April 15, 2016

TO: Soumitra Dutta, Co-Chair, CCB Steering Committee  
   Michael I. Kotlikoff, Co-Chair, CCB Steering Committee

FROM: Nicole DelToro, Co-Chair, CCB Alumni Engagement Committee  
   Fred Van Sickle, Co-Chair, CCB Alumni Engagement Committee

RE: Final Status Letter for Alumni Engagement Committee

As one of seven committees focused on preliminary recommendations related to the Cornell College of Business, the Alumni Engagement Committee was comprised of twenty-three members, representing a broad spectrum of alumni involvement, including alumni and senior leadership of the three schools comprising the CCB – the School of Hotel Administration, the Charles H. Dyson School of Applied Economics and Management, and the Samuel Curtis Johnson Graduate School of Management; trustees who serve as leaders of the Committee on Alumni Affairs; and representative Alumni Affairs and Development staff.

The committee was charged to address three major topics related to alumni engagement:

1. Define processes for alumni engagement and communication across the three schools.
2. Identify existing and emerging opportunities that exist across all three schools that will increase alumni engagement and participation.
3. Provide opportunities for engagement of and communication with alumni community around planning and ensure alumni perspective is shared with appropriate committees.

To undertake discussion of these three broad and important areas of alumni involvement, the committee divided into three working groups – Alumni Communications, Advisory Councils and Related Alumni Governance, and Cross-School Alumni Engagement.

Each of these working groups met individually on two or three occasions, via conference call, to address specific questions developed in response to the committee charge. The ‘Committee as a whole’ met on four occasions – by conference call – on February 29, March 17, April 6, and April 13. These meetings provided an opportunity for each of the working groups to report on the current status of their discussions and to seek broader input from other members of the committee.
The Alumni Communications working group also had regular contact with the Communications Synergy Committee, as well as other CCB committees to ensure that they were well informed and had a voice in developing talking points, FAQ documents, and the like.

In addition, comments received from alumni, both through personal contacts with committee members, as well as through the business.cornell.edu web portal helped to inform a number of the questions reviewed by the committee and the recommendations set forth in this document.

For each working group, a set of “deliverables’ was identified to help focus the discussion and potential recommendations, as follows:

- **Alumni Communications**: recommendations for on-going and future communication needs for alumni on the College of Business.
- **Advisory Councils and Related Alumni Governance**: recommendations for the structure of a College of Business Advisory Council; recommendations for how the CCB Advisory Council and other existing advisory councils, (those of the individual schools, departments, institutes, and centers) could interact, communicate and collaborate.
- **Cross-School Alumni Engagement**: recommendations that identify existing or new programming to enhance alumni interest in, and knowledge of, CCB programs and those of the three individual schools, including those programs that might provide additional alumni networking opportunities, access to faculty and students, and/or alumni educational/professional development offerings; preliminary recommendations for potential philanthropic giving opportunities that would enhance the college and the individual schools.

This was a vibrant, active, and opinionated (though always civil) group of Cornell alumni. Their perspectives – drawn not only from experiences as Cornell alumni or as staff but, in many cases, as professionals in corporate or non-profit settings – helped to quickly shape the discussion of these deliverables and the subsequent recommendations.

The final report includes forward-thinking recommendations for further developing the College of Business, and alumni involvement with it, as well as a list of areas that committee members felt strongly will require continued discussion or attention in the weeks and months ahead, including those related to communications, revenue generation, and metrics.

The committee also stressed the need for a "reporting mechanism" that ensured feedback to the Alumni Engagement Committee, as well as the broader alumni constituency, on the recommendations accepted by the CCB Steering Committee.

Committee members were thanked for their time and meaningful input and ideas that went into the development of this substantive report by co-chairs Nicole DelToro and Fred Van Sickle.