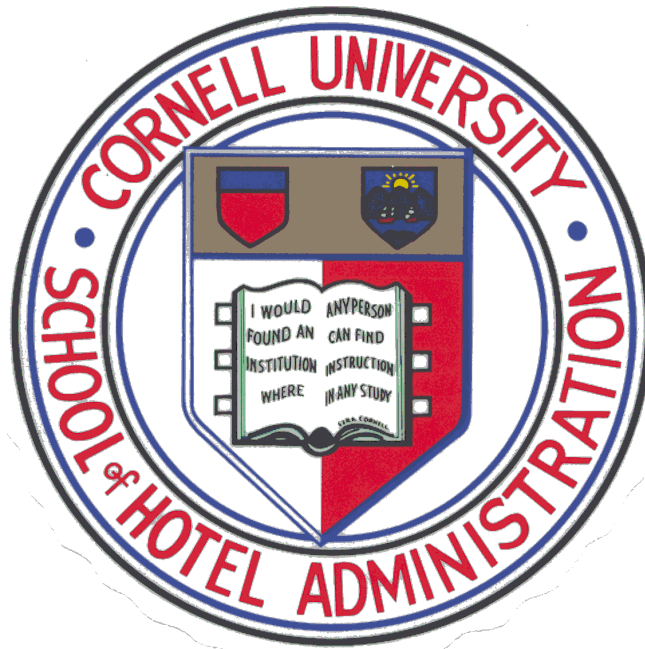


CORNELL HOTEL SOCIETY

Chapter President's Handbook



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CHAPTER INFORMATION

INTRODUCTION

This handbook has been prepared for use by the president, first and second vice president, regional vice presidents, regional directors of programming and regional treasurers, and the chapter presidents of the Cornell Hotel Society. All the Society's chapters and the School are represented around the globe. Their members form strong professional ties because of the chapter activity and involvement. The family spirit of camaraderie, commitment, and community forges a vital link to the academic roles of the School of Hotel Administration at Cornell University.

This handbook is designed to assist in the organization, operation, and maintenance of a successful chapter and leadership network. It is realized that the needs and size of our chapter organizations vary geographically and demographically. Therefore, included are varieties of source information to benefit as many facets of your chapter organization as possible.

We hope this handbook will be of assistance to you, and we welcome any comments, suggestions, or criticisms in order to improve its quality.

THE REASON FOR CHAPTERS

What better ambassadors for the School of Hotel Administration than our chapters? From the early beginnings of the Society we have had gatherings, functions, and events that have held our “family” together and have increased our professional and social ties. Since the Society was founded in 1927, our chapter network has grown, both domestically and internationally. This is a great infrastructure for the School, because through the chapters we have been able to increase the camaraderie, commitment, and community involvement that has developed a very visible and viable link to the academic ideals of the School of Hotel Administration. As a social and professional network, the Society, through its chapters, is second to none.

Chapters themselves are the Cornell Hotel School presence in many locations around the world. They provide the network that has made our Society so strong. This handbook will guide the chapter leadership in stimulating the involvement of our alumni with the chapters and the School. This handbook is designed to assist our chapter leaders in the organization, operation, and maintenance of a successful chapter.

In addition, the Alumni Affairs Office at the Hotel School is ready to assist you in any way possible. Please call Erin Rodriguez at 607-255-3565 or email us at hotelsociety@cornell.edu.

CHAPTER BY LAWS

Each chapter of the Cornell Hotel Society should review and adopt the CHS bylaws, which are included in this manual and on the web at (<http://www.hotelschool.cornell.edu/alumni>) and/or they can create their own simple bylaws. These bylaws need not be extensive, but they should cover some very basic articles that formalize the organization. If the chapter prefers to have their own, the following bylaws are recommended:

Article I: Name

Section One: Name

The name of the association shall be the (*name*) chapter of the Cornell Hotel Society.

Article II: Address

Section One:

The registered address of the (*name*) chapter is: (*Address*).

Article III: Objective

Section One: Objective: The objective of the (*name*) chapter of the Cornell Hotel Society is to promote the interest of Cornell University, the School, alumni, administrators, faculty, and students within the (*name*) area. The chapter is also formed to increase the professional and social ties of its membership and to become involved in civic opportunities, as appropriate.

Article IV: Conduct of Affairs

The regulation of the business and the conduct and management of the affairs of this chapter, and all powers and functions pertaining thereto, shall be regulated and determined by the Bylaws which shall from time to time be adopted or changed by the active membership of this chapter; provided that said Bylaws shall not be repugnant to, nor inconsistent with the Bylaws of the Cornell Hotel Society, a current copy of which shall be deemed part of this Chapter's Bylaws.

Article V: Membership: (Affiliate and Honorary Members)

Active members may be persons who matriculate in the undergraduate or graduate programs of the School, who are residing within reasonable distance of the (*name*) chapter. These members should participate in the chapter's activities, contribute to the leadership of the chapter, pay annual dues both to the national Cornell Hotel Society and to the (*name*) chapter of the Cornell Hotel Society, and perform other tasks as required in support of the objectives of the (*name*) chapter.

Article VII: Officers

Section One:

Officers, elected - Elected officers of the (*name*) chapter shall be president, vice president, secretary-treasurer, and program chairman.

Section Two:

Officers' eligibility, nomination, and election - To be eligible to serve as an officer, the candidates must be members in good standing of the chapter.

Section Three:

Officers' succession - It is intended that the individuals filling the positions of vice president, secretary-treasurer, and program chairman should progress through these positions to the presidency, providing for continuity in the chapter's administration.

Section Four:

Term of office - The term of office of elected officers is a minimum of one year, except for relocation or resignation. Elections will occur and the order of succession shall take place.

Section Five:

Officers' duties:

A. President: The president serves as a director, chairs all chapter meetings, is chief executive officer representing the Society in the (*name*) area and shall conduct and have charge of the affairs of the chapter.

B. Vice President: The vice president, in the absence of or disability of the president, shall preside in his or her stead and shall conduct and have charge over the affairs of the chapter.

C. Secretary-Treasurer: The secretary shall be responsible for giving notice of all chapter functions and meetings; shall serve as secretary at all meetings, keeping or causing to be kept accurate minutes of all proceedings; shall prepare and cause to prepare correspondence with the School's Alumni Affairs Office, which detail the activities of the chapter on a semiannual basis (minimum) and report for the *Cornell Hotel School Magazine* (quarterly) the activities of the chapter, including pictures as appropriate to complement the text. This individual shall also be responsible for chapter finances under the direction of the board; shall keep accurate records of all receipts and disbursements, and make an annual report due in Ithaca on December 31 a brief report on the chapter's financial condition to include as a minimum receipts, disbursements, and net worth of the chapter.

D. Program Chairman: The program chairman shall be responsible for the proper marketing, organization, and preparation of all chapter meetings and functions and shall coordinate the dates and events with the Director of Alumni Affairs at the School. The program chairman shall be the prime contact person for these events.

Article VIII: Dues

Annual dues in the amount of (\$) shall be charged all members of the chapter. A record of such dues shall be kept by the secretary-treasurer, and these dues shall be used primarily to cover administrative costs that the chapter may incur on marketing chapter functions, meetings, or whatever the board deems appropriate. Some chapters do not charge dues.

Article IX: Budget

The chapter's board should propose and approve an annual budget to complement the meeting and event schedule of the chapter. This budget should reflect the amount of income and expenses anticipated for the following year. Each chapter shall send a year-end financial statement of its financial position to the Executive Secretary of the Society no later than March 31st, following the end of the year.

Article X: Meetings

The chapter will hold at least (*number*) meetings annually. The board shall approve the meeting schedule.

Article XI: Amendments

The chapter bylaws may be altered, amended, or repealed by a majority of the board.

Article XII: Dissolution

Should dissolution of the chapter occur, the total assets of the chapter shall be transferred to the Cornell Hotel Society for its administration and exclusive use.

GOALS OF A CHAPTER

Any group of Hotel School alumni in any geographical area may form a chapter in accordance with the bylaws of the Society, if one does not currently exist, providing there is sufficient interest and numbers of the alumni in a particular area to ensure a long-term commitment to the chapter's existence.

The primary objective of the chapter is:

To promote a symbiotic relationship between alumni and the School of Hotel Administration, promote a spirit of fellowship among alumni, and increase both professional and social ties.

This objective may be achieved through many avenues — social gatherings, cultural events, continuing education opportunities, student receptions, receptions at trade events, and joint activities with other chapters, to name a few. The section on organizing a chapter will provide an in-depth guideline to a wide range of possible activities.

Although a precise formula for success is somewhat elusive, we have found a common trait of all successful chapters to be the PERSON-TO-PERSON APPROACH. A phone call works better than an email; personal contact at a meeting works better than a phone call. This PERSONAL participation can help make a chapter a success.

- Recognize that time is precious to both members and leaders, so be specific with requests for assistance to minimize wasting time. However, time spent to develop an annual plan focuses attention and fixes responsibility.
- Always present a clear picture of what needs to be accomplished.
- Be lavish with sincere appreciation, both public and private. Recognition of each person's contribution makes the chapter thrive.
- Plan ahead and always notify the Alumni Affairs Office in Ithaca of all activities as far in advance as possible. The more notification they have, the more assistance they can provide.

STAY IN TOUCH PROGRAM

The “Stay in Touch” program is the Society’s outreach to new graduates of the Hotel School as they become integrated into the workforce. It is the way to “connect-the-dots” from that of a student to becoming alumni. Our mission is to welcome our new graduates to the area, involve them in local chapter events, be available to answer questions, and increase the value of the Society to strengthen the bond between them, other alumni and the School.

CHS has always enjoyed an exceptional reputation among college alumni groups and its members enthusiastically support the School of Hotel Administration. This reputation comes from the connectivity between alumni over the years, the scholarship funds they have raised, and the many chapter events that bring alumni together to socialize, learn, or network. These important elements provide value to our alumni. However, in the age of Facebook and other means of electronic connectivity, the bond between Hotel School grads, the School and the Society is even more important. This program has been created to prevent our new graduates from dropping through the cracks or becoming lost in the system. Support from all of our CHS leadership in the chapters, regions and at the national level is going to be crucial in order to succeed.

Steps:

1. The Alumni Affairs office will be asking seniors to provide them with post graduate contact information during the spring semester. Many students have accepted positions with companies, but there are many who will still be in search of a job. Students are often slow to respond at this busy time of year, but the Office will continue to send out reminders to get as many responses as possible.
2. Contact information will be put on spreadsheets by chapter and sent to chapter presidents by late July. Most important will be email and cell phone numbers as well as city and state.
3. Chapters will designate a “buddy” or “buddies” within their chapter or on their board to contact the graduates coming to their area. More “buddies” will be required for chapters receiving larger numbers. (Some chapters will get no graduates, some 1-2, some 5-6, and New York 15-25)
 - a. Phone or email graduates to welcome them to the area.
 - b. Offer assistance, answer questions, invite to meet for coffee.
 - c. Invite and even subsidize graduates at the next chapter event. Planning a summer event is a nice way to introduce new graduates and begin to connect them with other alumni.

- d. Follow up periodically to see how new graduates are doing.
4. Fall semester, request updated lists from the Alumni Affairs office. Information on new graduates should now be available in the Alumni Directory and hopefully any of those who did not provide information during spring or summer have filled out contact information and will appear on new lists.

HOW TO ORGANIZE A CHAPTER

A Society chapter is organized for one of two reasons. Either a group of alumni in a specific area want to become involved or the Office of Alumni Affairs at the Hotel School identifies the need to establish a chapter in a particular area. In either case, the procedure for organizing and establishing a chapter is the same and is outlined below.

1. Identify a core group of ten to twelve alumni who would be willing to serve on an organizational committee.
2. Determine the level of interest and commitment that this group has made for the formation of a Society chapter.
3. Petition the Alumni Affairs Office at the Hotel School to form a chapter in a particular area. This petition should be signed by each member of the core group with his or her year, and a statement of intent to fulfill the objectives of the Society and to provide a reasonable level of chapter activity in a particular geographical area.
4. At the next scheduled meeting of the Cornell Hotel Society, either in April or in November, the petition will be reviewed, and if it is appropriate, approved. The chapter will then receive a charter and becomes a full-fledged member chapter of the Cornell Hotel Society
5. Following the approval of the chapter, contact the Alumni Affairs Office anytime for:
 - a. A current list of names and addresses of alumni in the area (Excel spreadsheets via email).
(The use of these lists is confined to chapter business and not to be sold or used to promote a business. Please protect this information as you would protect your personal information.)
 - b. An Alumni Affairs Office representative or a regional vice-president to visit your area to make recommendations and assist you in organizing and implementing a chapter.
 - c. Ideas for planning an organizational meeting.
6. Select a date for the organizational meeting and invite all area alumni. The purpose of this meeting is to select leaders and, plan activities. Leadership should take the form of a board of directors (a head director with other directors) who share in the responsibilities and

prevent one person from shouldering the entire load. The board should select the president, the vice-president, the secretary-treasurer, and the program chairman.

7. Notify the Alumni Affairs Office of actions taken at the first meeting and provide a list of leaders chosen.

OFFICERS' RESPONSIBILITIES

Dynamic, enthusiastic leaders are the keys to a successful chapter. Design the chapter to fit the needs of the particular area. The number of officers and committees is best determined by the size of the chapter and the interest of the members. At least three officers in each chapter are desirable to allow for delegation succession.

A one-year term of office has worked well for large chapters. However, for smaller chapters a two-year or longer term of office may be more appropriate. Longer terms allow enough time for leaders to become effective and knowledgeable, but not too much time for burnout to occur. The transition can be done by elections in accordance with the bylaws.

Again, the basic framework of a chapter consists of the president, the vice-president, the secretary-treasurer, and the program chairman. The program chairman should focus on building a comprehensive plan for goals and program — something members can get enthusiastic about.

TIPS FOR CHOOSING SUCCESSFUL VOLUNTEER LEADERS

(Or how to select a person for a specific office or committee)

1. Talk with the person whom you feel would be well-suited for the position to determine if he or she is too busy or over committed. If the interest is there but no time is available, consider asking whether the person would be willing to work on a one-time task, e.g., host at the Christmas party or contact a friend as a possible speaker.
 2. Provide the person with an oral or written job description and a copy of the chapter's bylaws. Be sure that he or she has a clear understanding of what is expected.
 3. During the initial contact, give the person some time, perhaps a week, to consider your offer. Choose a date to make a follow-up phone call, at your mutual convenience, for the decision.
- * Take advantage of the experience of possible volunteers. Find out areas of expertise and try to utilize talents in the chapter.
 - * Try to have a variety of age, industry expertise, and gender groups on the Board or among the officers to provide a great melting pot of ideas and encourage alumni from all ages to attend events.

TIPS FOR DEVELOPING NEW LEADERSHIP

It is important that the current leadership continually cultivates new people to assume leadership roles. No one wants to be (or should be) president forever. Serving too long in a position often causes burnout and makes others think that they are not needed or that the chapter is run by an exclusive group. To avoid this problem:

- * Encourage other members to become involved by including them on committees or giving them special assignments.

- * Contact alumni new to the area to put them on the chapter's database, make them feel welcome, and get them involved. The Alumni Affairs Office will provide lists of newcomers and the lists of alumni in the particular area upon request.

- * Look for alumni with particular skills. For instance, if you are interested in starting a chapter newsletter (electronic or printed), find an alumnus who is an editor, writer, web designer or graphic designer. The Alumni Affairs Office can help in identifying such people.

- * Keep a number of people of varying ages, occupations, etc. on the board or active and involved in chapter leadership. This will allow for a "natural succession" of leadership in the event of an officer's transfer or more from the area. It also helps in keeping the chapter's programming diversified and appealing to alumni of all ages.

EVENT MANAGEMENT: PLANNING ACTIVITIES OR PROGRAMS

Events can be categorized into three basic divisions:

- Social
- Educational
- Special

The suggestions below have been gleaned from the success stories of many alumni chapters. Use them as suggested or modify them to suit your needs. The Alumni Affairs Office will keep you apprised of new ideas as they discover them.

Social

- Potluck supper
- Wine and cheese party
- Barbecue or picnic
- Luncheon or dinner roundtables — held at regular intervals, e.g., first Tuesday of the month
- Pub night/happy hour — held at regular intervals
- Tailgate party (post-game rallies in your area -contact the School's Office of Alumni Affairs for game schedules)
- Reception or dinner with guest speaker
- December or January holiday party that includes current Hotel School students
- Spring/summer reception in which the chapter hosts students that have been accepted to the Hotel School for the following fall(Due to recent changes in Cornell's privacy policies, please contact the Alumni Affairs office for more information on how to invite new students.)
- Winter event with a local focus
- Nature- walk and picnic with families
- Tennis, volleyball, golf tournament, and party
- Theater party, perhaps including a pre-theater gathering or a post-play reception with cast
- Concerts and musical events

- Sport events, e.g., baseball game
- Open house at an alumnus's home
- Special event for young alumni (the five most recently graduated classes)

Educational

- Presentations by faculty and staff traveling in the area (these functions can be underwritten by the Cornell Hotel Society "Faculty Roadshow" program as described on page 27)
- Hospitality related presentations, tours, trade shows
- Health and fitness lectures
- Time or stress management lectures
- Lectures or seminars on timely business topics or topics of current interest by alumni or faculty, administration, etc.
- Talks and tours of interesting locations, e.g., historic site, zoo, etc.
- Preservation and restoration of historic buildings lectures
- Travelogues by local alumni
- Art lecture or exhibit
- Arboretum tours
- Parenting groups or lectures
- Special hotel/business tours, "back of the house" included

Special

- Scholarships for local students
- Internships in local corporations for students or faculty
- Career Day program
- Organize an event with another chapter
- Book awards for outstanding local high school students
- Show videos/Power Points with updates of the Hotel School and Cornell campus

Chapter Fund-Raising Ideas

- Tie a fund-raiser to your faculty speaker event
- Invite a local dignitary or a panel of local experts to speak
- Organize a course on any subject of interest to a group of alumni and in a field for which you have a Cornellian with expertise, who is willing to volunteer his/her time. Examples: horticulture, gourmet cooking, international cuisine, investments, aerobic exercise, swimming, cake decorating, real estate development, etc. The participants taking the course pay whatever seems to be an appropriate fee and all of the money is donated to the scholarship fund.
- Hold a raffle (large or small). Sell tickets at slightly higher than normal rates. Raffle off items that have been contributed by Cornellians or local businesses. Examples: dinners at restaurants owned by Hotel School graduates, a weekend at a local hotel, a weekend at nearby resort, etc.
- Private viewing of a local art collection or antique collection, house tour, hotel tour, private gardens, etc.
- Benefit function with one or two other Ivy League schools.
- Evening visit to some unusual facility with a guest speaker, or any behind-the-scenes visit.
- Garage sale that specializes in items such as CDs, tapes, books, children's toys or crafts.
- Dinner theater.
- Wine tasting with chamber music group in unusual location.
- Private tour of local museum with speaker.

- Sale of items such as stationery, cheese, apples, key chains, coffee mugs, etc.
- Oktoberfest event with beer tasting and an abundance of food as a benefit.
- Sunday afternoon Fall Carnival for families with games and food set up by chapter members.
- Auction of unusual Cornell artifact. Winner holds possession for one year and item is auctioned off again to another "owner" the following year.
- Hold a silent auction before the annual dinner or speaker event. Donated items are on display. Bidders sign their names and bid on a sheet for each item, seeing what those before have bid. At the end of the evening, the last name, highest bidder, receives the item. Payments are collected at the end of the function.
- Live auctions can embellish silent auctions, especially with the help of a dynamic auctioneer.
- Casino nights require a lot of organization but are highly successful fund-raisers, and fun.
- A scholarship phonathon.

SAMPLE EVENTS

CHS Night at the Ball Game Scholarship Fund-raiser

Type of Fund-raiser

A large private luxury box was donated and used as the draw. Attendees sat in a customized air conditioned suite, ate and drank with waiter service, mingled with other Cornellians and friends, and watched an exciting major league base ball game. According to the CHS President, "This was a fairly easy and an incredibly fun event to do."

Time: 6:30 p.m.
Cost: \$40/person
Attendance: 20

Budget and Costs

Expected Net Profit = \$800

Actual Net Profit = \$800

Hidden Costs = \$50 (postage and printing which was absorbed by the chapter)

Donations

The luxury box, food and drink were donated by a corporation that employs an alumnus, who arranged for the donation. Our annual announcement asked if anyone had an interest in sponsoring a major event; we followed-up on those who responded "yes". It was also helpful to know Hotelies or Cornellians who had access to facilities and then we asked them.

Planning Timetable

Planning began five months from the event. The location was secured two months in advance.

Marketing and Publicity

Flyers were designed and distributed and an announcement made. Because of the limited seating and it was the first time we organized this event, only 100 flyers were mailed/emailed.

How to Determine the Quality (and cost) of the Event

Private parties to raise money are commonly held at the (team name) game so we matched our specified ticket cost to the “going rate”.

Special Series of Parties

Scholarship Fund-raisers

Type of Fund-raiser

A series of small fundraising parties hosted by a group of distinguished alumni leaders in their homes on three consecutive weekends to benefit Chapter efforts to endow a scholarship. Alumni choose from twelve different parties which were in different parts of (i.e.) Southern California. Among the featured locations: a magnificent view, a historical home, and a restaurant of a well-known chef. The type of party varied from brunches, to barbecues, to formal dinners.

Time: Varies: 7:00 p.m. was the typical start time

Cost: \$100 per person - 9 dinners

\$50 per person - 3 dinners

Attendance varies: 10-20 per party depending on home

Budget and Costs

Expected net profit = \$7,500

Actual net profit = \$5,500

Hidden costs = brochures and postage, which was absorbed by the alumni association.

Donations

Hosts donated the food, wine and labor. Locations were identified and secured by the Chapter. Potential hosts with the assistance of the regional office. Personal phone calls were made by members who knew potential hosts.

Planning Timetable

Planning began four months before the first party. The twelve locations were secured by the Chapter two to three months before the first party.

Marketing and Publicity

Hosts took responsibility for their individual party and invited friends to dinner. A brochure was designed to announce the series of dinners and mailed to society members. The series was advertised in the chapter newsletter which was sent to all Southern California alumni.

How to Determine the Quality (and cost) of the Event

This was determined by individual host based on the cost of the event.

Silent Auction

Scholarship Fund-raiser

Type of Fund-raiser

Twenty-five to thirty items are auctioned off via an open bidding system. People sign-up on bid sheets which list the item (some items may also have a minimum bid amount listed with amount offered by "Ezra Cornell"). Everyone is assigned a number or they can choose to use their name on the bid sheet. Everyone receives a handout at the registration table which explains the bidding directions. With fifteen minutes left and again five minutes prior to the close of the bidding, an announcement is made for people to place those last minute bids. All bidding takes place during the cocktail hour of the chapter's annual dinner. Winners are announced at the end of dinner. If there are three or four of the same donated (non-perishable) item, only put out one, and if there are only two good bids, sell two and save the

others for the next year. Remember to be very conscious of donated items from society members—all must be “sold”—and use a chapter members name when announcing winners.

Attendance: 100-150

Budget and Costs

Expected net profit = \$1,100

Actual net profit = \$1,100

Hidden costs = printing of bid sheets, signs, markets, tape, etc., flyers, costs for soliciting prizes (mail and phone) and follow-up.

Donations

Cornell memorabilia, Cornell antiques, consumer goods donated by Cornell alumni (food items, plants, etc.), miscellaneous items of interest (rafting trip). Approach donors through PERSONAL CONTACT, by calling! Explain this is for student scholarships.

Planning Timetable

Begin four months ahead of auction date. The location is secured by the Annual Dinner Committee; coordinate with this committee to be sure there are five to six tables with linen table clothes available for displaying items.

Marketing and Publicity

Mention in the annual dinner announcement, dinner program and chapter calendar.

How to Determine the Quality (and cost) of the Event

This was determined by the costs associated with the dinner.

Lunar New Year Banquet

Annual Dinner

Type of Fund-raiser

An authentic 12-course Chinese New Year banquet held on a Friday, January, 20__ at the Golden Unicorn Restaurant, Street, New York's Chinatown. The event featured a presentation on "Defining the American University of the 21st Century".

Time: 6:00 - 10:00 p.m.

Cost: \$50/CHS Member or \$60 per friend of Chapter

Attendance: Approximately 230

The actual costs were \$30 per person; additional scholarship funds were provided by larger gifts. For a contribution greater than \$60, one could be a "supporter, patron or benefactor".

Budget and Costs

Annual net profit - \$7,900

Expenses Dinner \$6,600

Income Ticket Sales \$11,000

Printing \$600

Special Contr. \$4,000

Dragon Dance \$250

Matching gifts \$400

Miscellaneous \$50

Donations

The following items were donated by alumni and friends; 200 lucky red envelopes, 200 chocolate gold coins, Toshiba cordless phone (door prize), and Godiva chocolates (door prize). Potential donors were contacted by members of the Dinner Committee.

Planning Timetable

Planning began five months before the event. A Dinner Committee was formed that included alumni and other prominent members of the community. Then the location was selected and the keynote speaker secured.

Marketing and Publicity

The event was advertised in various publications. Invitations were mailed eight weeks before the event. In addition, each member of the Dinner Committee was encouraged to bring at least five people from their organization to the dinner. Finally, many members of the Dinner Committee called and invited their friends.

How to Determine the Quality (and cost) of the Event

A checklist which included availability, menu cost per person, eating capacity, quality of food and location was developed and used to select a location.

Faculty Road Show

We would like to introduce you to our Faculty Road Show. Surveys of Hotel School alumni have shown that alumni would most like to add Cornell Hotel School faculty and their research and expertise to their local chapter programming. To that end, the Society generously provides funds for faculty participation in chapter activities. Chapter Presidents are urged to contact the Alumni Office to schedule Road Show appearances, as the Alumni Office will then need to coordinate with the School's Academic Dean and with the faculty member in question. Please do not contact faculty members directly - we will serve as intermediaries.

Coordination and preparation will be necessary for effective participation. Many successful Road Show events have taken place over the years. However, it is important to point out that faculty schedules are very busy, so plenty of advance notice and a choice of possible dates will facilitate the ability to arrange an appropriate individual. Dates will have to be agreed upon that will not interfere with faculty commitments on campus. For those chapters outside the continental U.S., prohibitive travel costs will preclude us from sending a faculty member abroad for a single event, unless that faculty member's previously scheduled travel permit him/her to pass through or near a chapter's location. For that reason, international chapters are urged to give the Alumni Office even more advance notice so that we can match up international travel and chapter event schedules.

We have a talented roster of faculty, and hope that you will consider the Faculty Road Show program for your next event. It is a wonderful way to expose alumni to our marvelous faculty and fulfill the educational objectives of a chapter. Please contact the Alumni Affairs Office at (607) 255-3565 for more information.

SOME IDEAS FOR YOUNG ALUMNI

The enthusiasm of more recent graduates is the spark that can ignite the spirit of any group. Let's look at some ways of attracting the young alumni (those who have received their degrees within the past ten years).

Although young alumni are usually establishing careers and starting families, they often welcome an opportunity to rekindle old ties and join in your local chapter activities, if the activities are appealing. In general, "appealing" means events that are informal, inexpensive, casual, social, and career-related. You can utilize the same survey for young alumni as you did for other alumni, perhaps allowing additional choices and space for comments. Consider these ideas that have attracted enthusiastic young alumni.

- Summer picnic, barbecue at a local park, tailgate party, kite flying party
- Sunday brunch, Saturday lunch, downtown dinner program
- Special local attraction, e.g., opera house, winery/brewery tour, museum private showing
- Planetarium visit - attractive to young families
- Tennis tournament
- River raft trip
- Skiing, backpacking, hiking trips
- Piggyback campus events, e.g., go to a festival or fair, and ask another club to join the activity
- Career networking event
- Campus video

After considering the special interests and needs of the young alumni, think carefully before holding an event exclusively for these alumni. Many older alumni may enjoy the less formal programs as much as the younger alumni. However, if there are a large number of young alumni in your chapter area, you may wish to hold a "recent grads night" as an effective first attraction. See what gives the best results.

Don't overlook the fact that although many young alumni are not able to make significant financial contributions, they often are willing, and eager, to give time, effort, and enthusiasm instead. Consider these service-oriented programs:

1. Alumni Admissions Representative Program

Young alumni are the ideal candidates for Hotel School field interviews since they have the most up-to-date information about and experience on campus. Information on these field interviews can be obtained by writing or calling the Admissions and Student Services office at the Hotel School, telephone 607-255-6376.

2. Secondary Schools Committee Program

This program deals more broadly with Cornell University and is an opportunity for graduates to visit secondary schools and to provide information about the university to potential freshmen candidates. Please contact Cornell Alumni Admissions Ambassadors Network (CAAAN), Undergraduate Admissions Office, 410 Thurston Avenue, Ithaca, NY 14853, telephone 607-255-5020 (<http://caaan.admissions.cornell.edu/>).

ANNUAL PLANNING

Annual planning is a critical part of good management. Developing an annual plan well in advance helps chapter members to “mark calendars” and provides a tool by which club leadership can measure progress. Here are some guidelines for annual planning:

- If there is going to be a change in leadership, it is good to do it in the early spring so that the new board can meet by May or June to plan the programs for the coming year.
- Be specific when selecting dates and events. Backup dates and ideas are wise in case the initial idea cannot be fulfilled. The program chairman should leave the initial planning meeting with a definite calendar.
- When planning the calendar, the board should try to mix traditional events, such as a pot luck dinner or annual meeting, with new and innovative ideas, for example, a harbor cruise or beach party. Bear in mind the age mix of the chapter and try to appeal to each member through a diversity of programs. Let the programs be informative, entertaining, and pleasurable.
- The number of events held yearly can vary, but, generally speaking, two to five seems appropriate. Some chapters may meet more frequently, if membership involvement warrants. On the other hand, a chapter that meets only annually will usually disappear. All events take time to plan, so fewer, well thought out and planned events will be more successful and put less strain on officers.
- The details of the programs, e.g., menu, location, etc., should be finalized by the program chairman and approved by the board. Splitting the workload of an event into smaller segments makes management more efficient and involves more members — two healthy goals!

- Prepare a calendar of events to be emailed to members, the School's Office of Alumni Affairs, and the regional vice presidents before the season begins — perhaps in late August. This mailing could also include a list of the officers for the information of the membership, the Alumni Affairs Office, and regional vice president. A separate invitation is usually emailed to members a month or more before each event with a deadline to RSVP. Depending on the chapters available funds, printed invitations for large fundraisers are still greatly appreciated, followed by an email reminder.

- Ask all former officers to continue on the board in an advisory capacity.

- Follow up events with a critique. Watch the pattern of people attending. Do they come out for athletics? Faculty speakers? Dinners? This follow-up is essential for future planning. Successful programs are a matter of marketing, planning, and targeting. Enlist regular attendees to help with events.

- Certain events should have hosts/hostesses to greet the participants so that they feel welcome. This especially works well for younger chapter members who are new to the area. It is sometimes necessary to designate responsibility for escorting VIPs, first-time guests, guest speakers, etc., as they really are expected hospitality gestures.

In summary, the following questions should be asked at a typical first planning meeting:

How many events do we want?

- What type of events do we want to have?

- When do we want the events? Be specific.

- Who will be invited to assist with the program?

- Who will be in charge of each event?
- How much will these events cost?
- Will we charge an admission fee?
- Will we levy a surcharge on some or all events to cover the costs of younger members for administrative purposes, scholarship, etc.?

If these questions are answered by the end of the first meeting, you have plotted a good direction for your chapter. If not, don't leave the meeting, or set another session soon.

Note: Events must be run on a break-even basis, at barest minimum. After each event, an evaluation form should be completed and distributed to board members so that everyone is aware of the successful and not-so-successful events. There are no provisions in the principal CHS treasury for contingency funds for chapter "overruns," so be sure your financial plans are well founded.

SURVEYS

One way to find out what types of events members would be interested in and other information pertinent to the chapter is to send out a survey. There are several online survey companies available. We recommend Survey Monkey at www.surveymonkey.com.

EVENT PLANNING: THE COUNTDOWN

Twelve Weeks Ahead:

Now it is time for the board to meet to finalize details in readiness for the event. The preliminary details should have been established at the annual planning meeting. The details to confirm or arrange are:

- Confirm date. Verify with Alumni Affairs Office to avoid conflict with other Society events.
- Confirm type of event, speaker, and topic.
- Arrange for notices to be sent to the alumni in the area and to the Alumni Affairs Office.

The Alumni Affairs can assist with sending a mass email or placing the event in the School's monthly newsletter.

- Confirm a room, food and beverage, and travel, if applicable. Determine budget and contingency plan.

Ten Weeks Ahead

- Ideas for invitations must be finalized in order to have them printed (if desirable) and ready for mailing/emailing.
- Be sure to send notice of meetings to the Office of Alumni Affairs in Ithaca and to your regional vice president as early as feasibly possible. We will also feature your event in the monthly Hotel School Newsletter that is emailed to all alumni, so getting your information in as early as possible will ensure good publicity.

Four Weeks Ahead

- Send invitations by email to all that have email addresses and by first class mail to those that do not.

One to Two Weeks Ahead

- Call chapter members who have not responded to the RSVP. Have board and committee members divide up this mission.

Day of Event

- Check arrangements and facilities
- Greet guests, have name tags available, collect money/dues
- If there is a guest speaker, provide a gracious introduction of the speaker, introduce other officers and visiting dignitaries or VIP guests, and allow time for questions.

Day/Week After the Event

- Write a thank-you letter to the speaker.
- Complete the evaluation form and distribute it to the chapter's board members.
- Write a brief report for the *Cornell Hotel School Magazine* and send it along with photographs to the Office of Alumni Affairs. Photographs should be accompanied by the names of those in the photo.

CORNELL ALUMNI FEDERATION

<http://www.alumni.cornell.edu/federation/index.htm>

Who We Are

Formed in 1990 through a merger of the Cornell Alumni Association and the Federation of Cornell Clubs, the Cornell Alumni Federation (CAF) is the umbrella organization under which all alumni activities fall.

The CAF board is comprised of 65 members, who represent all of the major Cornell alumni organizations, including Cornell clubs and alumni associations, college alumni associations, the Cornell Association of Class Officers, University Council, the CAAAN Advisory Council, the Cornell Fund, the Cornell Black Alumni Association, the Cornell Latino Alumni Association, the Cornell Asian Alumni Association, the Cornell University Gay and Lesbian Alumni Association, and the President's Council of Cornell Women.

Today, the Cornell Alumni Federation provides a number of services to both its constituent organizations and Cornell University alumni, including the Cornell Visa card, the Frank H. T. Rhodes Exemplary Alumni Service Awards, Cornell Alumni Magazine (subscription requires paying class dues or subscribing directly to Cornell Alumni Magazine), the CAF Grant Program, regional training workshops and leadership conferences, alumni trustee elections, the Cornell Alumni Federation travel program, the CAF Speaker Series program, and eProNet (a career assistance program).

Grant Program

The Cornell Alumni Federation, in order to promote alumni involvement with Cornell, awards grants to its constituent member organizations for innovative projects that build organization membership, develop leadership, promote the standing of Cornell in the community, attract prospective students and benefit the interests of both alumni and the University.

Awards are made twice each year in mid January and mid July, with applications due on December 1st and June 1st, respectively.

Funds can be used for planning phases, marketing initiatives for alumni, or for current and prospective students, and logistics. New projects, which act as pilots and have the prospect of being continued, will be favorably considered because of implications for organizational growth. Creative use of the funds awarded is also important to members of the Grant Committee, as is leveraging the funds with other financial resources.

Please note that, in general, a grant award will not be made to support a program that has already taken place. Nor will grants be made to help an organization raise money or pay fees for outside services unless there is an excellent return on investment (monetary or otherwise), e.g. \$5,000 grant to raise \$25,000 or more, or \$500 for outside fees for an event that will benefit 100 or more alumni. In general, funds may not be used for officer expenses, equipment that does not have a permanent home at a University office, or salaries.

Guidelines for Grant Requests

The Cornell Alumni Federation, in order to promote alumni involvement with Cornell, will award grants to its constituent organizations for innovative new projects and programs that build alumni organization membership, develop leadership, promote the standing of Cornell in the community, attract prospective students and benefit the interests of both alumni and the University.

Creative use of the funds awarded will be important, as will be the leveraging of the funds with other financial resources. Funds can be used for planning phases, marketing initiatives for alumni and or current and prospective students, planning phases for those initiatives, and logistics (transportation, speaker accommodations, etc.). In general, a grant award will not be made to support a program that has already taken place. Nor will grants be made to help an

organization raise money or pay fees for outside services unless there is an excellent return on investment (monetary or otherwise), e.g. \$5,000 grant to raise \$25,000 or more, or \$500 for outside fees for an event that will benefit 100 or more alumni. In general, funds may not be used for officer expenses, equipment that does not have a permanent home at a University office, or salaries.

New projects, which act as pilots and have the prospect of being continued, will be favorably considered because of implications for organizational growth. Successful pilot programs may also be shared with other alumni organizations. It should also be noted that the committee recognizes not all projects succeed as planned and that risk-taking can often have positive results. Consequently, organizations should be encouraged to "think outside the box."

Sample projects might include a lecture series involving other Ivy League colleges, a minority student recruitment program, a continuing education initiative, or a faculty symposium.

The following guidelines have been developed to help alumni groups complete the process of grant application. While the application may seem long, the intention is to help your organization think through the project thoroughly and understand the elements necessary for a successful initiative. The information you will provide the grants committee will help insure that its allocations will result in effective use of available funds.



1. Grant requests must be made on the form provided and must be complete. Please do not leave any portion of the form blank. We cannot consider a grant submission without a detailed budget. Please type the form or duplicate it on your computer. An electronic version may be obtained via the Federation's web site at http://www.alumni.cornell.edu/federation/grant_program.htm
2. Proposals received after the deadline will be considered in the next cycle.
3. Grants will be awarded of up to \$5,000 each.

4. Be as specific as possible in describing your project and the reasons for the request. For instance, instead of saying "it will build membership numbers," you might say "it will attract new members especially young alumni who need to maximize their gain for the time and effort they contribute." Or, "this project is important because there is no forum for continuing education in our area and this is a pressing need among alumni." This kind of information will better inform the committee who will consider your application.
5. Terms of the grant: 85% of the funds awarded will be paid approximately one month after notification. 15% of the awarded funds will be paid upon receipt of the final report. The final report should include the following: what you have learned; the successes and challenges of implementing your project, including future directions; and a completed financial report for the project. Excerpts from the final report, as well as this application, may be shared with other alumni groups or used in the Cornell Alumni Magazine and other publications to generate support and enthusiasm for the project.

If you have questions about the grant process, please call Donna Carl in the Office of Alumni Affairs at 607-255-3517.

How to apply

There are two ways to apply for a CAF Grant:

-  [Microsoft Word Format](http://www.alumni.cornell.edu/federation/Spring_2002_Grant_App.DOC): Type your responses on this version of the form, and either print it and mail it, or send it as an attachment to Donna Karl at dc37@cornell.edu. (http://www.alumni.cornell.edu/federation/Spring_2002_Grant_App.DOC)
-  [Adobe PDF Format](http://www.alumni.cornell.edu/federation/GrantApplicationgeneric.pdf): Or, just print this version of the form, hand write your responses, and place it in the mail. You need Adobe Acrobat to view PDF files. (<http://www.alumni.cornell.edu/federation/GrantApplicationgeneric.pdf>)

Mailed applications can be sent to Cornell Alumni Federation Grant Committee, Alumni House, 626 Thurston Avenue, Ithaca, NY 14850-2490.

HELPFUL SOURCES FOR EVENT PLANNING AND PREPARATION

Technology continues to change the way we do business, and that includes the Society. From sending flyers and invitations by mail, to email, to Evites and Paypal, new software products can now make the job of planning events easier to manage. Existing technology, such as a free chapter website at www.chscornell.com, is available to all chapters as a way to communicate with your membership. In 2009, Cornell University and the Hotel School will be introducing new management tools for Alumni Affairs that will make a big difference in how we connect with each other. The following options are available for your chapter to use.

Evite

- Free online invitations
- They send the invitations
- They track the responses
- They provide maps and directions
- They send reminders

<http://www.evite.com>

PayPal

The way to send and receive money online. PayPal lets anyone with an email address securely, conveniently, and cost-effectively send and receive payments online.

<http://www.paypal.com>

Chapter Website

Start your free CHS chapter website – post events, photo gallery, chapter news, leadership and more. Contact the Alumni Affairs office at (607 255-35650 or email hotelsociety@cornell.edu).

Also see the “Resources for CHS Leadership” page on the alumni website.

PUBLICITY

The news of the chapter's activities must be communicated to its members. There are basically three ways of communicating: electronic, direct mailings and telephone publicity.

Email/Direct Mailings

Invitations should be sent at least four (4) and up to six (6) weeks before the event. Email is the most popular method but postcards are an inexpensive follow-up to the emailed invitation to spotlight each event. For more important gala events, printed invitations are still a nice touch, but will also be more expensive. If working with the Alumni Affairs office to email via the School's mass mailing software, advance planning will help put the event on the schedule. In addition, we will be able to include the event in the Hotel School's monthly online newsletter.

Telephone Publicity

Begin by saying that you are calling for your chapter; give your title within the organization, if you have one; and state that you would like to know if they received a recent mailing about the upcoming event. You might add that you expect the event to be enjoyable, educational, or whatever — and that you wanted to make sure they knew about it and wanted them to come.

Answer any question or concerns the person may have about the event. Make apprehensive or new alumni feel comfortable about attending. If you do encounter someone who actually does not want to attend or who has a conflict, be polite and say that you hope to see them at a future event.

Follow up

Be sure to make a note of anyone who has moved or any phone numbers that have been changed or disconnected. These should be forwarded to the Alumni Affairs Office. If you cannot get a new number, at least you can stop calling the wrong number for future events. Updated lists are always available from the Alumni Affairs office.

OFFICE OF ALUMNI AFFAIRS AND REGIONAL VICE PRESIDENT

In order for the Alumni Affairs Office and the regional vice presidents to serve alumni chapters, it is requested that all chapters adhere to the following guidelines:

- Provide the Office of Alumni Affairs and your regional vice president with a tentative schedule of the entire year's known and traditional events for your chapter by August 15, and keep them updated as conditions warrant. You can do this via our website at: <http://www.hotelschool.cornell.edu/alumni>.
- Ensure that the Director of Alumni Affairs, your regional vice president, and your regional director of programming are on your mailing list for any and all mailings to your chapter members.
- Allow plenty of lead time for publicity — electronic and/or mail — at least eight to ten weeks prior to the event with follow-up as necessary.
- Keep the Alumni Affairs Office at the School apprised of biographical information on members, new and old, so that the alumni database is always up to date.
- Provide information on your meetings and functions to the Cornell Hotel Society Magazine. Don't worry about deadlines, but send them in promptly after the event. Digital pictures are always welcome. Please write a small paragraph about the event, and provide us with the names of persons in your pictures.

RESPONSIBILITIES OF THE REGIONAL VICE PRESIDENT

- Call chapters every month to discuss what events are planned, how they are doing getting new members, and monitor chapter leadership to make sure it is active.
- Have chapters develop their list of upcoming events and dates and distribute it to the respective regional vice president and regional director of programming, and more importantly to the Alumni Affairs office so it can be incorporated into the master calendar. This way we can coordinate visits by faculty, School Administration and/or Society leadership.
- Develop leadership succession in each chapter, including a president, vice president, treasurer and secretary so people can move up the ranks if/when a chapter president must step down.
- If your region does not have a regional treasurer or a regional director of programming, consider adding these volunteer slots.
- Contact your Collegiate Chapter's regional representative to open up the lines of communication.
- Communicate with the 1st or 2nd vice president, as appropriate, and the Alumni Affairs Office regarding your activities.
- Visit your chapters at least once per year. There is a budget for you to accomplish this if it can't be tied into your business travels.
- Talk to the other regional vice presidents to learn what is working in their regions so that you can pass on good ideas.

RESPONSIBILITIES OF THE REGIONAL DIRECTOR OF PROGRAMMING

- Reports to Regional Vice President and coordinates with Society Secretary and Alumni Affairs staff in Ithaca.
- Assists local chapter officers in a given region with programming and events planning.

With the desire of the Society for each chapter to develop its annual program as far in advance as possible, so as to facilitate maximum attendance from local members and to enable participation from Cornell faculty and staff, some chapters may require extra assistance in the advance planning and marketing of events. The Regional Director of Programming, in cooperation with the Regional Vice President, is to identify those chapters and assist as necessary in developing a reasonable and achievable annual schedule of events, then following up to ensure that the timelines, as outlined in the CHS President's manual, are met.

RESPONSIBILITIES OF THE REGIONAL TREASURER

- Reports to the Regional Vice President and coordinates with Society Secretary, Society Treasurer, and Alumni Affairs staff in Ithaca.
- Assists local chapters in a given region in developing sound financial strategy and practice.

Some chapters require extra assistance in financial planning, setting up accounts, and being able to amass some available funds for printing, postage, and pre-function expenses, and planning for the chapter's future. This will point the chapter towards the eventual goal of being able to contribute to Hotel School scholarship funds.

HANDLING VISITORS AND GUEST SPEAKERS AT MEETINGS

Of great benefit to the Alumni Affairs Office and the Society leadership is to receive an advanced schedule of the planned activities of all CHS chapters. With this schedule, there can be an orderly planning of when and who can visit from CHS leadership or from the Hotel School.

If we are aware of faculty, staff, or Society leader schedules far enough in advance, we will notify chapters. The chapters may decide if they are interested in adding an event or to include the visitor on an existing event's program. There may be times when the dean may be able to visit a chapter. If this matching occurs, the chapter will be asked to assist with making arrangements for accommodations and transportation. Usually, the addition of a speaker from the leadership or from the School has resulted in a larger turnout and a higher level of interest in the function. Official representatives of the School should be given the opportunity to meet and address the gathering. Any CHS leadership or School representatives should be introduced to the attendees.

We can provide Power Point presentations and updates the School or in the Society. Communication is important for the program to be effective. Lead time is essential and close coordination with the School and Society officers must be accomplished to get the best results. The office of Alumni Affairs and those responsible for event management at the School will coordinate with the chapter about the program, venue, audio-visual, and other arrangements to make the visitor program successful.

SOCIETY INFORMATION

HISTORY AND OVERVIEW

From the beginning, the alumni of the Hotel School have been a closely knit group. They promised one another in the early 1920s, as undergraduates, to maintain close contact. On November 16, 1927, at a reunion banquet during the National Hotel Exposition in New York City, plans were formulated for a permanent alumni association; and in May 1928, in Ithaca, the Cornell Society of Hotelmen (CSH) was formally organized. In 1998 with the favorable vote the name was changed to Cornell Hotel Society (CHS). Since our inception, Hotel School students, as a result of their matriculation, have automatically become members of the Society.

To date, Society members—including active, honorary, and affiliate members (see bylaws for affiliate membership categories) number approximately 9,100. There are 57 national and international chapters, each represented by a chapter president, within 11 regions headed by regional vice-presidents.

Society officers also include a president, vice president, second vice president, a secretary, and the treasurer. The Society also has Class Directors for each of the classes and these individuals provide news for the Society's *Bulletin*. The *Bulletin* averages 70-80 pages each issue and is distributed four times per year. The Society maintains an electronic directory of membership to which all dues-paid members are provided passwords. These members also receive a membership pin and a card with hotel, rental car, and other discounts provided by alumni.

The Society has a dues program and invoices are sent three times each year. The dues support the efforts of the alumni organization, which is managed by a service-oriented alumni office staff at the School of Hotel Administration. The office is responsive to the needs and requests of all Society members. Staff may be contacted at Statler Hall, Ithaca, NY 14853. Telephone number is: 607-255-3565; FAX number 607-255-1204. E-mail is: hotel_society@cornell.edu.

THUMBNAIL SKETCH OF THE ORIGIN OF THE CORNELL SOCIETY OF HOTELMEN

By former Hotel School Professor John Courtney '25
(Written in 1952, revised in 1990)

The Cornell Society of Hotelmen, now known as the Cornell Hotel Society, is the alumni association of the School of Hotel Administration at Cornell University. It has its inception in the early undergraduate years of the first classes, and to develop the background of its origin calls for a bit of reminiscing.

In the fall of 1922, at the request of the American Hotel Association, and at the encouragement and even the urging of such leaders in the hotel business as Ellsworth Milton Statler, Frank A. Dudley, John McFarlane Howie, Lucius M. Boomer, Thomas D. Green and many others, that a hotel school be founded. Professor Howard Bagnall Meek came to Cornell to organize a curriculum of instruction of hotel management, which has now become the School of Hotel Administration.

The school had its birth in a little cubbyhole up under the eaves in Comstock Hall (then the Home Economics Building) where Prof. Meek dispossessed some pigeons and cleaned out the cobwebs. With a few old boxes and orange crates for office equipment, and with Lena Swartwood at a typewriter out in the hallway, he released the news that a high grade education in all matters relating to the management of hotel and was now available and called for volunteers to "come and get it."

Well, there were twenty-three of us who enlisted under his banner that momentous September in 1922. It was a precarious launching. Undoubtedly Professor Meek kept his fingers crossed, because we must have been a motley crew. From the various colleges on both the upper and lower campuses we came, all bitten by the boniface bug. We were subjected to considerable campus ribbing, but some of us survived. A picture includes Professor Meek and Dean Betten, but unfortunately, Bill Needham, Harry Reynolds, and Charlie Peckham were AWOL at the round-up for the picture. Some of these original twenty-three entered with advanced standing and were destined to become members of the class of 1925. Needham and Dunlap graduated in February 1925. Joe Nolin joined us in February 1923; and in June 1926, there were nine of us who received our sheepskins, viz, Crandall, Dockery, Jennings, Marchand, Nolin, Olsen, Peckham, Reynolds and Courtney. Professor Meek began to surround himself with a staff that was to inspire and stimulate us. There was a relationship of physics, B.T.U's and

K.W.H.'s to hotel engineering. There was Louis Toth, with a night transcript and a morning report, teaching us to substitute the percentage of occupancy for the percentage of egg production; there were Jessie Boys and Lois Farmer giving new meanings to poached eggs or angel food cake; there was a Schuttie laughing at Jack Crandall and me as we shimmied up a hot steam pipe when a bull objected to being butchered and shook himself loose.

In those early days, we had our bull sessions; we dreamed and planned, as I suppose normal undergraduates always do. We intended to conquer the world, specifically the hotel world. We intended to organize corporations, to open new hotels, to really grab the hotel business by the tail and subdue it. After and in conjunction with our food labs we were wont to get together for coffee and trimmings in an adjoining experimental kitchen under the watchful eyes of Madam Boys and Anna Driscoll. At these meetings we dubbed ourselves the "Coffee Hounds." Great were the plans of the Coffee Hounds in those days.

At these bull sessions of the Coffee Hounds the spirit of stick-together was germinated. We swore mightily that after leaving Cornell we would remain united. The alumni association which is now the Cornell Hotel Society was conceived in the sessions of these early Coffee Hounds.

In those days new community-sponsored hotels were popping up right and left, and as undergraduates of the newly organized hotel courses at Cornell we were privileged to be present and to participate in many of these openings. Jessie Boys, "Madam Boys," as we called her, was an honorary member of the Coffee Hounds. From the postmortem discussions of our activities at some of the hotel openings, the idea was born, which under her stimulus and encouragement eventually became the first opening of Hotel Ezra Cornell in Prudence Risley Hall on May 7th, 1926 with Walt Bovard '26 as the managing director.

By the fall of 1923 the size of the Coffee Hounds had increased to the extent that it had outgrown the capacity of its original crib—the experimental kitchen. While a few of the old timers still had their coffee with Madam Boys and Anna, the Coffee Hounds met every morning, with more or less regularity, in the Coffee Shop of Barnes Hall. It was in one of the recreational rooms of Barnes Hall that the Coffee Hounds formally organized "Ye Hosts."

It was intended by the original organizers that Ye Hosts should fulfill the functions that are now recognized as those within the proper sphere of activity for the undergraduate society, which is now named Collegiate Chapter of the Cornell Hotel Society. I know that deep in the

minds of the original organizers of Ye Hosts was the thought that a similar society should be organized among the alumni to hold them together after graduation.

At the organization meeting of Ye Hosts, Alfred L. Olsen '25 was elected the first president with Jack Crandall '25 and Bud Jennings '25 as vice presidents and with yours truly as treasurer, in which capacity I had my first experience in shaking everybody down for 50 cents dues.

A committee was appointed to recommend a symbol for a key. There were many heated discussions, but the symbol which was finally designed and adopted is still in use at the present day. It had patterned after a sign made from an old weather-beaten board broken diagonally at each end hanging in front of an old English inn.

One of the first properties of Ye Hosts was to promote a Ye Hosts dance in the auditorium of Home Economics (the present Comstock Hall) at which a huge banner was hung. The dance was a success, at least we thought so, and we were very proud of our banner and our Society. This was probably the first materialization of notions which had been tossed back and forth among the Coffee Hounds for some time and was eventually to become the Hotel Ezra Cornell opening.

When the first class graduated in 1925, Ye Hosts society was still the undergraduate society of the Hotel School in which every hotel school undergraduate was *ipso facto* a member.

In the spring of 1926 the constitution of Ye Hosts was changed to make it an honorary society. Seniors and juniors of the School could become members only by election. At the same time, new "Cornell Hotel Association" was formed to take the place of the old Ye Hosts.

The first officers of the new Cornell Hotel Association were:

President – Walter Bovard '26
Secretary – Adolph Schimmelpfenig '27
Treasurer - -Fritz Miner '26

From the very beginning the alumni of the School were a very closely knit group. As they had promised one another as Coffee Hounds, they maintained contact by means of letters, round robins, and in general leaving no opportunity lost to keep together. Specifically, as many

as possible would get together for a dinner on the Wednesday of the week of National Hotel Exposition in New York City held each November. On Wednesday, November 16th, 1927, at such a reunion banquet at the Roosevelt Hotel, plans were definitely formulated for a permanent alumni association, John M. Crandall '25 being elected acting secretary.

At the call of Mr. Crandall, School alumni met on Saturday morning, May 12th, 1928, in Willard Straight, for an organization meeting, and as a result the Cornell Society of Hotelmen was definitely and formally organized with the following officers:

President – John M. Crandall '25
Secretary – Treasurer – John Courtney '25

Since that time the Cornell Hotel Society has become a power in hoteldom. Some of its activities are:

1. Its annual business meetings are in the spring and fall of each year, on Friday afternoon of the Hotel Ezra Cornell Weekend and on Monday afternoon of the New York Hotel Show.
2. Each year it sponsors receptions:
 - (a) In New York City during the week of the New York Hotel Show in November
 - (b) In Chicago at the time of the National Restaurant Show (in May)
3. It publishes the Bulletin of the Cornell Hotel Society
4. It maintains an Emergency Loan Fund from which loans are made to deserving students.
5. It makes scholarship contributions.
6. It has 57 chapters scattered from the Atlantic to the Pacific and in foreign countries.
7. It maintains an electronic membership directory which is searchable by alphabet, class, company, job title and geographical search capabilities. This directory is available to all active dues-paid members on the Internet at <http://www.hotelschool.cornell.edu/alumni/directory>.

NATIONAL PAST PRESIDENTS

John M. Crandall '25	1928 - 1930	Deceased
Arthur C. Hunt '29	1930 - 1931	Deceased
Clyde Jennings '25	1931 - 1932	Deceased
William R. Needham '25	1932 - 1933	Deceased
John L. Shea '26	1933 - 1934	Deceased
Albert E. Koehl '28	1934 - 1935	Deceased
Kenneth W. Baker '28	1935 - 1936	Deceased
Joseph P. Binns '28	1936 - 1938	Deceased
Richard B. Shanley '32	1938 - 1938	Deceased
Howard L. Dayton '28	1938 - 1940	Deceased
Frank H. Briggs '35	1940 - 1942	Deceased
H. Victor Grohmann '28	1942 - 1944	Deceased
Charles I. Sayles '26	1944 - 1946	Deceased
Henry B. Williams '30	1946 - 1948	Deceased
H. Alexander MacLennan '26	1948 - 1949	Deceased
Joseph H. Nolin '25	1950 - 1951	Deceased
Robert M. Brush '34	1951 - 1952	Deceased
Ruel Tyo '27	1952 - 1953	Deceased

Wallace W. Lee, Jr. '36	1953 - 1954	Deceased
Lynn P. Himmelman '33	1954 - 1955	Deceased
Lee E. Schoenbrunn '40	1955 - 1956	Deceased
E. Truman Wright '34	1956 - 1957	Deceased
Henry A. Montague '34	1957 - 1958	Deceased
Jerome B.L. Temple '38	1958 - 1959	Deceased
James Barker Smith '31	1959 - 1960	Deceased
Roy Watson '48	1960 - 1961	
Frank J. Irving '35	1961 - 1962	Deceased
J. Frank Birdsall, Jr. '35	1962 - 1963	Deceased
Edward J. Vinnicombe, Jr. '33	1963 - 1964	Deceased
Richard B. Carlson '48	1964 - 1965	
William R. Ebersol '45	1965 - 1966	
James P. Duchscherer '36	1966 - 1967	Deceased
Richard E. Holtzman '41	1968 - 1970	Deceased
Thomas C. Deveau Sr. '27	1968 - 1970	Deceased
Philip Pistilli '54	1969 - 1970	Deceased
Milton Smith '32	1970 - 1971	Deceased
M. O. "Bus" Ryan '54	1971 - 1972	
John F. Craver '52	1972 - 1973	Deceased

Richard W. Brown '49	1973 - 1974	Deceased
Robert M. James '54	1974 - 1975	
Michael Z. Kay '61	1975 - 1976	
J. William Keithan, Jr. '50	1976 - 1977	
James V. Bennett '47	1977 - 1978	Deceased
Richard W. Barger '56	1978 - 1979	
Richard J. Bradley '63	1979 - 1980	
Margaret M. Kappa '44	1980 - 1981	Deceased
William J. Callnin '56	1981 - 1982	
M. Theodore Nordahl '50	1982 - 1983	
Bjorn Hanson '73	1983 - 1984	
Thomas V. Pedulla '60	1984 - 1986	
Donald D. Woodworth '57	1986 - 1987	
William J. Caruso '70	1987 - 1988	
Frank T. Stover '65	1988 - 1989	
Kevin P. Fitzpatrick '76	1989 - 1990	
Burton Sack '61	1990 - 1991	
James Petzing '55	1991 - 1992	
Richard Kennedy '56	1992 - 1993	
William V. Eaton '61	1993 - 1994	
Caren W. Kline '75	1994-1995	

<u>Michael Chiu '66</u>	1995-1996
<u>Rudolf W. Muenster '62</u>	1996-1997
<u>Richard C. Nelson '57</u>	1997-1998
<u>Helaine A. Winer '84</u>	1998-1999
<u>Michael W. Sansbury '74</u>	1999-2000
<u>Keith W. Underwood '79</u>	2000-2001
<u>Rocco M. Angelo '58</u>	2001-2002
<u>Joseph E. Lavin '75</u>	2002
<u>Russell D. Urban '81</u>	2003
<u>Jeanne Sander '66</u>	2004
<u>Leif Evensen '66</u>	2005
<u>Timothy Dick MPS '88</u>	2006
<u>Michelle La Motte '75 MPS '83</u>	2007
<u>John Treadwell '61</u>	2008
<u>Lynda Schrier Wirth '82</u>	2009

CORNELL HOTEL SOCIETY BYLAWS

PREAMBLE

The graduates of the School of Hotel Administration at Cornell University and matriculates, defined as those who have been enrolled in the School of Hotel Administration for at least one complete academic school year, giving due recognition to the values represented by attending the School, the associations formed, and the benefits inherent therein, do hereby form this association to further those relationships and promote the interests of the School.

ARTICLE I: NAME

Section 1. NAME: The name of the association shall be the Cornell Hotel Society, Inc. known hereinafter as CHS or referred to as the "Society."

Section 2. LOCATION: The registered address of the Society is the office of its Secretary at the School of Hotel Administration (known hereinafter as the "School"), Statler Hall, Cornell University, Ithaca, NY 14853.

ARTICLE II: OBJECTIVE

Section 1. OBJECTIVE: The objective of the Society is to promote the interests of Cornell University, the School, alumni, administrators, faculty, and students. The Society also promotes fellowship, networking, education, recruitment, career management, development, and financial assistance to the School and its students, professionalism, and training in the hospitality industry.

ARTICLE III: MEMBERSHIP

There are three categories of membership:

Section 1. MEMBERS, REGULAR: Regular Members may be:

- a. Persons who have completed one academic year in the School of Hotel Administration in the undergraduate or graduate programs of the School;
- b. Members of the School's faculty, including professors, associate professors, assistant professors, senior lecturers, lecturers, and teaching support specialists; and

- c. School administrators, including the dean, associate deans, assistant deans, and directors, upon their appointment. Faculty and administrators remain eligible until their retirement or departure from the School, at which time they may be considered for another class of membership.

Section 2. CLASS OF MEMBERS: Regular Members shall take the class of the year of their graduation or, if attended at least one academic school year, they will take the class of the fourth year following their matriculation for an undergraduate and the year of their graduation for graduate students. Any member may, upon application to the Secretary, be assigned to an appropriate class of their choice.

Section 3. MEMBERS, AFFILIATE: Affiliate Members may be individuals who have:

- a. Completed at least fifteen credit hours as a special student or in a degree program at the School of Hotel Administration at Cornell University,
- b. Completed six courses of the Professional Development Program (PDP) summer program, who have completed the Advanced Management Program (AMP) or the General Managers Program (GMP), or
- c. Obtained an equivalent degree or diploma from a university program associated with the School.
- d. Other individuals may be offered Affiliate Membership by unanimous vote of the Executive Committee.
- e. Affiliate members will pay full dues to the Society. An Affiliate Member may hold any office at the chapter or regional level, and, with specific approval by a majority of the Executive Committee, hold the office of chapter president or regional vice president. Affiliate Members may not serve on the Executive Committee. Affiliate Members may vote on all issues with the exception of the Society and chapter by-laws. They will have all other rights and responsibilities of Regular Society members.
- f. The procedure for selecting Affiliate Members is as follows:
 - 1. The Executive Education Office of the Hotel School will supply the names of those eligible for membership from courses taken to the Secretary of the Society on a regular basis. The directors of other university programs affiliated with the School will supply the names of individuals eligible for membership to the Secretary on an annual basis.
 - 2. The Secretary will send a dues invoice and a fact sheet about Affiliate Membership to those individuals who are eligible.
 - 3. Those who desire membership in this category must send dues to the Secretary, who shall maintain the database of Affiliate Members.
 - 4. An Affiliate Member will be provided with an appropriate membership card. Life Affiliate Members will also receive an appropriate certificate
- g. At the next semi-annual general membership meeting of the Society, the Secretary will give a report on the membership activity of the Affiliate Membership category.

Section 4. MEMBERS, HONORARY:

Honorary Members must be persons ineligible for Regular Membership, who have personally made a special contribution to Cornell, the School, the Society, or the hospitality industry. Honorary Membership is a high honor. Honorary Members shall be provided with an appropriate, permanent membership certificate. Honorary Members shall not be assessed Society dues, may not hold office, and may not vote. The number of Honorary Members elected by the Executive Committee shall not exceed five percent (5%) of its Regular Membership. The procedure for electing Honorary Members is as follows:

- a. Nomination: A sponsor, a member in good standing of the Society or a chapter, must nominate the candidate in writing at least 60 days prior to the semi-annual Executive Committee meeting at which the nominee's application will be acted upon. The sponsor will submit the nomination to the Society's Secretary, who will present the nomination to the Society's standing Honorary Membership Committee. This nomination must include the following:

- 1) The nominee's name;
- 2) The nominee's affiliation to the School or other hospitality entity;
- 3) Statement or description of why the nominee qualifies for Honorary Membership;
- 4) What specifically the nominee has done for the School of Hotel Administration or has accomplished in the hospitality industry (see Criteria, Section 6. below); and
- 5) If the nominee is rejected, the Executive Committee will be required to explain the basis for its decision to the Nominating Committee who will in turn advise the sponsor of the reason. The nominee is NOT to be notified if rejected, as they should not have known about their nomination.
- 6) Criteria: The following criteria are to be used as a guide for determination of the Honorary Membership award:

The nominee must have:

- A. Served as Dean of the School of Hotel Administration (Cornell) for at least one (1) full year. Or
- B. Served as Assistant Dean for a minimum of ten (10) years. Or
- C. Served as a member of the SHA full-time faculty (lecturer to tenured professor) for a minimum of fifteen (15) years. Or
- D. Served as director in SHA administration a minimum of five (5) years, with total service in administration for fifteen (15) years. Or
- E. Served as an employee of the School and/or Statler Hotel for a minimum of twenty-five years. Or
- F. Served as a visiting lecturer/ executive in residence, in any combination, for a minimum of fifteen (15) years, not necessarily consecutively. Or

- G. Promoted the SHA to prospective students, for either undergraduate, graduate or executive education enrollment for at least ten (10) years with quantifiable results. or
- H. Provided summer intern positions/ management positions, whether temporary or permanent for a minimum of ten (10) years. or
- I. Been a key participant in initiating the establishment of a new SHA affiliate programs, such as ESSEC or the Singapore adjunct campus. or
- J. Financially contributed personally or created contributions to the SHA that resulted in:
 - i. An endowment of a Chair at the SHA;
 - ii. The endowment of a scholarship(s) the value of which equals a SHA Chair; and/or
 - iii. An amount equal to a SHA Chair for any project accepted by the Dean of the School. Or
- K. Had a significant and distinguished career as a hospitality leader, having contributed to the furtherance of hospitality education, whether at Cornell or other institutions. This may include corporate formal education, web-based training programs or other educational or work-study programs.

- b. Although the criteria in paragraph a. 6), are specific, the extension of an Honorary Membership is not automatic upon satisfaction of one or more of the criteria; it is the quality of the special contributions of the nominee and the force of the nomination which will guide the Nominating Committee in its recommending persons for such high honor to the Executive Committee.
- c. The Honorary Membership Committee will present a list of recommended Honorary Members to the Society's Executive Committee for approval, twice a year, 30 days prior to one of the two semi-annual meetings of the Executive Committee.
- d. The vote on Honorary Membership by the Executive Committee must be unanimous.
- e. At the next general Society meeting, the Secretary will advise the membership of the action of the Honorary Membership Committee and the Executive Committee. Upon election, an official of the Society or of the School will present the Honorary Member a certificate of membership, at a mutually convenient time.

ARTICLE IV: OFFICERS

Section 1. EXECUTIVE COMMITTEE - MEMBERS: The Executive Committee of the Cornell Hotel Society will be comprised of the President the First and Second Vice Presidents, The Secretary, The Treasurer ,and the Immediate Past President,

Section 2. OFFICERS, ELECTED: Elected officers of the Society shall be: President First Vice President and Second Vice President. Officers appointed by the Executive Committee shall be: Secretary, Executive Secretary, Treasurer. The Society may, at the discretion of the Executive Committee, appoint a Secretary and an Executive Secretary, or elect to combine both positions into one office, in the full discharge of duties and responsibilities of and for the Society. If the Executive Committee elects to appoint both a Secretary and an Executive Secretary, their respective duties will be delineated as outlined in Section 7.

Section 3. OFFICERS, ELIGIBILITY, NOMINATION, and ELECTION: To be eligible to serve as an elected officer, candidates must be Regular Members in good standing (dues paid) for two years prior to their nomination, and also must be a graduate of a degree program of the School. Elected officers shall be nominated as specified in these by-laws, elected by mail balloting closing one week prior to the semi-annual general membership meeting usually held in November each year in New York City. The Secretary reports the results to the Executive Committee meeting prior to the Society's November general membership meeting.

Section 4. OFFICERS, ELECTED, SUCCESSION: It is intended that the individuals filling the positions of the Second and First Vice Presidents should progress through these positions to the Presidency, providing for continuity in Society administration. Decisions regarding succession are within the purview of Executive Committee action.

Section 5. TERM OF OFFICE: The term of office of the elected President and First and Second Vice Presidents is one year, January 1 until December 31. The term of office of the Secretary, Executive Secretary and Treasurer is unspecified. The names of the appointed officers will appear on the ballot for notification only and the appointed officers will serve at the pleasure of the Executive Committee.

Section 6. VACANCIES: The vacancy of any officer position in the Executive Committee shall be filled by appointment of the remaining members of the Executive Committee. The person appointed to hold the office replacing the vacancy will serve until the Society's next fall meeting, at which time either a replacement will be named or the appointed person's term extended.

Section 7. DUTIES:

President: The President chairs all Society general membership meetings, is the chief executive officer of the Society, and shall conduct and have charge of the administrative and financial affairs of the Society, including all vice-president's activities and those of the immediate Past President.

First Vice President: The First Vice President, in the absence or disability of the President, shall preside at Society meetings, shall handle assigned chapter activities in conjunction with the

School's Director of Alumni Affairs, shall prepare an administrative plan for assumption of the Society presidency, shall coordinate activities including the annual Society budget with the Treasurer and Secretary/Executive Secretary, shall develop local and national membership plans, and shall accept special projects as assigned by the President.

Second Vice President: The Second Vice President, in the absence or disability of the President and First Vice President, shall preside at Society meetings, shall handle assigned chapter activities in conjunction with the School's Director of Alumni Affairs and Assistant Director of Alumni Affairs and Development and shall assist the First Vice President and President as appropriate, shall coordinate activities with the Executive Secretary, and shall accept special projects as assigned by the President and the First Vice President.

Immediate Past President: This position will act in an advisory capacity only and will not be a voting member of the Executive Committee. He or she may be assigned projects as outlined by the President on behalf of the Executive Committee. This individual will serve for the calendar year immediately following his or her position as president of the Society.

Executive Secretary: The Executive Secretary shall be responsible for giving notice of all Society general membership meetings; shall serve as Secretary at all general membership meetings keeping, or causing to be kept, accurate minutes of all proceedings, votes, and resolutions; shall prepare, or cause to be prepared, official Society correspondence and publications; shall serve as custodian of the Society's by-laws, keeping them current, and initiate resolution of any discrepancies between their format and actual practice; shall prepare a written report of the general membership meetings, and Executive Committee meetings. He or she shall work closely with all the Society's officers to further the goals of the organization and shall be the principal contact for Society communications and day-to-day business. He or she shall supervise the duties of the Secretary and perform any other duties as assigned by the Society's leadership. The duties of the Executive Secretary may be assigned to the Secretary at the direction of the Executive Committee.

Secretary: The Secretary shall have charge of the administrative operations of the Society; shall administer all notices of Society meetings; shall prepare agendas for and attend and prepare minutes from all Society general membership meetings, Executive Committee meetings and conference calls; shall maintain a calendar of Society events. He or she shall conduct mail or e-mail balloting for all elected offices to be filled, reporting to the Executive Committee the results of such balloting; shall invoice and collect dues; shall receive and collect monies, make a proper record of receipts, and pay promptly to the Treasurer all such monies. He or she shall maintain Society records of all types, keeping an accurate listing of the membership; shall administer office staff; shall be a cosignatory with the Treasurer to financial instruments; shall ensure proper bonding and risk management, as appropriate, for Society officers; shall conduct general correspondence; shall keep the records and papers of the Society in good order; shall support the prompt publishing and distribution of the Hotel School Magazine and other publications only as requested by the Executive Committee. Along with the Treasurer, the Executive Secretary, shall cause an annual professional external audit to be performed on Society finances, reporting the results and corrective action to Executive Committee; shall perform such other duties that pertain to the office or as may be directed by the Executive Committee.

Treasurer: The Treasurer shall be responsible for Society finances under the direction of the Executive Committee; shall keep, or cause to be kept, complete and accurate records of all receipts and disbursements, making reports thereof; shall provide written reports of the Society's finances for the Executive Committee and at the annual meeting in New York City and at the annual general membership meeting at HEC; shall be custodian of all monies, securities, and items of value; shall administer any investment program of Society funds, as approved by the Executive Committee at its meetings or at regular or special meetings of the Society; shall cooperate with the board in preparing an annual and long-term budget; shall provide and submit all financial records to the Secretary/Executive Secretary for the purpose of conducting an external audit; shall be a co-signatory to all financial instruments; shall insure that risk management precautions are taken and that the Society is protected, at Society expense, from litigation. The treasurer shall complete all reports required by governmental agencies, forwarding copies of such reports to the Secretary.

Section 8. REMUNERATION: All elected officers serve the Society without compensation. The Society Treasurer may, however, receive compensation in the amount specified at the direction of the Executive Committee.

Section 9. EXPENSE REIMBURSEMENT: Officers may receive reimbursement within the approved Society annual budget at the direction of the Executive Committee for travel and related expenses in the discharging of Society business.

Section 10. NOMINATIONS: The Executive Committee serves as the Nomination Committee for the Society. Nominations for all offices, elected and appointed are determined by unanimous vote of the Executive Committee. Elections are held prior to the annual New York meeting held in November.

REGIONAL VICE PRESIDENTS:

Section 1. REGIONAL VICE PRESIDENTS, ELIGIBILITY, NOMINATION, ELECTION: To be eligible to serve as a Regional Vice President, candidates must be Regular members in good standing (dues paid) for two years prior to their nomination, and also must be a graduate of a degree program of the School or be an Affiliated Member who has been approved for the position by the Executive Committee. The Regional Vice Presidents are selected by the Executive Committee.

Section 2. TERM OF OFFICE: The term of office for those selected and approved as Regional Vice Presidents is three years from the time their term is effective, unless otherwise modified by unanimous vote of the Executive Committee.

Section 3. VACANCIES: The vacancy of any Regional Vice President position shall be filled by appointment of the Executive Committee. The person appointed to hold the office replacing the vacancy will serve until the Executive Committee's next semi-annual meeting, at which time either a replacement will be named or the appointed person's term extended.

Section 4. DUTIES: Regional Vice Presidents serve as the Society's representative coordinators in designated regions, responsible for the Chapters' activities within their assigned regions. They shall closely monitor, assist, participate and provide feedback, as appropriate, to the Society's leadership on a regular basis, and will assist in arranging regional meetings as directed by the Executive Committee.

Regional Vice Presidents will work closely with the Secretary and accept special projects as assigned by the President and the First and Second Vice Presidents. They shall promote chapter activities, review the Chapter President's Manual with each chapter president and shall visit each chapter within their region once each year, revitalizing existing chapters and promoting new ones. At their discretion, and with the approval of the Executive Committee, they may appoint a Regional Director of Programming, and/or a Regional Treasurer and/or other positions deemed useful by the Executive Committee. Job descriptions for these positions appear in the Chapter President's Handbook.

ARTICLE V- CLASS DIRECTORS

Section I- CLASS DIRECTORS

Class Directors are representatives of their graduating class to the Society. Class Directors are appointed by the School's Director of Alumni Affairs and shall serve for two years or until a successor has been appointed. The Directors from odd-numbered classes shall be appointed in odd-numbered years and Directors from even-numbered classes shall be appointed in even-numbered years.

ARTICLE VI: COMMITTEES

Section 1. COMMITTEES, STANDING: The standing committees of the Society shall be: Executive Committee and the Honorary Membership Committee.

- a. Executive Committee: The Executive Committee shall consist of the President, the Immediate Past President, First Vice President, Second Vice President, Secretary, Treasurer (providing that the Treasurer is not an employee of Cornell University). The appointed officers (Secretary, and Treasurer) will be ex-officio members of the Committee. The President serves as a chairperson. Three voting members constitute a quorum.
- b. Honorary Membership Committee: Upon recommendation of the President, the Executive Committee shall appoint an Honorary Membership Committee of five members, one of whom will be designated and serve as a chairperson. This committee shall review and take action on each application submitted for Honorary Membership in the Society.

Section 2. COMMITTEES, SPECIAL: The President may establish special committees to address special issues, and may appoint their members and chairpersons. Such committees shall continue to exist until concluding their original assignment or discharge by a subsequent Society President. It is recognized that Society officers and members may be requested to

serve on special committees constituted by Cornell University, the School or industry organizations. The current Chair of the CHS Foundation, the three immediate past presidents of the Society and the Dean of the School will serve in an advisory capacity to the Executive Committee.

ARTICLE VII: DUES

Section 1. DUES: Annual dues shall be charged Regular and Affiliate Members on the basis and in the amounts recommended and approved by the Executive Committee. A record of such dues will be published in the minutes of the Committee meetings.

Section 2 EXEMPTION: Those elected as Honorary Members as defined in Article III, Section 3 a. 6, and the School's faculty as defined in 'Section 2, b' and School administrators defined in 'Section 2, c' are exempt from paying dues to the Society until they retire or otherwise depart from the School.

Section 3. LIFE MEMBERSHIP: Life Membership is available to any member whose dues are current and in an amount to be established by the Treasurer and approved by the Executive Committee. A record of such dues will be published in the minutes of Committee meetings. Funds collected for Life Membership shall be accounted for separately and allocated to general operating funds. A membership card shall be issued to Life Members.

Section 4. NONPAYMENT OF DUES: Nonpayment of current dues is cause to deny services of the Society to such non-paying members. Dues not paid by 31 December will be considered to be in arrears.

ARTICLE VIII: FISCAL POLICIES

Section 1. FISCAL POLICY: The Society has been incorporated in the State of New York, and shall maintain its status as a tax-exempt entity under Section 501 (c) (3) of the Internal Revenue Code of 1986.

Section 2. ANNUAL BUDGET: The fiscal year of the Society begins January 1 and ends December 31. The Treasurer will present an annual budget to the Executive Committee at its semi-annual meeting in November. The annual budget will receive Executive Committee approval with an affirmative two-thirds (2/3) vote of those present. The Treasurer must receive written Executive Committee approval for expenditures exceeding budgeted amounts. At the discretion of the President and the Executive Committee, a three-to five-year (3-5 year) budget may be prepared for Society information and planning purposes only.

Section 3. CORNELL HOTEL SOCIETY FOUNDATION: The CHS Foundation is a separate legal entity with its own structure, by-laws, and tax returns. All former presidents of the Society and voting members of the Executive Committee are invited to be trustees of the Foundation. While the Foundation is not a division or subsidiary of the Society, it will work closely with the Society's Executive Committee in supporting the School.

ARTICLE IX: MEETINGS

Section 1. MEETINGS, SOCIETY: The Society shall hold two general membership meetings annually, one in Ithaca during HEC in the spring and the other in New York City during the Hotel Show week in the fall.

Section 2. MEETINGS-EXECUTIVE COMMITTEE: The Executive Committee shall hold two (2) regular meetings each year, both within three (3) days prior to the Society's semi-annual general membership meetings, and other meetings at any time and place determined by the President. In addition, the President may hold monthly conference calls with members of the Executive Committee.

Section 3. MEETINGS, SPECIAL: Special meetings of the Society, including their time and place, may be called by a majority vote of the Executive Committee.

Section 4. MEETINGS, NOTICES: Printed notices and agendas of all regular or special general membership meetings shall be distributed by the Executive Secretary at the direction of the President at least twenty (20) days in advance of a meeting date. These will be distributed by e-mail and, to those members who do not have an e-mail address on file with the Society, by regular U.S. mail. The dates of the Executive Secretary's e-mail and mailing records shall constitute delivery of such notices. The president will direct the conference calls with the Executive Committee. Dates will be set one month ahead, with adjustments, if necessary two weeks (14 days) before the call. The agenda will be sent to Executive Committee members a minimum of one week before the call; a reminder will be sent by the Secretary one day prior to the call with another copy of the agenda. Minutes will be prepared and forward to members of the Executive Committee within one week of the previous call.

Section 5. ORDER OF BUSINESS: The order of business for any annual, semi-annual, or special general membership meeting shall be compiled by the Secretary for the approval of the President or other officer presiding.

Section 6. QUORUM: A quorum at a general Society meeting shall be twenty-five (25) Regular Members in good standing. A quorum at Executive Committee meetings shall be three (3) members, upon certification by the Executive Secretary that due notice has been sent to all members.

Section 7. VOTING: The right to vote is vested in Regular Members in good standing, each member having a single vote. A vote for by-law amendments must be passed, in any meeting, by a two thirds (2/3) majority of those present. A simple majority will resolve other issues. Voting may be by voice, by show of hands, by roll call, or by secret ballot of members present. Any electronic devices used for voting purposes shall have votes subsequently confirmed in writing.

Section 8. RULES OF ORDER: the latest edition of Roberts' Rules of Order will control the parliamentary procedure of Society meetings.

ARTICLE X: CHAPTERS & REGIONS

Section 1. CHAPTER DEFINITION: A chapter is defined as any locally or regionally organized group of ten (10) or more members in good standing of the Society. Members of any category of the Society may organize into chapters.

Section 2. FORMATION: Any group defined in Section 1 of this article may, upon application to the Executive Committee and with their approval, be granted permission to set itself up as a part of the Society, and use the name “(name)” chapter of the Cornell Hotel Society,” whose name will be assigned by the Executive Committee.

Section 3. ORGANIZATION: Chapters may establish bylaws patterned after the Society’s bylaws, collect chapter dues, conduct business, and develop social activities fulfilling the Society’s objectives. None of its activities may contravene the Society Bylaws, and the Society is in no way financially responsible for any chapter or region’s financial obligations. Should the conduct of the chapter not be in accordance with Society objectives, it will be stricken from the Society’s chapter roster and will surrender its charter upon request by the Society’s Executive Committee.

Section 4. REGION DEFINITION: The Society is divided into geographical regions to monitor, assist, participate and provide feedback, as appropriate, to the Society’s leadership and to promote regional and chapter activities, revitalize existing chapters and promote new ones. A current list of regions and chapters can be found on the Society’s web site.

ARTICLE XI: AMENDMENTS

Section 1. AMENDMENTS: Society Bylaws may be altered, amended, or repealed by a two-thirds (2/3) vote of Regular Members present at a semi-annual general membership meeting, unless five (5) members in attendance request a written ballot of the membership. At such an occurrence, a simple majority vote will prevail, provided due notice was given of contemplated changes, the meeting date, its place and must have been accompanied by a recommendation of the Executive Committee and must have been sent to all Regular Members. Amendments are effective immediately following their approval unless otherwise specified.

ARTICLE XII: DISSOLUTION

Section 1. DISSOLUTION: Should dissolution of the Society occur, upon its dissolution, the total assets of the Society shall be transferred to Cornell University for their administration, designated for exclusive use by the School of Hotel Administration.

Updated April 4, 2008

**CORNELL HOTEL SOCIETY
DESK REFERENCE**

For an updated copy of CHS Leadership please use this link:

<http://www.hotelschool.cornell.edu/alumni/chs/deskref.html>