

New York Alpha Strategic Plan

2017 Update

The NY Alpha Alumni Association board originally adopted this strategic plan in June 2012.

Based on developments through May 2017, the plan was updated and approved by the Alumni Association board at its June 10, 2017 meeting.

Following is the updated version of the strategic plan.

A handwritten signature in blue ink that reads "Gus Noojin". The signature is written in a cursive style.

June 15, 2017

New York Alpha Strategic Plan

Introduction

This plan was developed on behalf of the New York Alpha Alumni Association Board in response to the tragic events in the spring of 2011 and the subsequent suspension of our charter. The team that developed the plan was comprised of:

Peter Heylin '65*
Dave Martin '94
Svante Myrick '09*
Gus Noojin '69
Bill Perez '69
Hal Sieling '62*
Mike Slusar '86*

(* denotes Alumni Board members)

The Alumni Board approved this plan on June 9, 2012 and is responsible for its execution.

The plan is in two parts, each dealing with a different timeframe. The first four sections (mission, vision, values, metrics) provide a picture of an effectively operating chapter, from our view as alumni. Since the Alumni Association acts in an advisory capacity, its role in converting this picture into practice is one of supporting, counseling and encouraging. Although not included in this plan, it may be appropriate for the Board to consider a different role as reinstatement approaches.

The last two sections (objectives, action plan) guide the period from now until reinstatement.

Contents

Mission.....	2
Vision.....	2
Values.....	3
Metrics.....	4
Objectives.....	5
Action Plan.....	7

New York Alpha Strategic Plan

Appendix.....10

Mission

(The reason we exist)

Undergraduates: To provide a social and physical environment in which select Cornell undergraduates can build long-term relationships and develop leadership, organizational and interpersonal skills that will complement their academic endeavors.

Alumni: To provide alumni with an experience that fosters their connection to Cornell, the active chapter and other alumni.

Vision

(What success looks like)

NY Alpha is recognized by the Cornell community, SAE National and our alumni as an exemplary chapter based on its academic achievement, discipline, social conduct and community service.

Best practices are employed to provide leading-edge, sustainable programs, especially in areas such as alcohol management, recruitment and member development.

The environment in the chapter is safe, respectful and supportive, reflecting the ideals of “The True Gentleman”, thereby fostering life-long friendships.

Hillcrest is well maintained, clean inside and out, and is a source of pride for actives, alumni and parents.

SAE’s are good citizens and leaders in key aspects of campus life, the fraternity experience and community service.

Chapter operations are fiscally sound, well managed, and transparent.

Alumni are active mentors for the undergraduates and their strong support assures long-term financial security.

New York Alpha Strategic Plan

Values

(Derived from “The True Gentleman” by John Walter Wayland)

[Note: Excerpts from The True Gentleman shown in brackets]

Respect: Our respect for each other, for individual differences, for our Chapter House and for the law creates an environment conducive to learning and personal development. We are always courteous to each other and to our guests.

[whose conduct proceeds from good will...who does not make the poor man conscious of his poverty, the obscure man of his obscurity, or any man of his inferiority or deformity...who speaks with frankness but always with sincerity and sympathy...]

Excellence: We strive to be the best at all that we undertake, whether it be academics, athletics, chapter development, service to Cornell or to the broader community. We use teamwork and common sense to accomplish more collectively than we can individually.

Humility: Although we aspire to excellence, we are keenly aware that we can always improve and that our accomplishments do not make us superior to others. We foster an environment of inclusion and personal dignity, which brings out the best in all of us.

[...does not boast of his own possessions or achievements...who is himself humbled...]

Service: We enrich ourselves by sharing our time, talent, and treasure with the communities in which we live.

[...thinks of the rights and feelings of others rather than his own...]

Trustworthiness: We always seek to do what is right, rather than what is convenient and we can always be relied upon to fulfill our commitments. Honesty, loyalty and integrity are fundamental to our conduct and distinguish us from others.

[...whose conduct proceeds from an acute sense of propriety...whose deed follows his word...with whom honor is sacred and virtue safe...]

New York Alpha Strategic Plan

Metrics

(How we measure performance of the active chapter)

Primary Goals		Supporting Goals
Top Tier	OFSA Chapter Rating	
	Participation in Chapters of Excellence	4/yr
	Development Events (e.g., risk mgt., leadership training)	4/yr
	Code violations	0
	Disciplinary Actions	0
3.3	Chapter GPA	
100%	House Occupancy Rate (40/33)	
	Number of new Initiates	25 min
	Brother satisfaction survey rating (on a scale of 5)	4 min
\$120k/yr	Annual Alumni Giving	
	Participation Rate	35%
	Alumni outreach events	3/yr
80%	Participation in Campus & Community Activities	
	Leadership Positions in Fraternity, Campus & Community Activities	40%
1/yr	SAE National Recognition	
	Leadership school/convention participation	5/yr

New York Alpha Strategic Plan

Preparatory Objectives

(What must be accomplished in preparation for reinstatement)
(Target date for reinstatement: Spring 2016)

- 1. Communicate the plan to NY Alpha alumni.**
The Alumni Board must endorse the plan. Many alumni want SAE to be great again so that other young men can have the same opportunities that we had. Communicating the plan broadly should give alumni something tangible to rally behind.
- 2. Seek out and support application of best practices in critical areas.**
Success in this objective is necessary to gain the required support from Cornell, SAE National and NY Alpha alumni. It is our intent to create a model for Greek life in the 21st century.
- 3. Engage alumni, in significant numbers, in the critical tasks.**
The tasks at hand are beyond the capacity of the Alumni Board. Younger alumni, especially, will be needed to execute the recruitment effort, with support from SAE National and Cornell. Extensive alumni engagement will not only provide the resources to complete the required tasks, but will also generate energy and long-term support for the active chapter, which will be needed after reinstatement.
- 4. Gain support of the plan from Cornell Administration.**
The three way relationship between the chapter, the alumni, and the CU staff has long been one of the strengths that made SAE an outstanding house during our good years. Going forward we need and will seek help from Cornell and intend to nurture this relationship.
- 5. Gain support of the plan from SAE National.**
SAE National must reinstate our charter and has valuable experience with the process of reactivation. They are in a position to provide valuable guidance and support, which we will seek to obtain.

New York Alpha Strategic Plan

(Preparatory Objectives – continued)

6. Conduct a capital campaign to fund Hillcrest transformation.

The campaign is absolutely central to the plan for reinstatement. The scope of the transformation of Hillcrest into something better than any of us can remember is unprecedented. It must be perceived as a once-in a-generation opportunity

7. Transform Hillcrest into a sought-after living space on campus.

To attract the best candidates, Hillcrest must be competitive with the best housing options available on campus. A first rate facility coupled with a wholesome social environment will create a unique living and learning environment, available nowhere else at Cornell.

8. Recruit a class of 25 – 30 new members with strong character and leadership potential.

Without sacrificing quality for quantity, we will need to grow the membership as quickly as possible to put the chapter on sound financial footing. Successful completion of these 8 objectives should enable NY Alpha to open a new, and possibly the best, chapter in its long history at Cornell.

New York Alpha Strategic Plan

Action Plan

(What needs to be done by whom, by when to achieve the objectives)
[Note: T= Date Cornell approves formation of a new colony of SAE]

1. Communicate the plan to NY Alpha alumni. (Sieling)

- 1A. Include articles in NY Alpha News (Noojin spring/fall)complete
- 1B. Submit plan to Alumni Board (Sieling June 2012)complete
- 1C. Post plan to website (Sieling July 2012)complete
- 1D. Letter to all alumni (Merriman August 2012)complete
- 1E. NY Alpha News progress updates (Noojin fall/spring annually)
- 1F. Status updates during reunion events (Noojin annually)

2. Seek out and support application of best practices in critical areas. (Slusar)

- 2A. Alcohol education & management (Slusar by T+6 mos)
- 2B. Anti-Hazing (Slusar/Merriman by T+6 mos)
- 2C. Recruiting (Mark Denbo? by T+6 mos)
- 2D. New member development (Hyduke, Kunken by T+6mos)
- 2E. Scholarship (Merriman by T+6 mos)
- 2F. Community service (Myrick/Rooker by T+6 mos)
- 2G. Alumni outreach (Schulman by T+6 mos)
- 2H. Social Conduct/Risk Management (Schulman by T+6 mos)
- 2I. House Management (Beckett/Wright by T+6 mos)
- 2J. Ritual (Kunken/Hyduke by T+6 mos)

New York Alpha Strategic Plan

(Action Plan – continued)

3. Engage alumni, in significant numbers, in the critical tasks. (Noojin)

- 3A. Facilities plan (Sieling)
- 3B. Capital campaign (Skalko)
- 3C. Fund raising (Skalko)
- 3D. Recruiting/Reactivation (Hyduke)
- 3E. Programing/Networking (Schulman)
- 3F. Mentoring (TBN)
- 3G. Bylaws update (Sinaiko by T+3)

4. Gain support of the plan from Cornell Administration. (Noojin)

- 4A. Review plan with OFSA (Jun '17)
- 4B. Revise plan based on input (Noojin Aug '17)
- 4C. Request endorsement of the plan (Noojin Aug '17)
- 4 D. Make formal application for reinstatement (Noojin Sep 17)

5. Gain support of the plan from SAE National. (Noojin)

- 5A. Review plan with SAE National (Perez Jul '17)
- 5B. Revise plan based on input (Noojin Aug '17)
- 5C. Request endorsement of the plan (Noojin Sep '17)
- 5D. Make formal application for reinstatement (Noojin Sep '17)

6. Conduct a capital campaign to fund Hillcrest transformation. (Skalko)

- 6A. Recruit campaign team (Skalko T+0)
- 6B. Retain Consultant, if req'd., set budget (Skalko T+3)
- 6C. Update 2011 Feasibility Study, if req'd, (Skalko T+6)
- 6D. Design campaign structure – pledging, recognition, cash flow –
(Skalko T+6)

New York Alpha Strategic Plan

(Action Plan continued)

- 6E. Solicit lead donors (Skalko T+6)
- 6F. Recruit class agents (Skalko T+7)
- 6G. Finalize campaign materials (Skalko T+8)
- 6H. Train volunteers (Skalko T+9)
- 6I. Kick off public campaign (Skalko T+9)
- 6J. Announce results (Skalko T+24)

7. Transform Hillcrest into a sought-after living space on campus. (Sieling (See Appendix I))

- 7A. Prioritize projects based on objective criteria (Sieling 3Q annually)
- 7B. Confirm cost estimates for projects (Sieling 2Q annually)
- 7C. [deleted]
- 7D. Set project schedules (Sieling 1 Q Annually)
- 7E. Execute projects based on funding (Sieling ongoing)

8. Recruit a class of 25 – 30 new members with strong character and leadership potential. (Martin)

- 8A. Develop the SAE brand identity (Noojin T+3)
- 8B. Mobilize alumni (esp., recent grads, local) to recruit first class (Hyduke T+3)
- 8C. Solicit Province and National assistance (Noojin done)
- 8D. Set selection criteria and selection process (Martin T+3)
- 8E. Develop prospect list (consult alumni, sororities, RA's, CU) (Martin T+3)
- 8F. Plan and execute recruiting events (Hyduke T+6)
- 8G. Select candidates, extend offers (Martin T+7)

New York Alpha Strategic Plan

Appendix I

COMPLETED PROJECTS

<u>Year</u>	<u>Project Title and Scope</u>	<u>Cost</u>
2011	House Makeover	\$290,198
2012	Repair Wing Roof	\$2,500
2012	Room Reconfiguration Design	\$66,930
2013	Room Reconfiguration, Lakeview Lounge, Resident Adviser Apartment	\$350,645
	Restoration of Dining Tables/Chairs	\$4,715
2014	Replace Wing Roof Membrane	\$45,070
2015	Library Doors Restoration	\$8,767
2015	Windows Replacement Design	\$30,300
2016	Windows Replacement	\$460,000
	Total all projects	\$1,304,195

PLANNED PROJECTS

<u>Year</u>	<u>Project Title and Scope</u>	<u>Cost Est.</u>
2017	Replace Deck and Roof Under it	\$150,000
2017	Fire Alarm Upgrade	\$42,900
2017	Telephone Trunk Line	\$10,900
2018	Kitchen Repairs	\$50,000
2018	Rec Room Makeover	\$168,000
2019	House Re-Occupancy	\$11,200
2019	Furniture for Bedrooms	\$67,200
2019	Replace Main Stairway Flooring	\$28,750
2019	Dining Room Improvements	\$63,500
2019	Common Area Restoration	\$115,000
2020	Pergo Flooring in Bedrooms	\$22,400
	Total all projects	\$729,850