PURPOSE

The Cornell University Veteran’s Colleague Network Groups (VCNG) is a university sponsored employee resource group for military veterans and their allies. The VCNG provides a professional support system that can extend beyond the workplace. The VCNG advocates for military veterans within the Cornell faculty and staff community to improve the recruitment and retention efforts of military veterans as well as the climate for the community as a whole. The VCNG enhances the Cornell culture by providing feedback and programs to develop an environment that fully engages and cultivates all of the faculty and staff of Cornell University.

The University Diversity Council developed an institutional diversity planning initiative, "Toward New Destinations." The initiative lays the foundation for the university to remain positioned on the leading edge of education and employment through enhancement of a culture that provides for the full participation of all members of our community. The initiative requires that each college and administrative unit annually identify five diversity initiatives in support of four core principles (composition, engagement, inclusion, achievement) for seven constituent groups: undergraduate students, graduate and professional students, postdoctoral associates and academic professionals, staff, faculty, the off-campus community, and the extended Cornell communities of parents, alumni, friends, and donors. The VCNG provides engagement and inclusion activities and solutions for the Cornell faculty and staff. Additionally, the VCNG provides opportunities of support for veterans that are also undergraduate students, graduate and professional students, postdoctoral associates and academic professionals, and the off-campus community.

The VCNG also supports the previous Cornell University Strategic Initiative #6:

Make significant progress toward a more diverse faculty, student body, and staff in terms of gender and race and ethnicity. Establish explicit and ambitious goals, considering appropriate pipelines and the importance of "critical mass"; enhance recruitment and retention processes; and ensure that mechanisms holding units accountable are effective.

The VCNG will become a system to drive the goals; identify appropriate and innovative pipelines to develop a critical mass; support the recruitment and retention of military veterans within the ranks of the faculty and staff; and become the reporter to notify Cornell University if the system is maintaining an effective response.
The VCNG also supports the previous Cornell University strategic goal of Faculty, Staff, and Educational Excellence. In particular, the following objectives for Faculty Excellence:

#2.) Significantly increase the diversity of faculty through new hires and enhanced retention efforts.
#4.) Develop and implement policies to retain highly valued faculty.
#6.) Foster an exciting intellectual environment by providing opportunities for more dialogue and engagement.

In particular, the following previous objectives for Staff Excellence:

#1. ) Give priority to retention of highly qualified staff in valued positions as the university reorganizes to address budgetary constraints.
#2.) Attract a talented and diverse workforce to Cornell.
#3.) Be an exemplary employer across the entire spectrum of staff.
#6.) Work with the local community to keep Ithaca and Tompkins County vibrant places to live and work.

In particular, the following previous objective for Educational Excellence:

#3.) Provide a more unified and shared educational experience for Cornell undergraduates.

**Veteran employee resource group information was utilized from the following institutions:**

- Aetna Insurance Company
- Diversity, Inc.
- East Carolina University
- Ford Motor Company
- General Motors
- Google, Inc.
- Indiana State University
- Medtronic, Inc.
- Michigan State University
- National Grid Electric Company
- New York University
- PepsiCo, Inc.
- Pfizer, Inc.
- Princeton University
- Purdue University
- Syracuse University Veterans’ Resource Center
ORGANIZATIONAL STRUCTURE OF ALL CNGs

Human Resources & Safety Services

LGBT Resource Center

Inclusion and Workforce Diversity

- LBGT
  - Chairperson
  - Vice Chairperson
  - Executive Liaison
  - Historian
  - 2 - Members-At-Large
  - Community Liaison

- Men of Color
  - Chairperson
  - Vice Chairperson
  - Executive Liaison
  - Historian
  - 2 - Members-At-Large
  - Community Liaison

- Women of Color
  - Chairperson
  - Vice Chairperson
  - Executive Liaison
  - Historian
  - 2 - Members-At-Large
  - Community Liaison

- Veterans
  - Chairperson
  - Vice Chairperson
  - Executive Liaison
  - Historian
  - 2 - Members-At-Large
  - Community Liaison

- Disability
  - Chairperson
  - Vice Chairperson
  - Executive Liaison
  - Historian
  - 2 - Members-At-Large
  - Community Liaison

- General Membership Body
CORNELL UNIVERSITY VETERANS COLLEAGUE NETWORK GROUP

VISION STATEMENT

In general, the basic purpose, mission, goals, and objectives of the VCNG will remain consistent across the life of the organization. The VCNG will provide a(n):

- Safe place for military veterans that are Cornell faculty, staff, students, or retirees and allies of those groups to discuss problems and solutions for issues faced by individuals of the particular demographic.
- Avenue for communication with executive leadership both internally and externally to address issues of inequity.
- Opportunity to participate in recruitment activities of potential military veterans.
- Series of supportive retention activities for that include social, civic, cultural, and professional development opportunities.

Veterans Colleague Network Group Mission:

The mission of the Cornell University Veterans Colleague Network Group is to raise the awareness of Veteran issues here at the University; provide a forum for Veteran’s and their supporters to meet to discuss topics of mutual interest and concern; and to support the University’s recruitment and retention of Veterans at Cornell University.

VCNG EXECUTIVE COMMITTEE LEADERSHIP

The VCNG Executive Committee will consist of seven individual faculty volunteers and staff volunteers and one community representative: (1) Chairperson; (2) Vice Chairperson; (3) Executive Liaison; (4) Historian/Secretary; (5) Two Members-at-Large; and a (6) Community Liaison. No committee member shall receive any compensation for service, except reimbursement for authorized expenditures necessary for VCNG business (i.e. refreshments for general meetings). Each committee member shall only serve on one executive committee during a 2 year period. The inaugural VCNG Executive Committee will be elected according to the determined by-laws of the VCNG. The leadership team will work with one another and beyond their VCNG to advance the mission of the VCNG. Ultimately, the VCNG strives to support military veterans both active and inactive duty, reserves, and families impacted by the military experience. The VCNG will enhance the development of a culture that fully engages and cultivates all members of Cornell University.

The Executive Committee will be the governing body of the VCNG, and will be responsible for the overall image and conduct of the group, quality of programming and activities, communication of pertinent issues to the membership and university leadership, and supporting recruitment and retention activities of Cornell University when appropriate.
Executive Committee will meet at a minimum of once a month to update, plan, and organize VCNG business and activities. Specific functions of the VCNG Executive Committee include but are not limited to the following:

**VCNG’s Executive Committee Leadership Functions:**

- Abiding by the Cornell University’s *Skills for Success, Campus Code of Conduct*, and the *University Policy 4.6: Standard of Ethical Conduct*.
- Maintaining a strong alignment between the VCNG’s mission and the university’s diversity goals.
- Advising the Chairperson on current trends or needs of the general VCNG membership and recommending high quality programs and engaging activities for faculty, staff, students, and retirees.
- Setting the agenda for meetings of the membership, and establishing the calendar of meetings, events, and activities for the year.
- Arranging monthly or a minimum of bi-monthly meetings of the general membership.
- Actively participating in the meetings and activities of their VCNG.
- Organizing high quality programs and activities for the VCNG and community at large via the Sharing Our World program series.
- Supporting other CNGs by attending their Sharing our World events or co-sponsoring community activities with other CNGs.
- Collaborating with other CNGs to prevent activity/event duplication, separation of communities, and maximize resources and community outreach.
- Engaging potential diverse candidates during recruitment activities.
- Supporting relevant issues brought to its attention that impact their demographic at Cornell University.
- Receiving and acting appropriately upon reports, information, and recommendations from the standing, special, and/or ad-hoc committees.
- Will not become involved in faculty, staff, student, or retiree bargaining/negotiations or any other form of arbitration with the university.

**Executive Committee Member Role Descriptions**

**CHAIRPERSON:** The Chairperson must be a current benefits-eligible Cornell faculty or staff member in good standing with the university that supports the mission of the VCNG. The Chairperson will be the lead advocate of the VCNG. This is a 2 year commitment. The Chairperson will preside at all meetings of the VCNG. The Chairperson will monitor the VCNG to ensure the image, mission, and successful completion of the VCNG’s functions. The
Chairperson is responsible for making certain that the VCNG’s membership abide by Cornell University’s *Skills for Success, Campus Code of Conduct*, and the *University Policy 4.6: Standard of Ethical Conduct*. The Chairperson will serve as the official representative and will represent the VCNG at meetings of other university committees, community associations, or professional groups. However, when it is determined to be necessary, the VCNG Executive Committee may designate other appropriate member(s) to represent the VCNG in conjunction with the Chairperson. The Chairperson will be subject to consensus of the VCNG Executive Committee. The Chairperson will appoint all lead members of standing, special, and ad-hoc committees and shall be an ex-officio member of all committees except the Election Committee or other special Ad-Hoc committees as deemed appropriate by the VCNG Executive Committee. The Chairperson shall prepare an annual activity report to the VCNG general membership and the Department of Inclusion and Workforce Diversity at the completion of a fiscal year.

**VICE CHAIRPERSON:** The Vice Chairperson must be a current benefits-eligible Cornell faculty or staff member in good standing with the university that supports the mission of the VCNG. The Vice Chairperson will preside in the absence of the Chairperson, and will aid the Chairperson as requested. This is a 2 year commitment. The Vice Chairperson will assist in the monitoring of the VCNG to ensure the image, mission, and successful completion of the VCNG’s functions. The Vice Chairperson is responsible for assisting the Chairperson in making certain that the VCNG’s membership abide by Cornell University’s *Skills for Success, Campus Code of Conduct*, and the *University Policy 4.6: Standard of Ethical Conduct*. He/she shall chair the Program Committee and will perform other activities and duties as the Executive Committee sees fit. The Vice Chairperson will aid the Chairperson to prepare an annual activity report to the VCNG general membership and the Department of Inclusion and Workforce Diversity at the completion of a fiscal/academic year.

**EXECUTIVE LIAISON:** The Executive Liaison must be a current benefits-eligible Cornell faculty or staff member in good standing with the university that supports the mission of the particular CNG. The Executive Liaison is a position appointed by the Associate Vice President of Workforce Diversity and Inclusion. This is a 2 year commitment. The Executive Liaison will be responsible for advocating on behalf of their assigned VCNG. The Executive Liaison will serve as a bridge between the VCNG and various executive governing bodies. The Executive Liaison will assist the Chairperson and Vice Chairperson in making certain that the VCNG’s membership abide by Cornell University’s *Skills for Success, Campus Code of Conduct*, and the *University Policy 4.6: Standard of Ethical Conduct*. Ultimately, the Executive Liaison will keep the concerns of the VCNG in the front of the appropriate leaders to cultivate positive changes on a university-wide level.
HISTORIAN/SECRETARY: The Historian must be a current benefits-eligible Cornell faculty or staff member in good standing with the university that supports the mission of the VCNG. The Historian may be a current Cornell affiliated spouse or family member impacted by the military experience that also supports the mission of the VCNG. The Historian position will be appointed by the Chairperson from the general membership. This is a 2 year commitment. The Historian/Secretary will be responsible for taking meeting minutes, keeping attendance records, collecting notes, newsletters, event photographs, and other documents to keep a record of the activities, plans, and meetings of the VCNG. The Historian/Secretary is responsible for assisting the Chairperson and Vice Chairperson in making certain that the VCNG’s membership abide by Cornell University’s *Skills for Success, Campus Code of Conduct*, and the *University Policy 4.6: Standard of Ethical Conduct*. The Historian/Secretary will take an active part in assisting the Chairperson to prepare an annual activity report to the VCNG general membership and the Department of Inclusion and Workforce Diversity at the completion of a fiscal/academic year.

MEMBERS-AT-LARGE: The 2 elected Members-at Large must be current benefits-eligible Cornell faculty or staff members in good standing with the university that support the mission of the VCNG. The 2 elected members may be employees that are military veterans both active duty and non-active or an employee impacted by the military experience that support the mission of the VCNG; The 2 elected Members-at Large will be a general representative of the CNG membership. There will be 2 elected Members-at-Large for every 25 general members. They are to be elected by the membership to serve a 2-year commitment. The Member-at-Large represents the interests of the general membership and conducts projects and accepts duties as assigned by the Chairperson. The Members-at-Large will also take part in distributing information to the general membership on VCNG decisions and activities. The Members-at-Large are responsible for assisting the Chairperson and Vice Chairperson in making certain that the VCNG’s membership abide by Cornell University’s *Skills for Success, Campus Code of Conduct*, and the *University Policy 4.6: Standard of Ethical Conduct*. The Members-at-Large will aid the Chairperson to prepare an annual activity report to the VCNG general membership and the Department of Inclusion and Workforce Diversity at the completion of a fiscal/academic year.

GENERAL MEMBER: The membership of all Cornell University Colleague Network Groups will be open to all current benefits-eligible Cornell faculty or staff members in good standing with the university that support the mission of the VCNG. This membership is extended to students and retirees that are military veterans both active duty and non-active that support the mission of the VCNG; plus, a current Cornell affiliated spouse or family member impacted by the military experience that also supports the mission of the VCNG. This is in compliance with federal regulations and Cornell University’s *University Policy 6.4: Prohibited Discrimination*,
Protected Status (Including Sexual) Harassment and Bias Activity. Each member of the CNG will abide by Cornell University’s Skills for Success, Campus Code of Conduct, and the University Policy 4.6: Standard of Ethical Conduct. Each member is expected to actively participate by joining sub-committees, attending meetings, positively supporting recruitment activities, and sharing ideas to improve their demographics’ experience at Cornell University. General members should be in full support of the VCNG’s mission. The general member will take an active role in generating a safe place for discussion for fellow colleagues. The general member is expected to utilize the VCNG’s resources to personally become more engaged in Cornell University activities and take part in improving the university’s culture.

COMMUNITY LIAISON: The Community Liaison must be an active member of the VCNG’s demographic in the local Ithaca area and the surrounding communities. The person must support the mission of the VCNG. The Community Liaison must be respectful of all members of the community. The Community Liaison is a position appointed by the Associate Vice President of Workforce Diversity and Inclusion in collaboration with the VCNG Executive Board. This is a 2 year commitment. The Community Liaison will work closely with the Community Service Committee to implement relevant service activities. The Community Liaison will serve as a bridge between the CNG and the greater CNG community in Ithaca and surrounding communities. Ultimately, the Community Liaison will keep the concerns of the VCNG in the front of the appropriate leaders to help cultivate positive changes on a community level.

SUB-COMMITTEE DESCRIPTIONS

The subcommittee of each CNG is encouraged to collaborate with appropriate and credible internal and external organizations to maximize resources and multiply the scope of their impact. The subcommittees will provide the Executive Committee with reports of their progress as requested. When the subcommittee is having difficulty accomplishing their assigned tasks/projects, the subcommittee must immediately notify the Chairperson of the Executive Committee for guidance.

COMMUNITY SERVICE: The Community Service Committee will be responsible for organizing a large annual volunteer service activity for the VCNG. The volunteer/charity activities must be of interest to the VCNG general membership and have a positive impact on Cornell University, the greater Ithaca community, and beyond. The volunteer committee is encouraged to collaborate with student organizations and community groups to accomplish these tasks. Reputable national organizations could also be of consideration for civic opportunities. The VCNG Community Liaison will work closely with the Community Service Committee to implement relevant service activities.
PUBLIC RELATIONS: The Public Relations Committee will be responsible for conducting ongoing and effective efforts to increase their VCNG membership and awareness among the Cornell community. The VCNG membership committee will work with the approval of the Executive Committee on development of materials (newsletters, Facebook page, Twitter feeds, listservs, etc.,...) for publicizing the activities, events, and benefits of VCNG membership.

PROGRAMMING/SHARING OUR WORLD: The Programming Committee will be responsible for planning, marketing (in conjunction with the Public Relations Committee), and implementing social, cultural, and professional development programs or events for the benefit of the faculty, staff, students, retirees of Cornell University. The topics/themes of all programs will be specific to the interests/needs of the military veterans. The Programming Committee will also organize annual “Sharing Our World” programs/events to share VCNG resources and expertise with all of Cornell University, the greater Ithaca community, and beyond. The Sharing Our World programs are expected to highlight VCNG specific interest, issues, and solutions that are specific to the experience of military veterans. The “Sharing Our World” programs are expected to be a literal sharing of the VCNG’s perspective with the rest of the world. The Programming Committee is strongly encouraged to cross-program with other CNGs and organizations to broaden the audience, deepen the experience, and maximize resources. These events will be the “Colleague 2 Colleague” event. The VCNG is encouraged to connect with other Veterans’ employee resource groups/affinity groups at other Ivy League institutions and/or highly regarded corporations. Reputable national organizations could also be of consideration for cross programming opportunities.

AD-HOC: Task oriented Ad-Hoc Committees may be established from time to time, as the Executive Committee deems necessary to address specific issues that are out of the ordinary. The assigned Ad-Hoc committee will: (1) only operate within the purposes and objectives of the VCNG; (2) be charged with a specific task; (3) only serve for a short duration (less than 1 year); and (4) be automatically dismissed upon completion of their tasks. The Ad-Hoc committee will provide a detailed report of their actions or findings to the Executive Committee.

ELECTION: The Election Committee will be responsible for preparing a slate of candidates and conducting the annual elections, as determined by the VCNG.

MEETING FORMATS

General Meetings

- All regular meetings are open to all current benefits-eligible Cornell faculty or staff members in good standing with the university and current part-time or fulltime students in good standing with the university that support the mission of the VCNG.
• Participants of the meetings must abide by Cornell University's *Skills for Success, Campus Code of Conduct*, and the *University Policy 4.6: Standard of Ethical Conduct* during the meetings.

• In order to protect the VCNG’s safe place, invited or unexpected guests must be supporters of the mission of the particular VCNG.

• Invited or unexpected guests must abide by Cornell University’s *Skills for Success, Campus Code of Conduct*, and the *University Policy 4.6: Standard of Ethical Conduct* during the meetings.

• All forms of media must have written approval from the VCNG Chairperson before attending a meeting and must immediately identify and explain their intent at a VCNG meeting or VCNG event.

• Meetings are a safe place for open dialogue about issues faced by the general members and/or the VCNG demographic. Therefore, discussions should be treated as confidential in nature. Discretion shall always be used in sharing information from meetings.

• There will be monthly meeting of the general membership during the academic year from September through April. The time and location of these meetings shall be determined by the VCNG Executive Committee.

• During the summer months, the VCNG Executive Committee shall continue to meet regularly, and the general membership meetings may be called when deemed necessary by the VCNG Chairperson and VCNG Executive Committee.

• Notice of each meeting should be given in advance to all members and other interested parties.

• Minutes of all regular and special meetings, including a roster of all persons present and a complete record of all actions taken, become part of the permanent archives of the VCNG. Following final approval, they shall be promptly distributed to the membership by the Historian/Secretary.

**Special Meetings**

• Special meetings of the general membership may be called by the VCNG Executive Committee to consider major specific agenda items, such as removal of an officer or other emergency situations which profoundly affect the VCNG membership or the demographic beyond Cornell.

• Notice of the special meeting will be sent at least five (5) days prior to the general membership.

• The notice must state the purpose of the special meeting and the agenda may only cover the purpose of the meeting.

• Special meetings may be restricted to full members in-good-standing under special circumstances.
Quorum

- One-fourth of the VCNG members in-good-standing shall constitute a quorum for the transaction of business at any regular or special meeting.
- Guests may have a voice, but cannot vote at regular meetings or special meetings and do not count towards determination of a quorum.
- All matters before the general membership shall be decided by majority vote of members’ in-good-standing that are present for the vote.

REMOVAL FROM OFFICE

- Any elected officer shall be subject to removal for violation of Cornell University’s Skills for Success, Campus Code of Conduct, or the University Policy 4.6: Standard of Ethical Conduct.
- Action to remove an elected officer must be initiated by petition signed by at least one-fourth of the members in-good-standing.
- The petition must be submitted to the VCNG Executive Committee, who will then call a special meeting of the membership at the earliest feasible time for open discussion.
- The VCNG Executive Committee must then take action based upon the provided feedback within two weeks of the special meeting.

VCNG PROGRESS SCORECARD

The Progress Scorecard is a tool for the VCNG to monitor their development in various areas. The scorecard will help the VCNG keep track of their activities that have a direct connection to the university’s diversity goals and the VCNG’s mission. This scorecard can be used to develop the annual report of activities to the VCNG general membership and the Department of Inclusion and Workforce Diversity at the completion of a fiscal/academic year.
<table>
<thead>
<tr>
<th>VCNG ACTIVITY</th>
<th>NEEDS ATTENTION</th>
<th>AVERAGE</th>
<th>EXCELLENT</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>VCNG Monthly Meeting</td>
<td>Needs improvement to fulfill expectations.</td>
<td>Fulfill basic expectations.</td>
<td>Frequently or consistently surpass expectations.</td>
<td></td>
</tr>
<tr>
<td>Community Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cross-Programming</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Programming</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Relations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruitment Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retention Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharing Our World</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Submission of Annual Report</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>