

Cayuga's Watchers, Inc.

Annual Report
Fiscal Year Ended June 30, 2019



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Ralph Wilhelm, Co-chair

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Shane Moore

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EXECUTIVE SUMMARY

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Cayuga's Watchers is a student-run 501(c)(3) non-profit organization that seeks to curb high-risk behaviors and promote student safety in social environments. The organization uses selective recruitment and a unique training process to equip students with the skills to effectively intervene as bystanders. These trained student-employees, known affectionately as "Watchers," are requested by Cornell University student groups to provide an additional layer of safety measures for their events. Watchers actively engage with partygoers in a friendly and non-confrontational manner to mitigate harmful behaviors and coordinate with event hosts in emergencies and through routine communication during events.



Cayuga's Watchers was founded in 2012, and became fully operational during the 2013-14 academic year. Since 2014, **551** unique events on and off campus have requested Cayuga's Watchers. Watchers have documented **2,686** interventions during these events. This past school year ended June 30 2019, Cayuga's Watchers staffed **71** events, and reported **446** interventions. In 2019, training and outreach activities remained a large focus, and we trained over one thousand students -- maintaining our yearly volume. In addition, Cayuga's Watchers training modules were a feature of the Freshman Orientation program for the first time in our history. This was an important milestone as Cayuga's Watchers has become an integral thread in the fabric of the Cornell community, and this maximizes our institutional partnerships.

Our primary mission as an educational non-profit is to equip students with the knowledge and skills to effectively intervene in high-risk situations involving alcohol/other drugs. Ultimately, we aim to improve social norms associated with the college party culture through the promotion of peer social responsibility.

This past year, we saw mixed results. We had a record fundraising year and finished the year in the strongest financial position in our history. However, it was challenging from an operational perspective, as we saw a significant decline in the amount of requests for our bystander intervention services. We believe this was due to a number of external and internal factors which we address below. We continue to believe that Cayuga's Watchers provides a vital service and significantly reduces risk at events hosted by Cornell University students. We will further describe the situation and our plans to restore growth, including adoption of a new Strategic Plan, below.

OPERATIONAL OVERVIEW

“Open” and Personalized Training Sessions

We offer hour-long training sessions conducted by our training committee, which is staffed by a dynamic team of undergraduate students. These open training sessions cover a series of topics including: the science of substance tolerance, indications of over-intoxication, identifying when and how one should provide additional assistance, recognizing different types of “risky” partygoers, and how to be an effective active bystander. Our trainings integrate a series of clips from “Intervene,” a film on bystander intervention from the Skorton Center for Health Initiatives at Cornell Health. The film portrays relatable vignettes ripe for student intervention, and provides a clear visual demonstration of bystander intervention in action.

In addition to our open training sessions, a wide range of organizations, including pre-professional organizations, sorority and fraternity houses, and other clubs, regularly contact us to request personalized training sessions. Cayuga’s Watchers is able to tailor training sessions to meet the needs of various groups; for example, “watching” a large open party requires a different approach than a house party in Collegetown. Many of these personalized training sessions take place during the Spring semester when our training staff is working to train over 50 fraternity and sorority chapters. These organizations hope to train their members on bystander intervention and the various tactics that can be implemented to alleviate campus climate concerns. We are proud of our reach within and beyond the Greek community and consider the demand for training sessions a sign of improved social consciousness on campus.

Our trainings are both educational and engaging, and we are able to maximize audience interest through open dialogue, discussion, and roleplay activities. During a training session, we also explain the professional services that Cayuga’s Watchers provides to the Cornell community and invite interested students to submit an application to become an employee of the organization and request “Watchers” for their next event.

In fiscal year 2019, we aimed to improve the quality of our training sessions by implementing a quality assurance and auditing process, with the goal of creating a program that is verifiably “world class.” Cayuga’s Watchers works closely with other organizations and professionals across the Cornell community for regular evaluation and improvement of our training materials and procedures. Our Vice President of Training and President meet regularly with Cornell Health administrators to incorporate their professional advice and suggestions. Additionally, we maintain close affiliations with student leaders from other organizations who are committed to student safety, such as Cornell University Emergency Medical Services (CUEMS). We also collaborate with a number of professors, including Cornell ILR Professor William Sonnenstuhl who helped us perform an impact evaluation of our training procedures.

Pre-Employment Training

Extensive pre-employment training is a prerequisite for becoming an employee of the organization. The pre-employment training sessions are twice as long as general training opportunities, and provide more detailed information and practical application of bystander intervention techniques. Pre-employment training emphasizes risk identification, simulated practice with bystander intervention techniques, and a full understanding of the Cayuga's Watchers employee protocols. Employee eligibility is contingent upon successful completion of pre-employment training, qualifying scores on a training comprehension test, and an interview with the leadership team.

In fiscal year 2019, we made a number of changes that improved the hiring and training process. Rather than accepting rolling applications, we used firm application dates designed to create a greater sense of community by creating Watcher cohorts. We also updated the scheduling platform to improve efficiency in matching Watchers with events based on their availability, allowing us to give more notice to employees and event hosts, and cleaner integration with Human Resources/Payroll. We also used strategic pay increases to incentivize sign-ups for specific high-need events. Furthermore, we offered pay increases based on longevity and event frequency. We sought to increase engagement with the organization by recognizing that employees with more experience have valuable knowledge to share with other Watchers and CW leadership.

Events

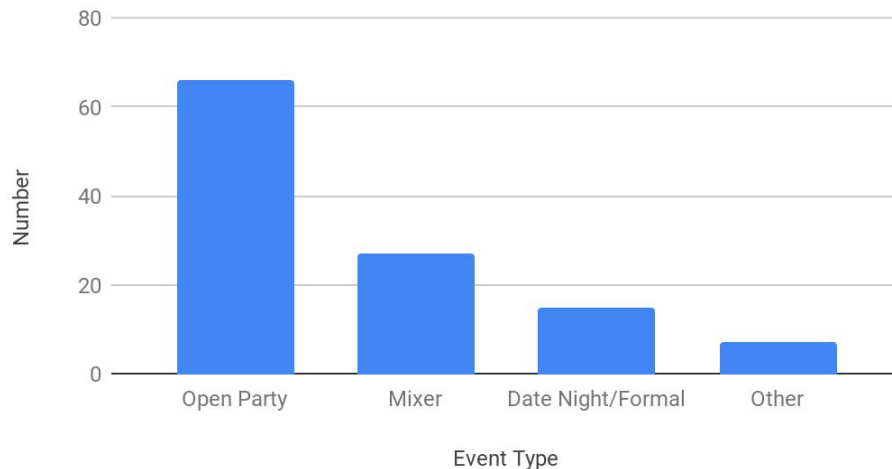
Cayuga's Watchers staffed 71 events during the 2018-2019 academic year. This total reflects a 38% decrease in the number of events staffed as compared to the previous academic year. We believe this reduction is largely the result of new guidelines imposed by the administration governing campus events.

In the 2018-2019 school year, President Pollack and her staff implemented new rules and regulations governing sorority and fraternity life on campus. Some of these changes included banning hard alcohol in chapter houses and mandating severe penalties or closures for incidents involving hazing and alcohol abuse. While the intent of these changes was positive, we believe that they have also driven risk "underground" and off campus. Chapters are increasingly unwilling to bring in "outsiders," even anonymous and independent bystanders like our Watchers. We have therefore seen a significant reduction in demand. In response to this changing climate, in 2018-19, we have instituted a number of changes to our operating model and implemented a new Strategic Plan which is described below.

Of the **71** events staffed by CW this year, **66 were "open parties," 27 were "mixers," 15 were "date nights or formals."** Typical clientele for the organization was predominately Tri-Council fraternity and sorority organizations. To mitigate the current decline in demand from the fraternity and sorority community, we also made strides

into athletic clubs and other interest clubs and we have continued to expand our reach in the LGBTQ community as well as non-Greek affiliated organizations.

Event Breakdown



Interventions

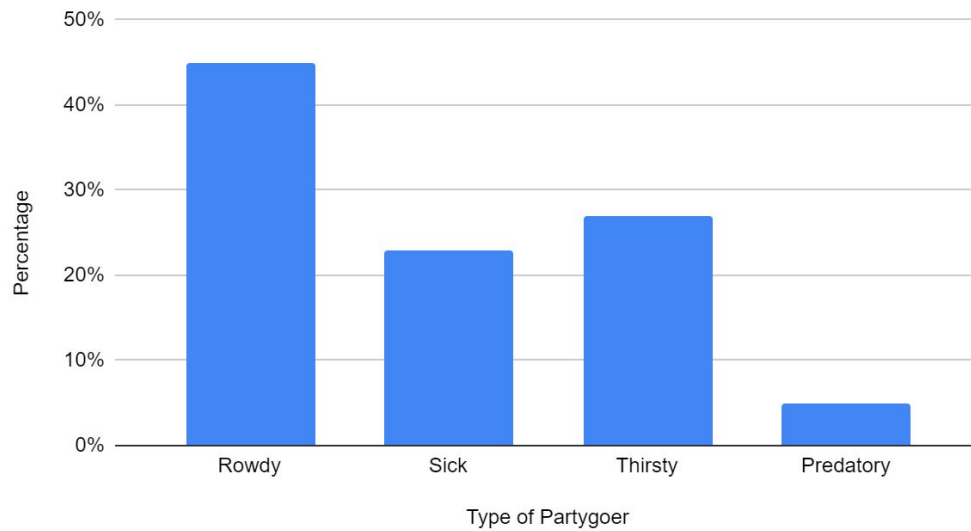
Interventions are the core of the Cayuga's Watchers efforts as active bystanders. Student-employees take action by implementing a range of simple but effective techniques that can change the trajectory of a risky situation.

In our experience, the most basic forms of distraction are the most powerful: simply engaging a partygoer in conversation or offering a non-alcoholic beverage are two incredibly effective methods for mitigating the speed or intensity of one's alcohol consumption. We use these techniques at every event because they fit perfectly within our non-confrontational peer-to-peer bystander intervention model.

Some situations require a greater awareness of the individual engaging in behaviors that endanger themselves or other guests. Watchers are trained recognize four archetypes of partygoers: (i) the sick partygoer, (ii) the rowdy partygoer, (iii) the thirsty partygoer, and (iv) the predatory partygoer.

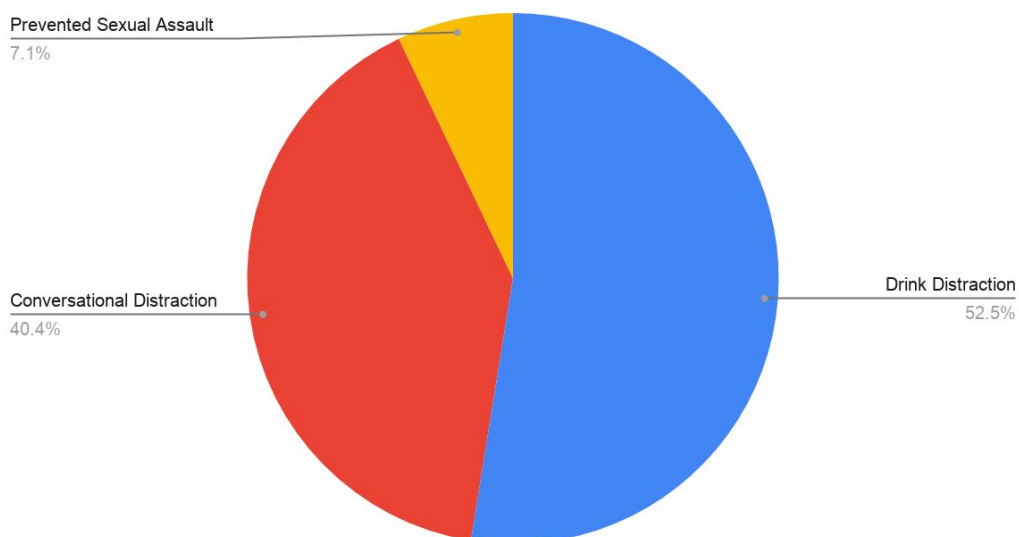
- The sick partygoer is an individual who shows nascent symptoms of alcohol poisoning — potentially slurring their words, losing their balance, passing out, or vomiting.
- The rowdy partygoer is an individual behaving aggressively and posing a risk to the physical safety of other partygoers.
- The thirsty partygoer came to the party with one goal in mind: to get very intoxicated. This individual is not pacing themselves appropriately and may be pressuring others at the party to begin binge drinking alongside them.
- The predatory partygoer is an individual who is putting other partygoers in situations that violate their personal space or freedom of movement.

Type of Partygoer Breakdown



This past year, Watchers performed 446 interventions during the course of events of which represents an average of 6.3 interventions per event. The interventions we have below are defined as such: “Drink Distraction” means that Watchers gave the individual a non-alcoholic drink; “Conversational” refers to distracting the partygoer with conversation. These are the two more popular methods employed by our Watchers to ensure the safety of themselves as well as the individuals they are serving. Below is a breakdown of the interventions that have been conducted during the course of the year.

Intervention Breakdown



Employment on Campus

As of October 2019, Cayuga's Watchers had 211 "Ready to Work" Watchers on the roster. Of these, 84 are returning watchers who were hired prior to the start of the fall semester. There were 22 new Watchers onboarded, and trained the past semester. The most events watched by a single returning Watcher this semester was 4, while the most events watched by a single new Watcher this semester was 5.

STRATEGIC PLAN: GROWTH & GOALS

In February 2018, the Board of Cayuga's Watchers was expanded to include several alumni with significant sorority and fraternity management experience. In the fall of 2018, the expanded Board of Directors adopted a Strategic Plan to help guide the organization over the next five years. The 2018-2019 Executive Board focused on the following five goals in the near term:

1. Staff events hosted by all communities on and off campus, particularly in Collegetown
2. Recruit a sufficient number of employees to enable Cayuga's Watchers to staff all requested events
3. Adopt new technologies to streamline internal and external processes
4. Implement verifiable world-class training
5. Develop a sustainable donation-driven funding model

The following progress has been made on each goal:

1. Staff events hosted by all communities on and off campus, particularly in Collegetown
 - Fewer events than predicted took place in Collegetown
 - Marketing efforts were made to notify organizations of CW's willingness and readiness to work off campus and unregistered events
2. Recruit a sufficient number of employees to enable Cayuga's Watchers to staff all requested events
 - Recruitment this semester was successful
 - In the Fall 2019 semester recruitment is transitioning from rolling to set
 - The goal is to increase the professionalism of Cayuga's Watchers in the eye of applicants
 - By recruiting Watchers in hiring classes, the goal is to increase the sense of community, which in turn will hopefully encourage Watchers to watch
 - We currently have enough Watchers to staff all requested events, the issue remains encouraging Watchers to work
 - The issue of encouraging Watchers to work is being addressed through pay

increases and a new scheduling platform

3. Adopt new technologies to streamline internal and external processes

- In Fall 2019, Cayuga's Watchers adopted the Deputy scheduling platform
- Deputy allows the VP Scheduling to post events, assign Watchers and monitor events all in one place
- Full implementation of Deputy will take place during the Fall 2019 semester

4. Implement verifiable world-class training

- Current efforts to revisit the internal and external trainings are underway
- The training content is being reviewed for quality assurance and cohesion of ideas
- New information will be added from meetings with Skorton Health professionals
- The slides will also be undergoing a layout makeover in connection with new marketing
- Trainings will now be held in large groups
- Interactive role play and scenarios will be introduced

5. Develop a sustainable donation-driven funding model

- FY 2018-2019 represented the largest fundraising year in our history
- We secured multi-year pledges from several major donors
- We expanded our base of support from the fraternity and sorority system to include several chapter alumni organizations (ZBT, DU, Alpha Phi), Alumni Panhellenic (APAC), Alumni IFC (CUAIFC), as well as continued support from the Sorority and Fraternity Tri-councils and the Smithers Institute

Over the term of this Strategic Plan, Cayuga's Watchers will work diligently to continue proving the efficacy of our bystander intervention service through more advanced evidence based metrics in conjunction with real time monitoring. Additionally, we expect to continue to play a pervasive role on the Cornell campus by increasing our presence at parties -- not limited to those that occur in fraternity houses but also encompassing other high risk events, including those that occur in Collegetown.

FINANCIAL ACTIVITIES

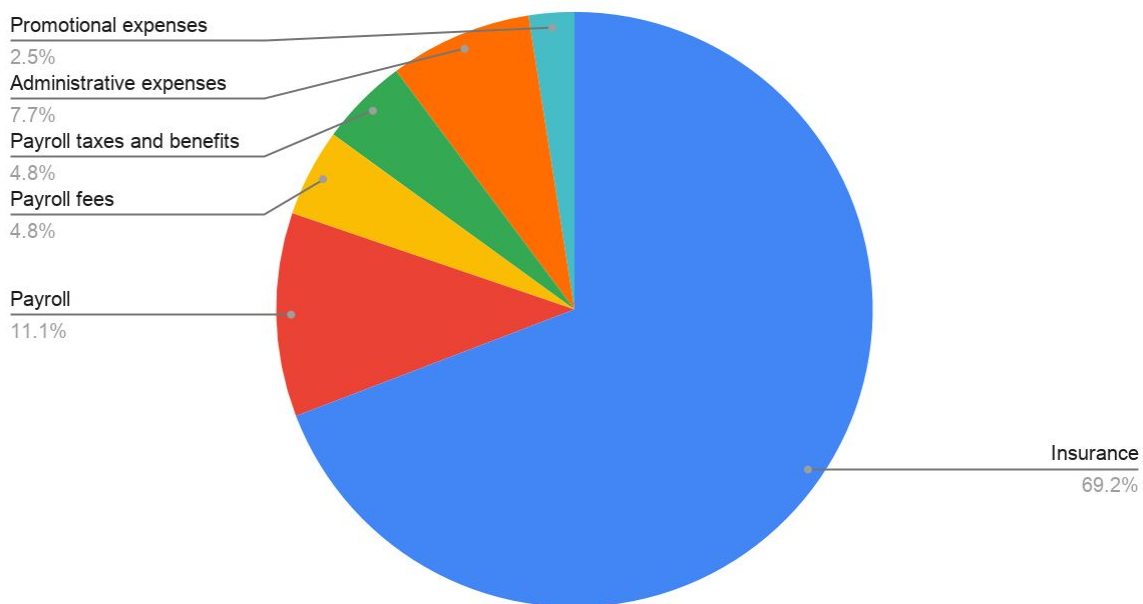
Cayuga's Watchers is 100% supported by our generous donors and grants. In fiscal 2019 we raised a record breaking total of \$96,419, a 6.3% increase from the \$90,666 that was raising during FY 2018. This increase was driven by a number of key returning donors as well several significant new donors. We also received support for several fraternity and sorority organizations, as well as the Cornell Tri-councils and their respective alumni organizations.

As in previous years, Cayuga's Watchers did not accept any funding in FY 2019 from Cornell's Student and Academic Services department. Our independence is integral to the continued trust and support we receive from student organizations.

Cayuga's Watchers' expenses for FY 2019 totaled to \$52,702, a 22% decrease from FY 2018. This decrease was largely due to the reduction in the amount of events served as well as reduced insurance costs. The organization's largest expense continues to be insurance, specifically general liability insurance, while its second largest expense is payroll for Watchers. A breakdown of expenses can be found below.

Expense	Amount	% of Total
Insurance	\$36,452	69.2%
Payroll	\$5,836	11.1%
Payroll fees	\$2,511	4.8%
Payroll taxes and benefits	\$2,527	4.8%
Administrative expenses	\$4,074	7.7%
Promotional expenses	\$1,300	2.5%
Total	\$52,702	100%

Breakdown of Expenses



Cayuga's Watchers ended the year with approximately \$84,000 of cash on hand, which gives us sufficient resources to execute on our near term strategic plan.

Cayuga's Watchers improved its reporting and sustainability by implementing a new accounting system and hiring Sciarabba Walker & Co. as our full-time accountants. Sciarabba Walker has more than 40 years of experience working with sorority, fraternity, and other non-profit organizations.

DONOR RECOGNITION

Our success as an organization has been enabled of the very generous benefactors who have contributed to the success of this organization. Thanks to the support of those below, Cayuga's Watchers had another record year of donations. We would like to recognize them and thank them for their generosity.

Fiscal Year 2018-2019 Donor Recognition

We want to thank those who contributed to support our mission in Fiscal 2018-2019:

** denotes CW Board Member*

\$10,000 and above

Richard Booth / Rimora Foundation

Cornell University Tri-Councils, including the Interfraternity Council, Panhellenic Council and Multicultural Greek & Fraternal Council

Andrew Tisch

\$5,000-\$9,999

John Alexander

John S. Dyson

Matthew Rubins*

The Smithers Institute

Ralph V. Wilhelm*

Michael Zak

\$1,000-\$4,999

Alphi Phi – Delta Chapter

Alumnae Panhellenic at Cornell (APAC)

Cornell University Alumni Interfraternity Council (CUAIFC)

Delta Upsilon Fraternity Alumni Corp.

Shane Moore*

Zeta Beta Tau - Kappa Chapter and Kappa Foundation Inc. (ZBT Housing Corporation)*

Under \$1,000

Robert Forness*

Adam Gitlin*

Hannah James*

Drew Lord
John Mueller*
Penny Mueller
Reed Rosenberg*
Eric Silverberg*
Katherine Stifel
Tara Smith
Sharon Torre
Christopher Luhan Wang*

Lifetime Donor Recognition

Cayuga's Watchers has benefited from the extremely generous support of many key donors since our founding in 2012. Without the support of these leaders, Cayuga's Watchers would not exist. We want to recognize and thank those who have made significant contributions to Cayuga's Watchers since our inception in 2012:

\$50,000 and above

Richard Booth / Rimora Foundation
Michael Zak

\$25,000-\$49,999

The Smithers Institute
Andrew Tisch
Triad Foundation

\$10,000-\$24,999

John Alexander
Cornell University Interfraternity Council, Panhellenic Council and Multicultural Greek & Fraternal Council
John S. Dyson
Kraig Kayser
Susan Murphy
Matthew Rubins
Ralph V. Wilhelm

\$5,000-\$9,999

Jessica Bibliowicz
The Smithers Foundation
Zeta Beta Tau - Kappa Chapter and Kappa Foundation Inc. (ZBT Housing Corporation)

\$1,000-\$4,900

Alumnae Panhellenic at Cornell (APAC)
Cornell Class of 1967
Cornell University Alumni Interfraternity Council (CUAIFC)
Delta Chapter of Alpha Phi, Inc.
Delta Upsilon Fraternity Alumni Corp.

Nancy Einhorn
Erica Kagan
Bob Lord
Shane Moore
Kevin J. Rehnberg

SUPPORT CAYUGA'S WATCHERS

Please consider adding your name to those who support a safer and healthier Cornell community by supporting the mission of Cayuga's Watchers. Cayuga's Watchers is a tax-exempt 501(c)3 organization. Our 990 forms are available at www.cayugawatchers.org. Please consult your tax advisor about deductibility of donations to Cayuga's Watchers.

Donate Online	Donate by Check
cayugaswatchers.org/#donate	Cayuga's Watchers Inc. C/O Sciarabba Walker & Co. 410 E Upland Road Ithaca, NY 14850