tr>
<td>50th, 55th ('65, '60)</td>
<td>Katie Freyer</td>
<td><a href="mailto:Katie.Freyer@cornell.edu">Katie.Freyer@cornell.edu</a></td>
<td>607-255-8821</td>
</tr>
<tr>
<td>40th, 45th ('75, '70)</td>
<td>Lauren Morgenstern</td>
<td><a href="mailto:Lauren.Morgenstern@cornell.edu">Lauren.Morgenstern@cornell.edu</a></td>
<td>607-255-4850</td>
</tr>
<tr>
<td>30th, 35th ('85, '80)</td>
<td>Teri Baier</td>
<td><a href="mailto:Therese.Baier@cornell.edu">Therese.Baier@cornell.edu</a></td>
<td>607-255-3053</td>
</tr>
<tr>
<td>15th, 20th, 25th ('00, '95, '90)</td>
<td>Beth Walkenbach '00</td>
<td><a href="mailto:Beth.Walkenbach@cornell.edu">Beth.Walkenbach@cornell.edu</a></td>
<td>607-255-7919</td>
</tr>
<tr>
<td>5th, 10th ('10, '05)</td>
<td>Cathy Hogan '70</td>
<td><a href="mailto:Cathy.Hogan@cornell.edu">Cathy.Hogan@cornell.edu</a></td>
<td>607-255-1966</td>
</tr>
<tr>
<td>Reunion Zero ('15)</td>
<td>Amanda Massa</td>
<td><a href="mailto:Amanda.Massa@cornell.edu">Amanda.Massa@cornell.edu</a></td>
<td>607-254-7176</td>
</tr>
<tr>
<td>Diversity Groups - CBAA, CLAA</td>
<td>Christina Ulrich</td>
<td><a href="mailto:Christina.Ulrich@cornell.edu">Christina.Ulrich@cornell.edu</a></td>
<td>607-255-4173</td>
</tr>
<tr>
<td>Continuous Reunion Club (CRC), Non-Reunion Year (NRY)</td>
<td>Laura Sitzman</td>
<td><a href="mailto:Laura.Sitzman@cornell.edu">Laura.Sitzman@cornell.edu</a></td>
<td>607-255-7085</td>
</tr>
</tbody>
</table>

## Administrative Staff

<table>
<thead>
<tr>
<th>Role</th>
<th>Staff Contact</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Programs</td>
<td>Erin Kennedy</td>
<td><a href="mailto:Erin.Kennedy@cornell.edu">Erin.Kennedy@cornell.edu</a></td>
<td>607-255-2254</td>
</tr>
<tr>
<td>Reunion Programs</td>
<td>Laura Sitzman</td>
<td><a href="mailto:Laura.Sitzman@cornell.edu">Laura.Sitzman@cornell.edu</a></td>
<td>607-255-7085</td>
</tr>
<tr>
<td>Student and Young Alumni</td>
<td>Francine Darling</td>
<td><a href="mailto:Francine.Darling@cornell.edu">Francine.Darling@cornell.edu</a></td>
<td>607-254-7147</td>
</tr>
</tbody>
</table>

## Administrative Services

<table>
<thead>
<tr>
<th>Role</th>
<th>Staff Contact</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Services</td>
<td>Class/Reunion</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>