

CAYUGA'S WATCHERS, INC.



ANNUAL REPORT
FY 2015

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EXECUTIVE SUMMARY

Cayuga's Watchers is an independent 501(c)(3) non-profit organization operated entirely by Cornell students for the benefit of the Cornell community. We train our student-employees to act as active bystanders in order to mitigate the harms associated with high-risk drinking. We intervene in a non-confrontational manner – one that is subtle, friendly, and discrete – when our peers may have too much to drink, feel threatened by unwanted sexual advances, or risk injuring themselves or those around them. Our anonymous student-employees only work when invited, and, best of all, provide their services free-of-charge to every student organization on campus.



Simply put, our goal is to keep the party going – safely.

The 2015-2016 academic year was our strongest to date. We worked a higher volume of events, in circumstances that presented the highest alcohol-related risks, and for more student organizations than ever before. Since February, we have maintained a workforce of 167 employees and trained over 3,500 Cornell students in effective bystander intervention techniques. Most importantly, our Watchers reported taking a total of 482 intermediate actions while on duty, 56 of which were against unwanted sexual advances.

We are excited to continue expanding our operations and strengthening our community partnerships in the upcoming year. We anticipate that the launch of our forthcoming Board of Advisors, to be comprised of Cornell stakeholders and experienced local community leaders, will support our efforts to make a positive impact on students at Cornell. With the continued financial support of our campus and local partners, we stand poised for continued future growth. To that end, we are excited to announce that, thanks to the incredible generosity of one of our supporters, we are launching a \$25,000 matching donation challenge over the next 60 days. We hope to have your support now and in the future.

Thank you for your time, and we hope you enjoy reading about our progress.

OPERATIONAL OVERVIEW

Trainings

Cayuga's Watchers provides free, student-led bystander intervention and high-risk drinking safety training to Cornell students. Our trainings were designed in consultation with campus medical professional services, and are updated regularly with feedback from our partners. This year alone, we trained over 3,500 students, representing approximately 24% of the undergraduate student population. As part of this work, we conducted personalized trainings for individual student groups, including athletic teams, academic classes, MGLC organizations, and other student interest groups. Following a mandate by the Interfraternity Council and Panhellenic Council that each of its member organizations undergo our training, we met with 49 of its chapters in Spring 2016, giving each one a personalized training session at their respective houses.

Employment

Once trained, students can apply to become a "Watcher," an official employee of our organization. To date, we maintain a workforce of approximately 170 Watchers. Recruitment efforts are essential to operational expansion and campus-wide risk mitigation. Recruiting a diverse workforce affords greater staffing flexibility and an ability to generate more event requests from more organizations that understand and appreciate the role of Watchers.

Beginning Fall 2016, we are introducing two important changes to our employment model. First, we are instituting a "captain" system for social events. Every team of on-duty Watchers will now include a separately trained "captain," or group leader, who will assist with quality control and serve as the primary liaison to the host. We are also implementing a tiered wage scale designed to reward employees who work more than the minimum number of three events per semester.

Events

Cayuga's Watchers staffed 119 social events during the 2015-16 academic year. A breakdown of those events is displayed in Figure 1.

The spike in second semester events is driven by the "quarter system," a set of rules designed to manage first-year students' interactions with Greek chapters. The first week of the fourth quarter — more commonly known by students as "Wet Week" — marks the

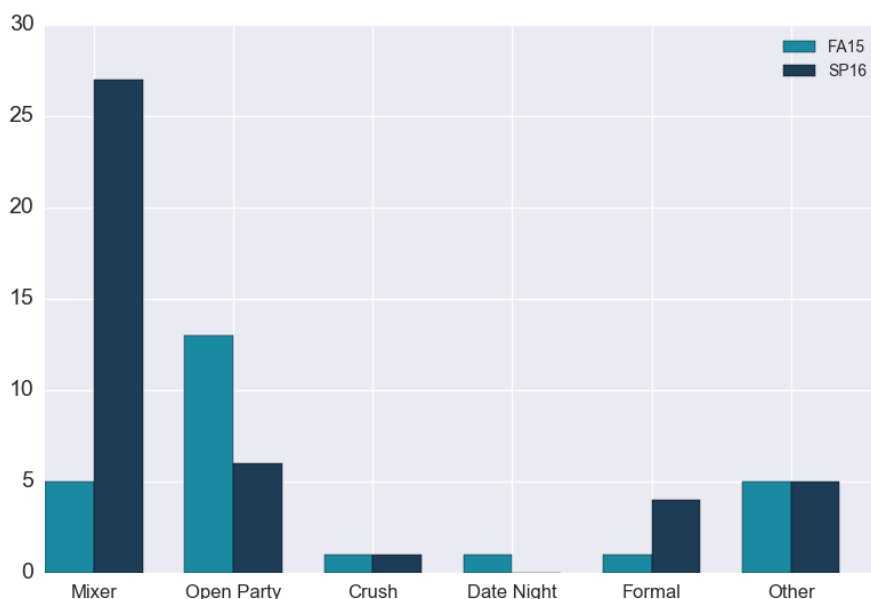


Figure 1: Events staffed, Fall 2015 vs. Spring 2016

first time newly initiated Greek members are allowed to be in the presence of alcohol. This week historically results in higher numbers of medical transports and other alcohol-related incidents. During this weeklong period, Watchers performed 115 interventions, or an average of more than 7 interventions per event; twelve of these actions involved deterring unwanted sexual advances.

The “other” category on the chart consists of events unregistered with the University. Oftentimes, these unregistered events — many of which are held off campus in Collegetown — prove to be the most risky. Collegetown events are not under the purview of the University, meaning that hosts and partygoers are not necessarily abiding by event management guidelines. By expanding our targeted outreach efforts within Collegetown, we hope to grow our presence at unregistered events by 25% during the 2016-2017 academic year.

Partygoer Encounters

Cayuga’s Watchers trains its employees to recognize four party-going archetypes: (i) the sick partygoer, (ii) the rowdy partygoer, (iii) the thirsty partygoer, and (iv) the creepy partygoer.

- The sick partygoer is an individual who is beginning to show symptoms of alcohol poisoning — vomiting, slurring words, losing balance or passing out.
- The rowdy partygoer is an individual behaving aggressively and potentially posing a risk to those at the event.
- The thirsty partygoer came to the party with one goal in mind: to get very intoxicated. This individual may be pressuring others at the party to binge drink at his or her pace.
- The creepy partygoer is an individual who is acting predatorily towards other partygoers.

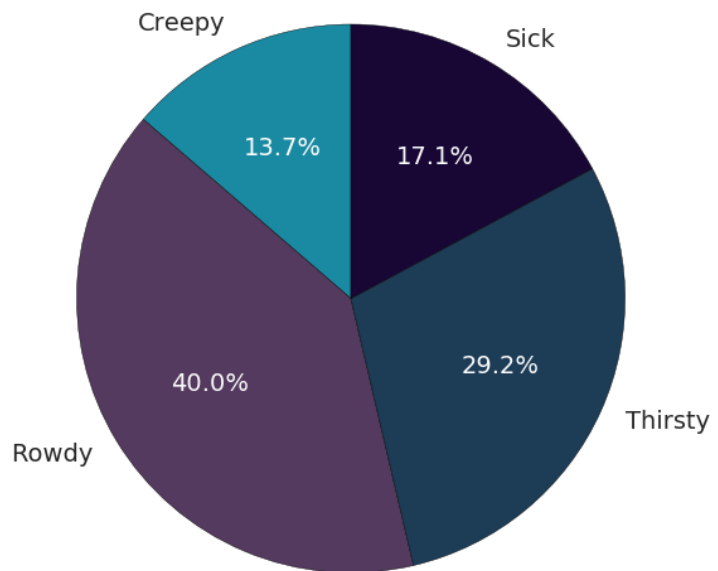


Figure 2: Partygoer archetype breakdown

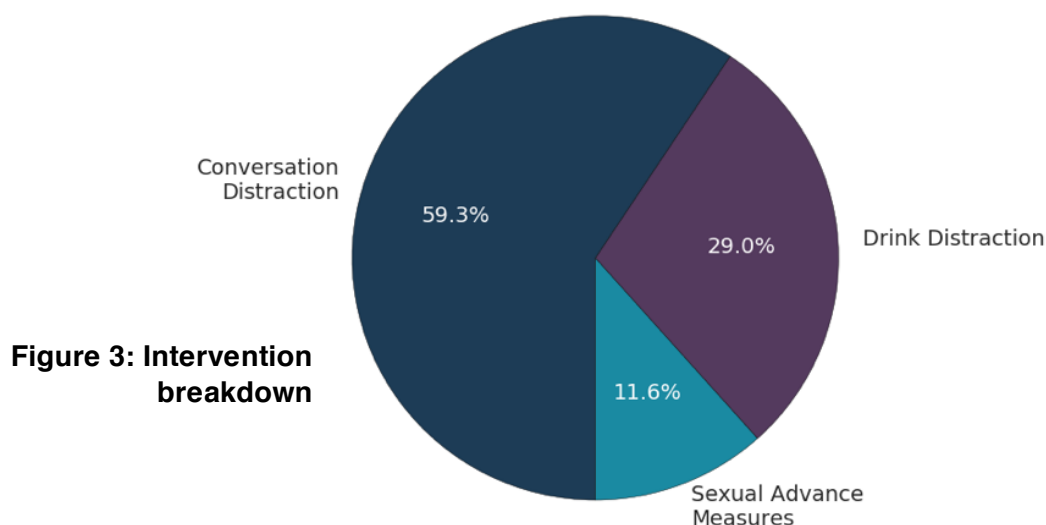
A partygoer archetype breakdown, as reported by on-duty Watchers during the 2015-16 academic year, is displayed in Figure 2.

Interventions

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 reducing the speed or intensity of alcohol consumption. We use these techniques at every event because they fit perfectly within our non-confrontational peer-to-peer bystander intervention model.

This past year, Watchers performed a total of 482 interventions while on duty, 56 of which were to prevent unwanted sexual advances. A breakdown of intervention types is provided in Figure 3.

Preventing unwanted sexual advances by other partygoers is complicated. It requires our Watchers to act creatively, sometimes working in teams, but always erring on the side of caution. Intervention methods include asking a potentially at-risk individual if he or she would like to dance in another location, or seeing if that person would like to accompany one of our team members on a trip elsewhere to get a beverage. The goal of these subtle interactions is to provide a window of opportunity for escape to those who may want one.



To give a better sense of the specific interactions Watchers encounter while on duty, we've provided a few accounts of our employees interacting with students:

“I was walking through the downstairs of a party and saw a girl stuck in a corner while a male tried to dance inappropriately with her ... I went up to the girl and said it was so nice to see her and asked if she had a good summer. I saw her eyes widen [and] motion towards moving away. I grabbed her arm and we walked to a different place at the party and she thanked me for getting her away from the man that she didn't feel comfortable being around.”

“There were no big challenges, but I distracted a few partygoers with conversation when they were drinking very heavily.”

“There were some electrical cords hanging from the ceiling of the dance floor early in the night but [my team and the host] were very quick to remedy the situation and it was fine for the rest of the shift.”

The Emergency Action Protocol (EAP) — a plan used by Watchers to call for additional support in the case of an emergency — was activated at a single event over the course of this year. At this event, on-duty Watchers discovered an intoxicated partygoer in a bathroom fading in and out of consciousness. Watchers successfully initiated the EAP

and called for medical attention for this individual. The partygoer was transported to Cayuga Medical Center, received proper medical attention, and was later released. Although it is never ideal to encounter a situation where a partygoer necessitates advanced medical attention, it is encouraging that the on-duty Watchers were able to handle the situation professionally and help bring the partygoer to safety.

Slope Day

Slope Day, an annual outdoor concert hosted on Cornell's campus at the conclusion of the Spring semester, is one of the University's most high-risk events of the year. This year, we devoted our entire staffing capacity to help monitor the estimated 16,785 concertgoers on the slope. The 12 Watchers deployed that day performed more than 70 interventions while on duty and notified medical professionals 12 times of instances when students exhibited signs of over-intoxication. Effectively, Watchers were able to work alongside Slope Day volunteers and University officials to identify at-risk students and connect them with medical personnel for evaluation and transport when needed.

FINANCIAL ACTIVITIES

Throughout FY 2015, we raised \$46,486 in order to fund our operations. As our organization has developed, we have worked to reduce the amount of monetary support we receive from the University. Between this fiscal year and last, we decreased our reliance on University support by 38%, demonstrating our commitment to growing as an independent organization. Moving forward, we intend to continue looking for alternative sources of funding so that we may continue to rely less on University support.

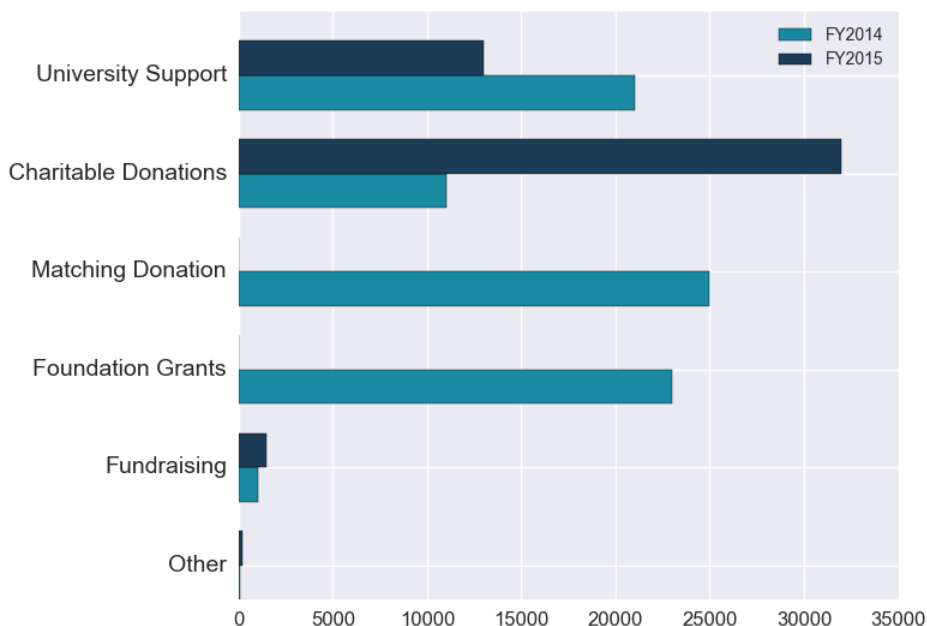


Figure 4: Revenue breakdown, FY 2014 vs. FY 2015

The “fundraising” category of revenue describes our online fundraising campaigns. Approximately 3.41% of our revenue for this fiscal year came from online campaigns, which we anticipate will increase, as our organization becomes better known on campus and beyond.

Moreover, we are pleased to report that we have managed to reduce our insurance costs dramatically by switching to a new underwriter. This past fiscal year, insurance accounted for 72.6% percent of our expenses. However, moving forward, our new insurance provider will offer more comprehensive insurance coverage while saving us \$13,000 per year on premiums.

Finally, thanks to an incredibly generous supporter, we are launching a \$25,000 matching donation challenge to begin FY 2016. If we succeed in raising \$25,000 by November 2016, our donor has promised to match us with another \$25,000, effectively doubling the value of donations made by other donors in this period. Once successful, this combined \$50,000 will allow us to fund operations well into FY 2016.

GROWTH & GOALS

Our organization has grown in almost every respect over the past year. We trained 3,500 more students, received 258 more applications for employment, diversified our workforce in every significant respect, and worked for a greater number of student organizations. The number of events worked — an important measure of operational growth — is displayed in Figure 5.

We are looking forward to another year of continued success. In the upcoming year, Cayuga's Watchers plans to expand its operations by:

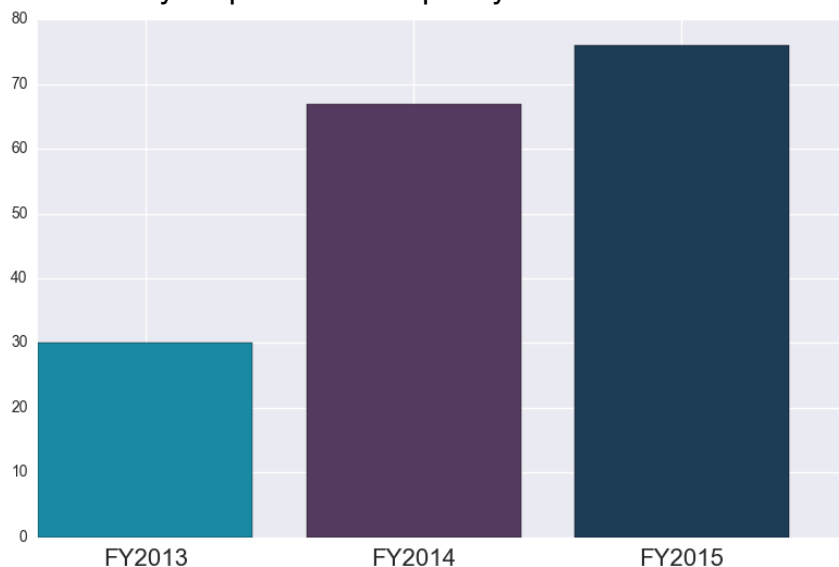


Figure 5: Number of events staffed, FY 2013-15

- Increasing the number of event requests by at least 15%;
- Growing our workforce to reach 200 employees;
- Hosting trainings for the athletic community, dance teams, and music groups;
- Servicing 25% more events beyond registered Greek mixers, reaching into Collegetown and other high-risk, unregistered communities.

In the long term, improved governance and financial sustainability are our foremost priorities. We are excited to announce the creation of a Board of Advisors, a governing arm made up of professionals that will serve alongside the Board of Directors. The Board of Advisors will allow us to formalize relationships with key stakeholders committed to the mission of Cayuga's Watchers, and to provide greater professional support to our organization. Finally, we hope to establish a long-term and sustainable financial model to ensure that undergraduate officers can focus on improving operations and expanding the organization.