

## Housing Grant – Sophomore Housing – RPI Billing Questions

Financial Aid Package Issues – “Does the Glove Fit?” logical review

How are the pieces of the puzzle for financial aid, sophomore housing, REACH, student life reorganization, CLASS, and Cluster deans creating this perhaps unintended impact on Greeks? Discussions should have people from RPI that can talk to these other initiatives and the driving forces behind their decisions and actions.

Why the shift in the mix of financial aid package and when did DOSO/RPI know it was shifting?

A simpleton’s view of the business plan for this, given that we have nothing else to go by:

\$10M increase in aid to \$80M (SAJ state of Institute)

4738 students (S2008-OFSA GPA report) & 88% get aid = <\$19,187/student>??

60 students getting housing grant ->> 800 @\$5000 = \$0.3M - >> \$4M of just freshman

800/1400 incoming is 57% of the class. How did financial aid dept not foresee potential issue with such an increase or more importantly, how did they justify giving out so much in housing grant (to support Best Western dorm deal? To support REACH program? To create demand for campus housing and new dorms? To support the CLASS Cluster Dean concept?)

For 2008-09 Room and Board = \$10,730, Tuition=\$36,950. The grant is equal to ½ of annual R&B if in dorms and equal to nearly all R&B if in Apt or Greek House.

If are having 100+ more students in freshman class at \$19187 = \$1.9M

What other plans (perhaps now considered unrelated) are in the works by RPI – is this a path to some other hidden agenda for Greeks and Student Life? E.g. Students and groups extorted to live in campus housing in order to get financial aid. Does the Eddie Knowles phrase “internationalization of Greeks” mean being required to house the reciprocal international students as part of the REACH program if there are “empty beds” in the chapter houses (which some schools do if the school owns the property and lease to chapters)?

### *As some background, from SJA speech at March Town Hall meeting*

“Now — because 88 percent of Rensselaer undergraduates receive some form of financial aid, and, because we know that a tuition increase can present a challenge, Rensselaer has expanded financial aid by more than \$10 million in new resources. This brings the financial aid budget to about \$80 million for undergraduate students during the coming year — a figure which exceeds aid at most of our peer institutions. It, also, ensures that Rensselaer remains accessible to academically talented students from the full range of family financial circumstances.”

### *The influence of REACH and its role in all of this:*

At town hall, REACH colloquim, accepted students day, reunion (following is from reunion speech)

“Initially, 25 percent of the junior class in engineering will study abroad at specific partner universities in 2009. An equal number of undergraduates from partner universities will come to Rensselaer. The plan calls for the percentage of Rensselaer participants to rise by another 25 percent every two years. In 2015, when REACH is fully implemented, all engineering juniors will be expected to participate in a semester-long

international experience. Ultimately, the program will expand to include students across all schools, departments, and disciplines at Rensselaer as a requirement for graduation.

Our early partner universities in REACH — such as the Technical University of Denmark and Nanyang Technological University in Singapore — exhibit outstanding quality, offer diversified curricula, teach in English, and are located in places that already have a large body of international students.

Beyond these university-based programs, in true Rensselaer form, students will also be able to fulfill their REACH requirements through a variety of options including the Summer @ Rensselaer program, Semester at Sea, Engineers Without Borders International, the Peace Corps, and Engineers for a Sustainable World.”

***With regards to REACH and flux of the student body beginning this year and culminating in 2015:***

What have been the considerations for housing of the foreign students and potentially losing 25% of matriculating campus (>1000 students) each year if fully envisioned. This I believe must have been part of the business plan for the financial aid shifts and more (could it be because tuition is cheaper abroad and housing grants might still be OK give to students to help with apartment costs while abroad?)

***The influence of the Student Life Re-org impact:***

From SAJ’s speech to accepted students:

At Rensselaer, we have a special focus on student life, including enhanced residence life, academic, and social support. We have initiated a new residence life model — Clustered Learning, Advocacy, and Support for Students or “CLASS” — and which provides for the guidance and academic progress of all Rensselaer students, and for the support and development of community, regardless of whether students live on or off campus.

Residence Cluster Deans will live in the residence halls, and facilitate living and learning communities, providing outreach, and counseling, as well as experiential and community development programs.

Associate Deans for Off-Campus Student Living, and Fraternity and Sorority Affairs, will ensure that residence life programs and services are readily available to all Rensselaer students.

And from SAJ reunion speech:

The undergraduate residential college model is about far more than classroom and laboratory work. It is about growth of the whole person through unique, rewarding, supportive, and important living/learning opportunities. For this reason, award-winning student life programs and support services add exceptional value to the undergraduate experience. From the beginning, our *Navigating Rensselaer and Beyond* program greets first-year students with a series of welcoming events, team-building adventures, and festivities. Now in its eighth year, the program is part of the First-Year Experience, commonly called FYE.

Headed by a dean of the First-Year Experience, this program offers a comprehensive array of resources and initiatives for undergraduate and graduate students, and their families, that extend from academic support and an early warning system, to intervention for learning disabilities or psychological issues, to social and cultural activities which build esprit, and anchor students in what it means to be at Rensselaer in the 21st century.

The Student Life division is leveraging the success of the First-Year Experience, and new living and learning initiatives, to transform the overall undergraduate experience for students at Rensselaer.

A new residence life model called Clustered Learning Advocacy and Support for Students, or "CLASS," provides for the growth and learning of all Rensselaer students, and promotes community regardless of whether students live on or off campus. New staff — including Cluster Deans in residence halls, new associate Deans for Off-Campus Student Living & Greek Life, Undergraduate Class Deans (beginning in the sophomore year for each class), and a Dean for the Graduate Experience — will ensure that programs and services for all Rensselaer students create sustained pathways for personal growth and academic progress. So the clustering is both residential and time-based.

Our freshman-to-sophomore retention rate reached an all-time high of 94 percent last year, which reflects, in part, a comprehensive set of academic and personal counseling and assistance services. And, for the first time, the Student Health Center will add a full-time psychiatrist to its staff who, also, will serve as the Director of Counseling Services.

The Archer Center for Student Leadership Development and the Office of the First Year Experience have launched a Residence Leadership Theme House with 31 first-year students living and learning in Hall Hall. Two other living-learning communities — focusing on wellness and organic living — have been organized and will welcome members of the Class of 2012.

***For this Student Life organizational and programmatic shift:***

How is RPI financially supporting this proclamation that the new Off-Campus Dean and Dean of Greek Life will ensure programs and services exist for all RPI students?

***And so now finally, with that background, the specifics about bursar billing program.***

Comments about the RPI Bursar billing:

- From AGD a good experience when had RPI bursar doing the billing:

Alpha Gamma Delta had RPI doing our billing this past year. It was actually really really easy. The RPI rep we were in contact with was super and she helped us with every little question along the way. She was also very helpful in if we had to change fees or remove someone from our roster. Basically the way it worked was twice a year you would submit a roster with all the names and RINs of the students that needed to be billed and an amount next to their names as well (this was important for us as we charge different amounts depending on the rooming situation of each girl). To have RPI billing they do require that you have a house inspection done by someone of their choosing and they also require a annual proforma meeting just to ensure that you are charging you members enough to cover all your housing expenses. AGD decided that RPI would collect our housing payments which covered room & board; however we still collected our dues, which covered social, recruitment, etc separately.

LXA also used RPI for billing and have had no bad experience with them.

Not sure who else may be using them (by Jessica's Bursar billing package – DTD does not even though they are “campus” housing?). At most it is maybe 1-2 more chapters. (found out 9/5/2008 from an email form another chapter requesting information that Acacia, Theta Xi, Pi Kappa Phi, Alpha Phi, Lambda Chi Alpha, and Pi Beta Phi are currently using them)

- In general it can potentially be a good thing, but having the ties to financial aid packages complicates and essentially mandates billing by Bursar. Although, if we find a way to meet IRS requirements for RPI then there may be a set of options for demonstrating “living in campus housing” and allowing all Greeks students to be eligible for housing grants. If aren't eligible for housing grant due to a “policy rule”, can students shift the mix of their aid packages?
- With this definition of “campus housing” for Greeks, there must be some document somewhere outlining discussions and options considered by RPI through the course of 2007-2008 with regards to sophomore housing, stats used by Jessica/Eddie to show housing numbers and cash flows, the financial aid package development, etc. For this kind of major cash flow and policy shift for the Institute, there has to be some “business plan” available or at least that can be discussed. The Res Life Dean, financial aid dean, bursar should have representation at these discussion meetings – not just Mark Smith as DOSO.

Specifically on the Bursar Billing Package document:

- On Procedure Items #1-#4 of Information Sheet: This shows RPI does not fully understand how some chapter relations of undergraduates and alumni house corporations (HC) are set. In fact, it implies they think undergraduate chapters do everything. Some HC charge R&B and handle all aspects, some HC charge a single rent value and handle facility items, while undergrads handle daily operations. Budget cycles of HC's and

undergrad need to be meshed with Agency Fund disbursements for timing of taxes, insurance, mortgage by HC and dues and operational by chapters or HCs

- Item #5 implies a reserve fund is needed by all chapters with houses, but on the checklist it is not a requirement (It is a good idea to have a reserve and help in how these are done would be beneficial – some chapters have good plans and saving rates). What is the definition of a “financial interest?”
- For the Capital Reserve Fund requirement to be 15% of building appraisal – who sets this appraisal value? Is it Troy Tax records (market value or assessed value)? Is it Home Insurance carrier (cost of replacement?). Is it RPI?
- On Procedure Items #8, #9, #13, #14 of Information Sheet: How will this affect us financially seeing that we only receive 75% of the collected funds up front and the remaining funds late in the semester?
- Startup costs of the semester are typically high for work week and setting up kitchen for food. Holding 25% until late in the semester could be tight for end of semester bills.
- Are there any account management fees associated with the billing, besides the 75%/25% hold on Agency account?
- As noted before, these monies now would show up in RPI’s financials as part of their I/E. Do we want that? Do they want that? How might we meet the needs for RPI’s IRS reporting aspects without having RPI do the billing? This goes to AGD/SAE question when using Omega in centralized billing.
- Mandating that billing be done through the Bursar to be eligible for Housing grant aid creates many complications. AGD, and perhaps others, are mandated by their national to use billing/accounting services such as Omega Financial. Can arrangement be made such that RPI accepts records of live-ins from these entities (e.g. housing contracts signed, report on billing summary)
- Is there a sample Pro Forma template (Word? Excel?). We need a sample example of how chapters would transition to this I/E structure, esp. with the Agency Funds used as a sort of escrow account (and Capital Reserve Funds). If this shows up on RPI’s books then is potentially \$3M by my estimates (600 students \*\$5000/year=\$3M) and could grow if occupancy rates increase or R&B charges increase to meet RPI standards (if houses on average are at 70% occupancy goes immediately to \$4.2M for full occupancy with 857 students then living in. (if the #beds is accurate, which is unlikely in this day and age of room needs for housing)
- How do the proposed changes by Jessica in the Relationship Statement Housing Plan appendix come in to play? One is to remove consideration of co-signing a loan. Another is to remove the statement from the Housing Plan section that RPI would help moving into on-campus housing facility (this came up this year with Alpha Phi or a fraternity not

being offered the space freed up by AGD when they moved into TKE's house). With 9 chapters without "housing" and with RPI pushing living-learning theme housing and with the shift in housing grant disbursement – to not allow living arrangement in RPI housing facilities is not equitable (esp in light of SAJ words about extending student life programs to all students via the new Off Campus and Greek Deans)

The "housing plan" is proposed to meet immediate and long range physical plant needs depending upon the Greek Chapter's financial and membership position. The plan may be implemented in phases which include Institute funding, support, endorsement, or coordination for:

- renovation of current structure(s)
  - moving into a better quality house
  - new construction
  - long-term leasing of Rensselaer land
  - moving into an on-campus housing facility – **OFSA would delete this bullet**
- 
- If fully 9 of 37 groups (~1/4) do not have chapter houses per se, how is this bursar billing program to get housing grants equitable to those groups? Esp. if proposed RS change to not offer on-campus housing facility to these groups (inconsistent with the SAJ statements about student life). What if those chapters with no housing would like to participate with living-learning community initiative of the Rensselaer Plan/Undergraduate Plan and maintain student housing grant aid money?
  - What if something bad happens to chapter (like a fire, tornado, hurricane, flooding) and need housing and/or can't get RPI housing (because Jessica's RS proposed change if goes through would say RPI won't move group into on-campus housing facility)? Do they then lose their housing grant \$\$?
  - How will chapters on suspension be treated? After re-recognized will they have a further 2 semester suspension on billing services?
  - The clause to fix house safety issues in a timely manner has some time frames that need to be checked for consistency with the relationship statement. On the form there are 30 days to fix. In current Relationship Statement is says 20 days and Jessica is proposing changing to 14 days (Under Risk Managers part of Sanitation,.... Section). The penalty for failing to fix becomes stronger if loss housing grant monies if not billed by RPI. Seems like a steep penalty – esp. if not special case clause.
  - For the billing agreement form – Please do not refer to RPI as "University" but as "Institute"
  - I [Cary Nadel] just finished reading Roger's summary and the attachments and have a few thoughts & comments, not in any particular order

- a. Putting aside the billing piece, how many chapters, whether on RPI property or privately owned like RSE, would meet the requirements to be classified as "campus housing?"
- b. This program will give the Greek community an idea of how far we have to go to ensure chapters' survival.
- c. Will "campus housing" status be reviewed annually by RPI or some other time period?
- d. What is the estimated proportion of students who will receive the \$5,000 housing grant? (goes to providing a long term business plan for the cost projections)
- e. Is this housing grant an annual component of aid packages during students' tenure at RPI?
- f. Are housing grants currently being distributed? If so, are they currently being used for Greek housing?
- g. When does RPI plan on instituting the "campus housing" classification and housing grant program?
- h. Chapters can currently contract with RPI in the "grade withholding" program for students who do not pay their chapter bills. .
- i. Sophomores being required to live in "campus housing." Chapters who do not receive this classification might as well close their doors as the revenues from juniors & seniors will not cover expenses, unless the fees are dramatically increased.
- j. I'm not sure how the housing grant can hurt a chapter. It's just another way for students to pay for their rooms. Does it matter if the total room bill is paid by parents or a combination of parent cash + housing grant dollars? I don't think so, but we don't have all the details to make an informed decision at the moment.
- k.. Having RPI do the billing is not a bad idea. All our houses have receivable issues with our memberships. My issues here is opening our books to RPI. Why can't we just give them the fee breakdown (room, board, social, miscellaneous fees, etc.). I think we all do a reasonable job of charging our membership with fees to support our buildings' maintenance and associated fees.
- l. A reserve account is an excellent idea for chapters. RSE has such an account. I do not want to give outsiders a look into our fund balance. We know what we need to keep in such a fund to cover emergencies, etc.
- m. Roof replacement. The cost to completely put a new roof on a chapter house can range from \$25,000 to \$200,000. Ask me how I know. RSE had a new roof put on a few years ago, and it was really expensive. Very large capital projects such as this are generally funded from capital fundraising activities.

That's it for now. Talk with you soon,

Thanks,

Cary J. Nadel

July 8, 2008  
Hi Jonathan

I am a former IFC Vice President and I have recently heard of RPI's proposal to require sophomores to live on campus. I am extremely concerned that this proposal would have significant long term issues for Greek life at RPI. I would like to provide some comments to the Greek Alumni group that is coordinating the discussions with RPI.

My present understanding of the proposal is that all students would be required to live "on campus" as freshman and sophomores once this is enacted. A Greek chapter which is physically located off campus would be considered "off campus housing" and therefore not accepted as housing by RPI for sophomores. The only way an "off campus" fraternity or sorority could be considered "on campus", and hence not lose income from their sophomore classes is if the "off campus houses" were to agree to RPI's pro-forma, billing control, and submit to RPI's financial review etc. This would also prevent loss of housing grants to individual students from RPI.

Assuming this is a correct (or somewhat correct) understanding, here are some of my questions, comments and concerns:

What is RPI's basis for requiring sophomores to live on campus? What need does this really serve and why is it necessary?

What guarantees in writing do the "off campus" Greek houses have that RPI will not impose a 3 year or a 4 year residency requirement?

What if the "off campus" houses do not wish to agree to RPI's pro-forma and financial review?

What if the "off campus" houses have existing requirements which conflict with RPI's position ?

What if they simply wish to maintain their finances confidential as the right of any private organization?

What happens to "on campus" organizations which have a significant number of students who wish to live off campus in their 3rd year? The loss in income would be very destructive here as well.

If a student with a housing grant chooses to live off campus, and therefore loses the housing grant, is there any reason the housing grant could not be converted or exchanged to an education/tuition grant for the same dollar amount? This way students are not coerced or bribed into living on campus.

If RPI's true concerns are receiving tuition payment from students, then there are certainly better and less intrusive means to accomplish this goal, such as escrow arrangements vs. forcing "off campus" chapters to submit to RPI's billing arrangements, pro-forma's and financial inspections. I am very willing to discuss this further with you as I find the potential implications of this proposal troubling as I currently understand it.

Regards,  
Joseph P. Aiena '91

July 9, 2008

> -----Original Message-----

> From: Gabe Chomic [mailto:chomic@gmail.com]

> Sent: Wednesday, July 09, 2008 1:10 PM  
> To: Roger Grice; Roger Grice; Jonathan Witter  
> Subject: Sophomore query  
>  
> Morning Roger, Jerry,  
>  
> Our board has been discussion the sophomore proposal for the last ten days or so, and should hopefully have some unified comments in before tomorrow when you meet. I wanted to ask - we've read this over - how is it going? Is this something the administration is ramming down our throats and forcing us to have them do our billing, or are there ways we can still handle our finances?  
>  
> What room for negotiation is there? I know one of the concerns was that the cost allocation model ignores front-loaded costs (UG budget - rush) and back-loaded costs (our grad budget - taxes and insurance) assuming an even payout rate. If they disburse our member's finances (!) do they accommodate that? Eck, I'm moving too far into the general board comments.  
>  
> Let me know what they seem to be trying to do and the overall intent of this as you guys see it, just so I can figure out how to assist with my board.  
>  
> And Roger - congrats on your presidency of the AIGC - I must've missed the note.  
>  
> Thanks,  
Gabe Chomic Alpha Chi Rho

Castle:

Conceptually this is a very good program, but it does have a few flaws that should be able to be amended to make this a great program.

1. Submission date is way too early. Especially with things like rising fuel and food costs, it makes it very difficult to get an accurate assessment until too late.
2. Inability to alter numbers. If a Brother gets a late co-op or does not return, we have been unable to alter the budget. This is an absolute headache. Furthermore, we are not able to add additional fees as they come up (bag hours, National Mandates, extra Rush budget, unforeseen costs like fuel spike, etc).
3. Disbursements from RPI in the past were at 80% and 100%, not pro rata. I believe this is being changed.
4. Inability to put a grade hold on individuals that have not lived up to their responsibilities. Enough said.

We have also wanted to use sliding rent scale based on academics, but the current Banner System RPI uses is not able to handle this sort of demand. Remember: Banner was state of the art when put in when I was an undergrad. That was under Roland Schmidt, 2.5 Presidents ago. I bet you an MBA student in Information Systems with a team of undergrad IT/Comp Scis could completely upgrade the entire system in a semester as an internship.

Joe Templin, Castle Advisor & President, Alph Tau Foundation

Pi Beta Phi

I plan to attend the meeting. We have been using Bursar Billing since the Fall of 1996 when we first started renting 8 Sherry Road. We could not have gotten this far without it. The best recent development is the wire transfer of funds from RPI directly into the House Corporation bank account. I get an email when this has occurred, always in a more timely way. On our Pro-forma, we have been asked to leave a blank line for any fees that may be assessed in later years. So far, no charge. I deal with Colleen Martin and she is great and responsive. See you then, Margaret Harvey, Pi Beta Phi

Art Deoian, Acacia

To add a bit: This has been brewing for a while. As stated below a couple of things are happening.

- 1) RPI requirement that sophomores live in campus housing.
- 2) A large number of students are now receiving "housing grants", I believe around \$5K each that can only be used only for housing paid for through RPI billing.

Apparently only a small number of houses use RPI billing. If you use RPI billing you will meet the above criteria. We use it, but it has become a bit more complicated in the past year.

The requirements for RPI billing are more demanding than in the past. All for good reason, but I wonder if some houses will have a difficult time meeting the requirements.

The physical condition of the house is a big piece. Obviously, you need to meet the RPI safety and health requirements. Financial stability and assets are also important. I suspect some houses don't have much money in the bank. If so, they will have a tough time meeting the requirements.

I also wonder what happens if you "screw-up" one semester. That is, fail to meet the requirements. It happened to us a couple of times. I'm talking about missing dates to file paperwork with RPI for RPI billing. In this case the billing does not happen. Then you have the choice of submitting it late, if RPI lets you, and getting your money late. Alternately, for at least one semester, we collected directly from the live-in brothers. That was not real smooth. But if they had "housing grants" we would not have received the money.

More from Art with some suggestions for automation and simplification  
Here is my two cents.

We (Acacia) have been using Bursar Billing for quite a while. In general it works well. For each student, the billing is part of the RPI bill and anything with financial aid is handled with RPI. We have goofed up (us not RPI) a couple of times and failed to get our charge on the RPI bill. Then I usually hear from someone's parents. They like it all on one bill.

The one problem we've had is our own fault. Occasionally, the information is not submitted to RPI on-time. That's often a function of a "new" person who does not understand the process or the importance of the timely submission. More about that below.

1) Pro-forma Template and process: This is new in the past year. We asked for a template and received something that another house had used. It did not fit us well, so I made up my own form. Perhaps we should move to some sort of "standard" template. If so, let's keep it as simple as possible, but include enough flexibility to accommodate needs of the various houses. The "approval" was the meeting. I attended with our active president. Neither of us knew what to expect. I think there were about six from RPI. It was really an open casual conversation about our overall finances and the building condition, so we reviewed the "pro-forma" and the most recent RPI building inspection documents. I think the meeting went very well, but likely because we have solid finances and our building is in good condition. RPI's requirements should align with those of the Greek community: Financial stability and a safe, clean, and functional building. Some chapters may struggle a bit, though, so the meeting may be more difficult.

2) No "hidden" fees. i.e. We get all the money.

3) In the past, we occasionally had delays in receiving our funds. I never completely understood why. It was always handled by an active and I got the story second hand. But I seem to remember issues with financial aid and loans. That is, if several students had enough open financial aid items, our payment was held up. (In the case of "pending" financial aid, students bills show they owe money until the financial aid items are resolved.) For Fall 2008, we received our payment promptly. We are "used to" this system, so the active chapter always has enough cash left at the end of one semester to carry them until they get payment the next semester. For our house, RPI pays the active chapter, then the active chapter pays "dues" to our housing corporation. That is their biggest single payment and we wait until the actives receive the funds before they pay the housing corp. Bottom line is there needs to be enough cash in your system someplace to carry you through approximately the first month.

4) I cannot name the person we deal with.

Per my note above: It's our own fault, but at least a few times we have screwed up and not submitted the proper documents to RPI. Sometimes we have submitted late. RPI accepted it and billed the students a month late, so we got our money a month late. Another time we decided to just collect directly from the actives. That was a huge pain in the butt for several reasons. At least in a few cases the students funds were tied up in loans and scholarships that could not be released right away to us. So we did not get all the money until the end of the semester! We've had both actives and alumni drop the ball. Last Spring, I personally asked Jessica to confirm that we had submitted everything properly and on-time. Unless we make the "system" more idiot-proof, this will continue to happen. And as more houses come into bursar billing the problems will grow exponentially! There will always be new actives and alumni from each Greek house. Someone will screw-up and it will be painful. Let's make sure we have an idiot-proof system.

My suggestions:

**BURSAR BILLING**

- We need a "system", optimally web based and integrated into the existing RPI systems. Short term it might be manual.
- Appropriate RPI personnel (Greek life, bursar, etc.), individual students, student and alumni Greek leaders should have access to information that effect them.
- There needs to be a "system" that confirms status to each student and to Greek active and alumni leaders. AND one that requires that the students and Greek active and alumni leaders acknowledge.
- For instance, I envision a system for all RPI students which displays and requires their acknowledgment of the next semester arrangements. It would show their housing choice and dollar amount. (BARH \$5,000, Theta Chi \$5,000, Off-campus \$0, etc). Maybe this also get copied to parents.
- Greek alumni leaders would see the status (Joe, Bill, Fred - acknowledged \$5,000 billing for your house. Harry, John, Paul, etc..no acknowledgement yet...etc.) This is effectively the "contract". I guess it's up to some attorney to decided if we can have on-line contracts.
- Greek leaders need to acknowledge and agree with the list of names and billing for the next semester.
- The whole idea is avoid the chaos that occurs when someone drops the ball. Yes, it's the RESPONSIBILITY of each student and Greek chapter to get it right, but any mistakes or issues quickly become huge pains in the butt for all involved. (Greek Life, Bursar, Parents, individual chapters, etc.). I WANT A SYSTEM THAT HITS ME ON THE HEAD AND TELLS ME WELL IN ADVANCE THAT BURSAR BILLING IS SET-UP FOR 5 STUDENTS FOR MY CHAPTER. IF I EXPECT IT SHOULD 25, I CAN DO SOMETHING ABOUT IT.
- How will bursar billing be handled if the students "owe" RPI? That includes both "pending financial aid" and late payment.

#### PRO-FORMA MEETING:

- Last Spring scheduling of these meetings took longer than planned. It's difficult to find open time for all required. I suggest that we could "standardize" some templates, maybe have them on-line. They need to be submitted ahead. For schedule, our meeting took a complete hour. In my opinion, it would be brutal for the RPI folks to schedule meetings one after another all day. And if we need 20-30 meetings, it adds up to a lot of time. So maybe they should do no more that 3-4 per day. If there is a class conflict with an student that is not easily resolved, provide a Dean's excuse.