



ΨΥ Alumni Association of Troy

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PRESIDENTIAL SECTION 1
Insights into leading the Alumni Association

THE ART OF LEADERSHIP

Simply and plainly defined, a leader is one who has followers.

The leader deserves to have followers for he or she has earned recognition. Authority alone is no longer enough to command respect.

The leader is a great servant. The ideal of leadership in a democracy is expressed in the statement, "And whoever will be chief among you let him be your servant."

The leader sees things through the eyes of his or her followers by assuming their standpoint.

The leader does not say, "Get going!" but rather "Let's go!" and leads the way. The leader does not walk behind with a whip but instead in front with a banner.

The leader views others as partners in the work who also share in the rewards. The leader glorifies team spirit.

The leader encourages individual growth for as individuals grow so to does the organization.

A leader does not hold people down but rather lifts them up.

The leader has faith in people. Through believing and trusting them, their best is drawn out. They rise to high expectations.

The leader uses the heart as well as the head. After observing the facts with the head, the leader then lets the heart take a look too. The leader is not only a boss but also a friend.

The leader is a self-starter, creating plans and setting them in motion. Both an individual of thought and action, the leader is a dreamer and doer.

The leader has a sense of humor, possessing the ability to laugh at him or herself. The leader has a humble spirit.

The leader can be led. He or she is not interested in having his or her own way, but in find the best way. The leader has an open mind.

The leader eyes high goals, striving to make personal efforts and those of others contribute to the enrichment of personality and achievement for all.

Adapted from Wilferd A. Petersen

LEADERSHIP

The Ten Characteristics of a Leader:

- **Persistence** - Not insistence. A strong leader hangs on a little longer, works a little harder.
- **Imagination** - He harnesses imagination to practical plans that produce results.
- **Vision** - The present is just the beginning. A leader is impressed with the possibilities of the future.
- **Sincerity** - A good leader can be trusted.
- **Integrity** - A good leader has principles and lives by them.
- **Poise** - A good leader isn't overbearing, but is friendly, assured.
- **Thoughtfulness** - He is considerate, aware.
- **Common Sense** - A good leader has good judgment based on reason.
- **Altruism** - A good leader lives by the Golden Rule.
- **Initiative** - He gets things started now.

All alumni volunteers are in a position of Fraternity leadership, and as such, there are important questions to consider. The most important question is, "Am I going to be a leader?" At first this may seem confusing, but just because a person is in a position of leadership doesn't mean that he is a leader. Others' respect must be earned for recognition of leadership to occur. The way to earn respect is to work hard and emulate all of the characteristics mentioned above.

Leaders have to be thorough. Many times a decision needs to be made between the "quick way," barely getting by, or expending the effort necessary to do a complete job. As a leader there are times when the membership will want to let something "slide" but true leaders will do what is right.

Alumni volunteers will have to sell ideas and programs to individuals, groups, and chapters. At all times they must be honest in order to be effective.

Alumni volunteers will need to be fair and equal and not show favoritism in order to excel. To be a good leader, the alumni volunteer has to be willing to pay the price. The job will never be easy and the member can't look for scapegoats or rewards. The rewards will come when he performs his duties to the best of his ability.

LEADERSHIP TRAITS

Certain human qualities are of great value to the leader. Possession of these traits simplifies the task of applying leadership and assists greatly in winning confidence, respect, and cooperation. An individual can benefit by studying the traits considered important to the leader. By careful self-analysis and application, you can develop those areas in which you are deficient and further strengthen those in which you are strong. The following list of leadership traits is by no means all-inclusive but does contain those of paramount importance to the leader.

- Alertness is vigilance, promptness, and responsiveness.
- Bearing denotes desirable physical appearance, dress, and deportment.
- Decisiveness is the ability to make decisions when indicated and announce them authoritatively, concisely, and clearly.
- Dependability is doing one's duties with or without supervision.
- Endurance, both mental and physical, is necessary to continue and complete any reasonable task.
- Enthusiasm is the positive zeal or interest in the task at hand. It is easily communicated to followers.
- Humility is freedom from arrogance and unjustified pride.
- Humor is the capacity to appreciate the many amusing or whimsical happenings of everyday life, especially those that pertain to the leader him or herself.
- Initiative is the willingness to aid in the absence of orders and to offer well-considered recommendations for the improvement of the chapter.
- Integrity is the honesty and moral character of the leader that must be unquestioned.
- Intelligence is the intellect of the leader, which must be adequate to master the problems presented.
- Judgment is the power of the mind to weigh various factors and arrive at a wise decision.
- Justice is the equitable and impartial bestowing of favors and punishment.
- Loyalty must extend both up and down. The leader cannot expect loyalty unless he or she is habitually loyal.
- Sympathy is the capacity for sharing the feelings of those with whom one is associated.
- Tact is the ability to deal with subordinates and superiors in an appropriate manner without giving offense.

Unselfishness is the studied avoidance of caring for or providing for one's own comfort or advantage at the expense of others.

SETTING AND ACHIEVING GOALS

Whether you are working to establish a strong alumni program, or you are building upon an already effective program, your success as an alumni leader will be determined by the goals you set and your ability to achieve them.

There are a number of important techniques, which can be used to assist you in achieving meaningful goals. Remember that preparing a set of goals and sticking them in the back of a notebook will not improve your program. You need to make the goals work for you.

1. **Generate** - Start by generating as many ideas relating to alumni programming as possible . . . things you'd like to do . . . improvements you want to make . . . problems to solve . . . and goals to achieve. Don't be concerned about how outlandish an idea might be; take time to explore. Once you start to evaluate and compare your ideas, it is time to move to the next step.
2. **Target** - The next step is to target those ideas, which are most important to the improvement of your program. By doing this, you are evaluating the current status of the alumni program. Ask yourself and your steering committee questions relating to each idea:
 - Have newsletters been well written and timely?
 - Are alumni events beneficial and enjoyable for alumni?
 - Is there a productive relationship between the chapter and alumni organization?
 - How can the program be better?Be honest in your evaluation; glossing over weak areas does not help anyone. As soon as realistic goals start to emerge, write them down. Make sure each goal is clear, specific and challenging, yet attainable.
3. **Research** - Do not skimp on research. Go to your school library, alumni office, area hotels, copy shops, post office, etc. If a goal is to distribute a newsletter each semester, investigate printing rates, non-profit postage status, mailing labels from the school alumni office, etc. Do not overlook people in your research. Talk with other officers and alumni or contact the International Fraternity for advice and feedback.
4. **Plan and Organize** - Planning means organizing action plans, and setting time frames for each goal. Each goal must have a targeted completion date, which is tracked until its completion. Determine the steps or small jobs involved in completing each goal, the time needed to complete each step, and delegate each responsibility to a committee member. Do not spread yourself or your committee too thin. Cut back on minor goals if necessary.
5. **Execute** - Now act on your goals. From your research, to your planning, you should be able to lead your committee towards the completion of each goal. but it is impossible to envision every obstacle. Track your progress continually; go back if necessary to create solutions that can get around an obstacle. By tracking goal progress and by constantly reviewing, you will be able to confront a problem as

soon as it becomes apparent, and make an adjustment. Remember to praise achievement when it occurs. Achievement provides motivation toward the next goal.

MANAGING YOUR TIME

In all reality, your role as an alumni volunteer for the Fraternity could consume a tremendous amount time. Yet, you are not able to put that much time into the position without sacrificing other aspects of your lifestyle. You are first a professional in your field and then a Fraternity volunteer. Preparation is essential if you are to effectively manage the two roles.

Solid time management and organizational skills are not only a necessity for alumni volunteers, but also for your professional business life. If you do not feel confident with your ability to organize your time and responsibilities, add it to your list of things to improve. The following are some basic suggestions designed to help you make the most of your valuable time:

1. **The Master List** - It is easy for an alumni volunteer to get overwhelmed with so much urgent information, demands from the President, and numerous projects half-done due to improper planning. To avoid these pitfalls that erode your time, write down all your unfinished work on a "Master List."
Make lists of everything to do. Do not jot down all your chores on little slips of paper. Instead, consolidate your notes onto one page so that you can scan it from top to bottom. Note deadlines for every one of your jobs. Ask yourself: "Is there any work that must be done by me - a telephone call, a report?" If so, write it on your Master List.
2. **Make Appointments** - Use a calendar to schedule all your appointments. If you have work for only you to complete, make an appointment with yourself. Schedule appointments when meeting with other people or working on projects. During an appointment, find a location that avoids interruptions, close the door, and hold all calls.
3. **Expect Detours** - Figure that anything that can go wrong will go wrong. In this way, you can anticipate distractions and emergencies, and will not be surprised when they occur.
4. **Deal with the Disorganized** - When you are working on an assignment with another member, you must assume that he will not complete his section on time. You need to follow-up with him regularly, but still avoid doing the assignment on your own. Maintain control by not letting deadlines fall through your fingers. Do this by keeping track of the deadlines on your Master List. Give yourself cushions with meetings and projects. As a general rule, projects will take more time than you expect them to. If you need a week to get your newsletter printed, schedule for 10 days.

THE ELEMENTS OF A SUCCESSFUL ORGANIZATION

Organizations that succeed year after year are those that have a unifying philosophy of self-determination and high hope. They believe in their ability to determine their own destiny. They do not cower in the face of obstacles such as a poor economy, too few members, etc.

With successful organizations there is a sense of purpose to all action that creates a sense of identity among the members. Each feels he is a critical part of an integrated whole. The organizational purpose is an extension of individual purpose and this allows for the satisfaction of feelings of self-worth.

There is also commitment to the people, not just the task at hand. Opportunity is provided for individuals to make a meaningful contribution. The tasks are as important for the development of the individual as they are for the development of the organization. The prevailing attitude that permeates the group is positive and constructive, and has a tremendous influence on the ultimate success. A strong leader sets the climate.

Organizations capable of inspired performance seem to have several elements at work:

- A sense of purpose
- An alignment of individuals around this purpose
- A concern for personal performance and growth
- A commitment to creating a positive environment
- An effective structure
- A clear line of authority and a strong, sensitive leader
- A level of communication that integrates reason and intuition, allows for creativity, and clarifies expectations

Successful organizations are lead by individuals who:

- Are willing to make trade-offs
- Work from set goals
- Are effective communicators
- Are perceptive and sensitive to the group
- Are good at integrating various interests and priorities
- Provide a positive role model
- Acknowledge the efforts of all

from "Foundations," Volume 2. No. 6, a publication of Miami University

FIVE KEYS TO MOTIVATION

1. **Goals for the fraternity as well as for committees and individuals** - Give something to strive for. In general, if we strive for a particular goal, our performance will be higher than if we are not aware of any specific end result. Within the fraternity, the retreat is the logical place for goal setting. If an individual can view the total goals of the organization and include some of his or her own goals, he or she is more apt to strive for the total package.
2. **Incentives** - To provide effective incentives, you must know your members and recognize that what is appropriate for one person may not be appropriate for another. Different people are motivated by different things. In addition, what may be an effective incentive at one time may not be appropriate under other circumstances. Constant evaluation of incentives is necessary. Incentives may include honors, awards, recognition, travel to divisional conferences and conventions, or even appointment to special committees.
3. **Communications** - Prior communication is an important factor in motivation. All members must be aware of the goals of the organization. Direct communication avenues can be retreats, bulletin boards, newsletters, group discussions, meetings, etc.
4. **Evaluations** - An important factor in any organization is the "feedback" from evaluations. Procedures and progress must constantly be evaluated both to and from the leadership of the chapter. Evaluations must result either in praise or encouragement to improve. Criticism when necessary, should be made in a private.
5. **Leadership** - Leadership means many things, such as organization, coordination, and management. Leadership has a set of keys:
 - a. The ability to arouse self involvement.
 - b. The ability to give freedom and keep control.
 - c. The ability to identify with others
 - d. The ability to give credit
 - e. The ability to show confidence.
 - d. The ability to assign blame.
 - g. The ability to instill fear.

HINTS ON MOTIVATING PEOPLE

- Be a good listener.
- Criticize or reprove constructively.
- Praise publicly.
- Be considerate.
- Delegate responsibility to detail to members.
- Give credit where it is due.
- Avoid domination or forcefulness.
- Show interest in and appreciation for others.
- Make your wishes known by suggestions or requests.
- When you make a request or suggestion, be sure to tell the reasons for it.
- Let the members in on your plans and programs even when they are in an early stage.
- Never forget that the leader sets the example for the members.
- Play up the positive.
- Be consistent.
- Show your members that you have confidence in them and that you expect them to do their best.
- Ask members for their counsel and their help.
- When you are wrong or make a mistake, admit it.
- Give courteous hearing to ideas from members.
- If an idea is not adopted, tell the originator why.
- Give weight to the fact that people carry out their own best ideas.
- Be careful as to what you say and how you say it.
- Do not be upset by little hassles.
- Use every opportunity to build up in members a sense of the importance of their work.
- Give your members goals, a sense of direction, something to strive for and achieve.
- Keep your members informed on matters affecting them.
- Give your members a chance to take part in decisions, particularly those affecting them.
- Let your members know where they stand.

SIX WAYS TO MAKE PEOPLE LIKE YOU

- Become genuinely interested in other people.
- Smile.
- Remember that a person's name is the sweetest and most important sound in any language.
- Be a good listener. Encourage others to talk.
- Talk in terms of the other's interests.
- Make the other person feel important.

NINE WAYS TO WIN PEOPLE TO YOUR WAY OF THINKING

- The only way to get the best of an argument is to avoid it.
- Show respect for the other's opinions.
- If you are wrong, admit it emphatically and quickly.
- The high road to a person's reason is to begin in a friendly way.
- The safety valve in handling complaints - let the other do a great deal of talking.
- How to get cooperation - let the other feel that the idea is his or hers.
- Try honestly to see things from the other's point of view.
- Be sympathetic to the ideas and desires of others.
- Dramatize your ideas.

SEVEN WAYS TO CHANGE PEOPLE

WITHOUT GIVING OFFENSE

- If you must find fault, begin with praise and honest appreciation.
- Talk about your own mistakes before criticizing the other person.
- Ask questions instead of giving direct orders.
- Always let the other person save face.
- Praise the slightest improvement and every improvement.
- Give the other person a fine reputation to live up to.
- Make the fault seem easy to correct - use encouragement.

TEN BASIC STEPS TO PROBLEM SOLVING

When problems do arise, the following procedure can help find a solution. Usually, defining or identifying the problem is the most difficult step. Remember that every problem has a solution.

- Define the problem.
- Formulate the preferred state or condition.
- Determine a potential solution.
- Determine other results of the solution when implemented.
- Determine one's capabilities.
- Determine alternative solutions and outcomes.
- Select a course of action.
- Act.
- Reassess the situation and results.
- Follow through.

Do not be afraid to modify your course of action following a reassessment. Steps 7-10 may have to be repeated several times before the problem is resolved, but this is essential to the success of the effort.

CONFRONTATION

Psi Upsilon is an organization based on friendships, trust, honesty, and respect. In an ideal world, these principles would be followed by all of our members all of the time. However, the ideals that we strive to achieve are lofty, and not every member meets Psi Upsilon's standards and expectations all the time. When standards are broken in your chapter, it becomes necessary to take measures against the action occurring again.

It is normal for chapter members to test the limits or boundaries or rules or laws that are established. But by not confronting in appropriate behavior, chapter members are essentially condoning it. We are our brothers' keeper. This means that we look out for the interests of all, do the right thing, praise good deeds, and condemn bad acts. This means getting help for brothers or sisters when their behavior is self-destructive, as well as destructive to others.

As boundaries for behavior get wider, or more permissive, the behavior deviates more from the expected standard. Therefore, it is crucial to place appropriate limits on all behavior that does not meet fraternity or sorority standards.

Members will continue to challenge standards that are set as a normal part of the maturation process. However, each test must be met with a firm, consistent, and fair boundary that is enforced. By confronting our brothers, we are enforcing the standards that we have sworn to uphold. The seven steps of successful confrontation will allow you to do this.

Tools for Confrontation

Confrontation may take many forms. The choice of format depends on a variety of issues. Some options are:

- Personal feedback with the individual.
- Regular evaluations of each chapter member's behavior.
- A personal letter written to break the ice.
- Mediation when an agreement cannot be reached.
- A Court of honor or other form of judicial board or standards board.
- Expulsion, your ultimate recourse when behavior change has not occurred or the act is inexcusable.

Things to do when confronting

- Confront in private; praise in public.
- Use the "sandwich technique:" be positive first and last, criticize in between.
- Show respect for the person.
- Indicate that you care about the person.
- Carefully involve significant others.
- Pick someone for the confrontation who is respected and admired by the person being confronted.
- Praise the good in the person.
- Condemn the behavior (sin), not the individual (sinner).
- Keep to the issue.
- Gain factual knowledge of what happened.
- Help the person identify the impact or consequences of the action.
- Clearly define sanctions for the act.
- Listen to what is being said.
- Handle silence appropriately.
- Cool off before confronting.
- Time the confrontation as close as possible to the inappropriate behavior.
- Be sincere.
- Your language should reflect that "we have a problem," rather than "you have a problem." It will be less threatening.
- Follow through on any agreements made.
- Show empathy, not sympathy.
- Be firm in the standards you set.

Confrontation "Don'ts"

- Do not attack the individual, physically or otherwise.
- Do not be condescending or sarcastic.
- Do not excuse the behavior.
- Do not get trapped by the person's excuse for his/her behavior.
- Do not set standards or announce terms that you are not prepared to enact and enforce.

Seven Steps for Confrontation

Step 1: Initiate Contact

First you must make contact with the person to be confronted in an appropriate setting. It is best to pick a private place where neither individual feels threatened. Also, it is advisable to not "gang-up" on the individual during an initial confrontation, A confrontation team of two or more should only be used for a re-confrontation or for individuals who are perceived to be very resistant to change and only responsive to group opinion or pressure.

Before this step, consider:

- Who is the best person to do the confrontation?
- Is more than one person required?
- Where would be the best place to meet?

- How will you "schedule" time with this person to do the confrontation?

Step 2: Establish Rapport

Your second step is to establish a positive rapport with the person. This means the creation of a sense of mutual trust - a sense that both people present really care about each other. Attempts to create an artificial rapport will fail, as people are usually more sensitive than we might believe.

Before this step, consider:

- Do you care about this person?
- What might you say to him/her to establish a positive rapport - a sense of mutual trust?
- Are you believable?

Step 3: Identify the Issue/Problem

Working with the person, identify the issue or problem that prompted you to seek him or her out. He/she must agree that there is a problem. If not, you must return to Step 2.

During the problem identification process, it is important that you not ask the question "Why?" If you do, you will be told why - and that becomes the reason or excuse for the behavior - the justification, at least in the eyes of the other individual. You may ask "What?" but do not let the other person's excuses trap you. Clearly define the issue to yourself before exploring it with the person. Can you state the problem succinctly in non-threatening terms?

Before this step, consider:

- What are some of the "what" questions you might ask? If he/she responds as if answering a "why" question, how do you plan to avoid that becoming an excuse for condoning the behavior?
- How might you describe the consequences of the behavior or the impact of the behavior on others and the chapter?

Step 4: Problem is Agreed Upon

The individual being confronted must agree that a problem does, in fact, exist. Otherwise, the person will not buy into the following steps - they will lack the necessary motivation. If they do not agree that a problem exists, you must return to either Step 2 or Step 3.

Before this step, consider:

- How can you get someone to agree that a problem exists? Would you let them know of the importance of their actions and impact on others' health?
- How would you respond if the person does not think there is a problem?

Step 5: Attain Obtainable Commitment

After the person agrees that a problem exists, you must mutually agree on an attainable commitment on his/her part. It must be a commitment which the person has the potential to fulfill. You must provide the person with an opportunity to win, to succeed.

Before this step, consider:

- Under what circumstances would you "draw the line" and not seek step-by-step behavioral improvements, but rather demand decisive steps?
- How would you elicit a person's commitment to change?

Step 6: Keep the Commitment

On a mutually predetermined date and time, get together again with the individual to determine whether or not he/she has been able to keep the commitment. If so, move to Step 7. If not, return to Step 5 and redefine what is an attainable commitment from the person.

Before this step, consider:

- Are you personally committed to helping this person?
- How are you supporting the individual's attempts to change?

Step 7: Praise Success

When success is realized, offer praise and positive feedback. Then obtain a commitment for further changes by returning to the fifth step and extending what was an attainable commitment. If the individual has not been successful, without being negative, again return to the fifth step and reassess what might be an attainable commitment.

Before this step, consider:

- How would you praise someone without sounding false?

(Adapted from Ronald J. Taylor and the National Interfraternity Conference, "Confrontation 101.")



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PRESIDENTIAL SECTION 2

A list of officers and their duties should include the following:

President

- Serves as the liaison between the chapter alumni association and the International Fraternity and the professional staff.
- Delegates association activities to the officers.
- Oversees communication to alumni of all association activities.
- Oversees real estate/physical asset management.
- Oversees association funds and assets.
- Coordinates all alumni fundraising efforts.
- Organizes an annual or semi-annual large-scale alumni event.
- Chairs meetings of the association.

Vice President

- Oversees all alumni communications, including newsletters and mailings.
- Oversees the planning and implementation of small-scale, periodic alumni events (i.e., luncheons, ball games, golf outings, dinners, etc.)
- Assists in maintaining updated alumni records and other data.
- Monitors progress of committees.
- Assumes responsibility in the absence of the president.

Secretary

- Takes and maintains minutes of all association meetings.
- Maintains and updates alumni records.
- Oversees the recording, printing, and distribution of an alumni directory.

Treasurer

- Manages the receipt and disbursement of funds.
- Prepares an annual financial statement.
- Files income tax returns.
- Manages annual dues campaigns or other special fund drives.
- Serves as financial advisor to undergraduate chapter.

Chapter Advisor

- Serves as liaison between alumni and undergraduate organizations.
- Keeps the association informed of activities of undergraduate chapter.

Risk Manager

- Enforcement of Psi Upsilon's Risk Management Standards.
- Raising Risk Management awareness.
- Coordinating and maintaining crisis management plan.

Members-at-Large

Members-at-Large usually are, but are not limited to, various advisors of the undergraduate chapter (for example: recruitment advisor, membership education advisor, academic/scholarship advisor). Several members-at-large should concentrate on **real estate concerns**. There are usually three or four members-at-large on the executive board.

There is usually at least one undergraduate on the alumni executive board. The president of the undergraduate chapter or another appointed officer could be the representative. It is important to get the undergraduate chapter's point of view.

The executive board works hard to build a strong alumni program but they cannot do it alone. They must have the support of the other alumni and undergraduates to make the program work.

Alumni Advisory Board Representative

One member of the alumni board shall serve as the chapter's representative to the Alumni Advisory Board. This board serves as a liaison between the Fraternity's Executive Council and chapter alumni and undergraduates. The Alumni Advisory Board meets at each Psi Upsilon Convention.

The above job descriptions can serve as guidelines. Although the general responsibilities of the officers should be outlined in the by-laws, responsibilities can change depending upon the needs and activities of the association and the variety of alumni involved. Other association members can coordinate specific functions such as individual events, the newsletter, association recruitment, mailing, printing, phone-a-thon, etc.

Also defined in the by-laws would be the term of service for each officer. To maintain some sense of continuity, officers should probably serve a minimum of two years, with terms being staggered.

Financing a Chapter Alumni Association

A successful alumni program needs the financial support of the alumni members of the chapter. It is recommended that every alumni organization request an annual voluntary contribution from all chapter alumni. This provision is recommended to finance activities that

are necessary to provide the services desired by alumni, to offer alumni continuity to undergraduate operation, and also to make a reality of their continuing membership. If an alumnus pays dues to an organization, he knows that he belongs and is more certain to be interested and involved.

The need for funds can be divided into two areas- annual expenses and special projects. The former includes the costs of a newsletter, postage, stationary, programming, social functions, etc. Special projects include purchasing a house, remodeling, establishing a scholarship fund, etc.

Alumni must support alumni affairs. They will respond if they are given a reason to do so. Alumni should solicit money from alumni. The undergraduates should never directly solicit alumni contributions.

There are a many of secrets to obtaining regular financial support. First, the need must be clearly identified. Second, one must **ask** for the money. Third, supporters must be thanked and recognized. If alumni associations remember these secrets, alumni will begin to establish a “habit” of contributing. The organization we choose to give our money to tend to receive our support year after year.

Annual Dues

Annual contributions or dues generally offset ongoing annual expenses. While dues are assessed, they should not be a requirement for active membership in an alumni organization.

It is best not to use an issue of an alumni newsletter as a request for money, but to use this tool to build a case for giving money. Alumni cannot be expected to support something they know nothing about.

Use a letter for the actual solicitation of money. Perhaps a key alumnus should sign the letter.

The following should be included:

- A review of the past year’s programming.
- A financial report of the past year’s income and expenses.
- A projection of financial needs and planned alumni programming for the coming year.
- A card or form to be returned with the dues.
- Perhaps a membership card or some other recognition of the donation.
- A self-addressed reply envelope.

The names of those supporting alumni must be listed in the next issue of the newsletter. It is very important to recognize each contributor. It is not recommended to include dollar amounts with contribution recognition. However, if an exceptional contribution is made, the amount can be printed.

A 10-15% response rate to the alumni solicitations may be anticipated when these basic tips are utilized. Many groups have achieved far better results.

Some alumni associations have been able to support their annual expenses through profits from alumni events. Drawings and door prizes have been used successfully. This is fine where it can be done, but it is important not to discourage attendance with excessive cost.

Funds and Fund Raising

There are a number of funds set up by alumni associations. These funds are basically used for long-range planning. They may differ from chapter to chapter. But if an alumni association is well established, it will probably have at least one of these funds:

- **Chapter Endowment Fund-** This fund is comprised of monies set aside from initiation fees and other sources. This money is used for future emergencies or to make loans to worthy undergraduate members. The fund also may cover major new purchases such as remodeling or new furnishings for a chapter room or house.
- **House Ownership Fund-** This fund arranges the financial plan and structure of the chapter so that it will own its house free and clear as soon as possible.

Major funding events will be needed to establish the chapter endowment fund, house ownership fund, and other funds. Refer to Section VII of this handbook for more information on fund raising.

Alumni Committees

The number and type of committees will vary with each chapter alumni association, as emphasized activities and needs differ. However, committees can greatly enhance the organization of an alumni group, and they also free the majority of the membership from the tedious details of administering a large organization. **Committees provide an opportunity for everyone to get involved.** The following is a list of committees that could possibly be formed within an alumni association, depending upon its needs:

Attendance - This committee notifies members of group functions. The committee might assist the secretary in keeping attendance records.

Hospitality - This committee would greet alumni as they arrive at special functions. It is important to ensure that everyone feels comfortable. Refreshments for these activities would also be their responsibility.

Dues - This committee is responsible for solicitation and record of members' dues. A reduced dues rate for recent graduates should be considered to attract new alumni.

Programs - This committee is responsible for the planning and coordination of various chapter programs. Local college deans or presidents, international officers, local celebrities, etc. should be considered when deciding upon guest speakers for chapter programs. Prominent alumni or alumni active in fields of particular interest in the area should be included.

Finance - This committee plans and organizes special fundraising projects for specific purposes and/or equipment that the chapter may need.

Public Relations - This committee prepares and issues press releases about group projects and sends photos and stories of important events to the editor of The DIAMOND and local news publications.

Expansion - This committee serves to assist alumni and others who may be working to help organize a new undergraduate chapter and/or a chapter alumni association.

Legislation and By-Laws - besides maintaining updated by-laws of the organization, this committee must be familiar with the fraternity constitution for occasions in which a vote on proposals or petitions for new chapters, or the like, may take place.

Physical Plant - This committee assures that the chapter house meets appropriate fire and health codes and prepares reports of suggested renovations or improvements to the facility.

Undergraduate Activities - This committee works to encourage alumni to attend activities of the undergraduate chapter such as initiations, international conventions, homecomings, etc.

Arrangements - This committee serves mainly to arrange for the physical facilities necessary for the meetings of the group.

Awards - This committee organizes functions when awards and/or scholarships are presented. Ideally every chapter should have at least one scholarship to award an undergraduate.

Ritual - Ritual is a very important part of the Fraternity. It is important to have a committee that will implement our ritualistic ceremonies in the alumni meetings whenever possible, and to arrange for practice sessions with alumni and undergraduates.

Networking - It is important to help the graduating brothers with job placement. Alumni should work to help their younger brothers obtain gainful employment.

Directory - This committee keeps records of chapter alumni and their addresses.

Social - This committee is responsible for arranging and administering the social programs of the alumni association's events.

Historian - This committee is responsible for the maintenance of photographs and records of events of the alumni association.

Editor - The alumni newsletter, directory, and other publications need to be edited with care.

Community Service - This committee is responsible for the planning and organization of community service projects of the chapter alumni association.

It is not always possible or necessary to establish and implement all of these committees. However, it is important to establish the committees that would suit the individual group's needs.

Keeping It Going

Once the chapter alumni association has gone through the initial steps, alumni and officers should be having their individual meetings (in person or by telephone) on a weekly basis at least for the first term. Also, the Association should be meeting as a group on a somewhat frequent and certainly regular basis.

It is expected that alumni and chapter officers will miss certain meetings from time to time. After all, alumni have families, careers, and other commitments to juggle. However, what might have started as good intentions initially may eventually turn into an alumnus being out of touch and dropping out of his commitment all because of a few missed meetings.

There are a few simple steps that, when followed consistently, will assist in keeping a chapter alumni association active.

1. **Organization** - From the start, the association needs to be organized so that every individual involved, from undergraduate to alumnus, has a responsibility in the function of the Fraternity. Accordingly, a clear set of job expectations needs to be conveyed. For the undergraduate officers, their responsibilities became very clear upon election to their respective offices. For an alumnus, it can become extremely easy to lose touch if he does not have a clear mission or position while serving as a volunteer.

First, make sure the alumni **understand** what their mission is: **to advise and help to improve the operations of the chapter or colony, and also, improve the fraternity experience offered to all members.** Therefore, once an alumnus understands and shares the mission of the association and Psi Upsilon, we will be more likely to have his dedication.

Second, each alumnus should have a position or office that matches him up with an undergraduate officer or chapter program. For example, the fraternity education advisor would be paired with the chapter's fraternity education chair and would meet regularly with him to discuss that particular area of chapter programming. Or an at-large member of the association could have the main responsibility of advising the chapter in its goal setting and tracking techniques, or providing advice concerning semester retreats, or a variety of other responsibilities.

Third, it is not enough to have an officer created for an alumni advisor. It is necessary to match each alumnus in positions that best suit their abilities. The "hard guy" could work with the Executive Committee, the "motivator" with recruitment skills, the "creative" person with social programming, the "teacher" with fraternity education, etc.

Fourth, consistently schedule the meetings at the same time and location. Once the best time and day have been established for everyone, stick to it. You may want to alternate meetings, for example, from Sunday evening at the chapter house to lunch Tuesday downtown. Then an alumnus and undergraduate officer can meet easily at their own convenience.

Fifth, establish agendas for chapter alumni association meetings. A meeting in which persons simply complain or vent frustrations can turn off the majority of alumni who want their time together to be productive.

2. **Communication** - This cliché is perhaps the key ingredient for keeping a chapter alumni association alive. From the start, be straight with what is required in the job ahead. As time goes on, don't be afraid to pick up the phone to remind alumni of meeting times, or to ask an alumnus what his intentions are regarding active involvement. First, make sure meeting times are set and everyone is informed. Many associations have marginal annual dues simply to cover the costs of sending postcards one week before their meeting. A phone call on the day before the event is another good reminder. Second, confront those alumni whose involvement drops off. In most cases, expect some alumni to lose interest and desire not to be involved. However, if an alumnus is confronted early after a couple of absences about his desire to be involved, often his loss can be averted. Do the meeting times fit his schedule? Does he believe the mission of the association is being followed? How is his interaction with his assigned undergraduate officer? What additional resources are needed to assist the alumnus in doing his job? The longer one waits to contact an individual, the more difficult it will become for an alumnus to feel comfortable in being consistently involved again.
3. **Evaluation** - Important for the undergraduates as well as the alumni is regular, self-evaluation of the chapter and association. This will help to keep the chapter alumni association's direction clear and well defined. Plan evaluation and goal-setting sessions at the start of each school term or whenever transition takes place.
4. **Continuity** - The real test for any chapter alumni association is that of time. Be prepared for the transition that takes place in all chapters, from officers, to new members, to changes in policies and programming. It becomes very easy to allow officers and members to diminish their involvement after a major problem has been tackled or a new slate of chapter officers is

elected. Help the chapter to move on to its next goal. Educate the new officers about the chapter alumni association's functions. Always replace alumni who have "served their time" and want to step down from the board of directors. In other words, always look to do what is necessary to overcome obstacles and move on.

Recruiting Alumni Volunteers

It must be accepted that volunteers will "burn-out," move away from the area, or lose touch with the chapter. Consequently, recruiting alumni volunteers must be a continual and planned process undertaken by the current alumni volunteers.

If involvement with a chapter alumni association is going to take away from an alumnus' personal time, what is available in return? For years, many alumni have utilized the opportunity to stay directly involved with Psi Upsilon as they assist their chapter and the Fraternity in providing an outstanding fraternal experience for future generations. Many alumni outline several different reasons for being involved at the chapter alumni association level:

- To add to their fraternal experience.
- To gain opportunities by working with other alumni.
- To pass on their life's experiences to those with whom they share the bond of Psi Upsilon.
- To continue friendships gained in school and develop new ones.
- To further develop and direct their chapter toward excellence.
- In some cases, to help their chapter out of a desperate and existence-threatening situation.
- To be a role model and teacher of "fraternity" to men at a highly developmental stage.
- To gain the enjoyment of observing young men mature from new members to responsible leaders.
- To further develop their loyalty to Psi Upsilon.
- To repay the Fraternity for what it provided them as an undergraduate member.

In almost every chapter there are many alumni who are willing to serve if:

- they believe their **time** and **service** is **wanted**;

- they feel there is a **need**;
- they feel they can **contribute** in some **productive** way;
- there is a **reasonable structure** within which to operate;
- it is not too **time consuming**; and
- they can **enjoy the companionship** of others also engaged in the venture.

For chapters and alumni who are interested in improving the overall pool of volunteer support, a more expansive, long-term plan should be incorporated. The following recruitment exercise is known as the "challenge approach." Its main characteristics include a period of at least two years and a process for identifying positions for alumni involvement.

Step 1 - Organize a Long Term Action Plan

Organize a strategy for recruiting alumni volunteers that advertises the need, creates positions for involvement, allows for personal contact between the chapter and alumnus, and keeps volunteers involved. Incorporate the remaining steps into your action plan.

Step 2 - Target Prospective Alumni

In your recruitment campaign, involve all alumni from your chapter, as well as alumni from other chapters who reside in your area. Chapter and area alumni listings can be obtained from the International Office. Establish a "core group" of alumni in the area who have shown interest in the Fraternity. Build from this group, and use them as resources in identifying other potential alumni volunteers.

Step 3 - Challenge Alumni to Volunteer

Either through a special mailing or in your alumni newsletters, challenge your alumni to volunteer. Publicize that over the next two or more years, you are going to get the alumni more interested and involved with the chapter. It is important to indicate that the chapter does not want their money. (The chapter probably wants alumni to donate money, but should avoid turning-off alumni by asking for money.) Instead, the chapter is welcoming alumni to be an active part of the

chapter. Provide the names and phone numbers of the Archon and the chapter alumni association president whom interested alumni can contact.

Step 4 - Make Personal Contact

Follow-up on your challenge by making personal contact with alumni. Distribute the names, addresses, and phone numbers of the core group of alumni and other alumni in the area to chapter members and involved alumni. Plan a phone-a-thon night or letter writing party to have the member either call or write their assigned alumni. Inquire with your school's alumni office to see if they will allow you to use their phone banks.

Over the phone or in a personally written letter, update the alumni on the current operations of the chapter and its direction. Indicate that alumni interest and support are needed. Make it clear that the chapter does not want money, but instead, wants to find a position for the alumnus to be involved. Ask for the opportunity to prove that an alumnus' involvement will benefit both the chapter and the individual.

Step 5 - Follow-up With Interested Alumni

For those alumni who express an interest in volunteering, plan a reception so that interested alumni can meet other chapter members and alumni. Send invitation to these alumni, and follow-up the invitation with phone calls three days before the event. This reception should allow alumni to become more comfortable with the members and the chapter's operations. Also, inquire about the alumni's interests, professions, hobbies, and fraternal background. This information will be used to identify volunteer positions best suited for each alumnus.

Step 6 - Ask Alumni to Volunteer

Make special requests to each alumnus to serve the chapter in a specific way and make certain that your alumni organization is prepared to utilize this new involvement. For alumni whom you are unable to involve in a job, make them aware that you will keep in touch with them, and will notify them when their services are needed. Otherwise, offer them at-large positions within the alumni organization.

Step 7 - Keep the Volunteer Involved

This is an important step. The most important factor here is communication. Make sure the alumnus is aware of meeting times and other responsibilities. If the alumnus' involvement drops off, contact him and offer to assist him in becoming better involved. On a continual basis, thank all alumni volunteers for their time and efforts. Make them aware that their services are important to the success of the chapter.

Step 8 - Repeat the Cycle

Continue to identify opportunities when the chapter can advertise and recruit new alumni volunteers. Newsletters, other correspondence, homecoming, and other alumni events are excellent opportunities to make alumni aware that their involvement is both wanted and needed. All the time, use personal contact to expand your core group of alumni.



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PRESIDENTIAL SECTION 3
Financial Operations

Which Comes First: The Corporation or the Chapter House

Before any Psi Upsilon group agrees to a lease, occupancy, or purchase of property, an alumni corporation should be formed. Usually, undergraduates get into housing situations without proper financial stability. Often they enter leases for more money than they should have paid for the property. Undergraduates are typically more optimistic in their chapter house planning and less realistic in chapter financial planning. The results are usually chaotic, and the chance of losing the group is great because financial burdens overwhelm them.

Even if your chapter is well established and has many alumni, it is recommended attempts be made to contact as many alumni in the local area as possible, regardless of Chapter affiliation. Many Psi Upsilon chapters benefit from the loyalty and devotion of alumni from other chapters.

Functions of the Corporation

In addition to carrying out their alumni and chapter relation's functions, most chapter alumni associations are responsible for owning or leasing a chapter house for the undergraduate chapter. Because of the complexities and diversities of maintaining real estate, the undergraduate chapter should not have sole responsibility for coordinating house responsibility. The undergraduate president should, however, be familiar with the functions and structure of his chapter's alumni association as it relates to maintaining the chapter house. **Typically, the board of directors of the chapter's alumni association functions as the legally recognized House Corporation, overseeing the operation of the physical plant.**

Every chapter or alumni association that rents, leases, or owns a chapter house should be a legally incorporated entity. The corporation is responsible for the long-term chapter house maintenance by providing continuity. With a couple of turnovers in membership every few years, an undergraduate chapter cannot provide the stability necessary to maintain a property over a long period of time. In short, the corporation is necessary to maintain the physical assets of the chapter, to encourage sound undergraduate chapter management, and to provide continuity to the undergraduate chapter operations.

Housing Objectives

The functions of the Alumni Corporation regarding housing will differ between chapters depending upon the chapter house arrangements or relationship with the institution. While the housing related functions of the Alumni Corporation could be broad or specific as desired, the principal objectives are as follows:

- To hold the legal title to any property
- To secure and maintain housing for the benefit of the chapter
- To obtain reasonable property and liability insurance
- To assure that the house meets college or university and local fire and health codes
- To encourage sound undergraduate chapter management through advice and counsel, with particular emphasis on the physical condition and maintenance of the chapter house and the financial conditions of the chapter.
- To serve as a liaison between the chapter, institution, and the International Fraternity.
- To provide for both a short-term chapter house maintenance plan and long-term strategy.

To properly perform these functions, every effort should be made to establish and continue an active organization of member who are willing, have the time, and possess the ability to devote themselves to the duties of the corporation. The corporation should not be viewed as a group that gathers for social reasons; it must be a working body.

The Alumni Corporation should also establish a standing house committee to concentrate on specific areas of house operations such as grounds, long term improvements, and on going improvements. There should be a separate house audit committee, which is responsible for having the corporation's finances (as they relate to the physical plant) audited by a professional accountant each year, and preparing the corporations annual report.

Undergraduate representatives must be aware of the long-term aspects of maintaining the chapter house. The corporation must be able to balance between a short-term maintenance plan and a long-term strategy for the condition of the house. Thus, undergraduates must understand that all of a corporation's resources can't be exhausted over a short period of time. The undergraduate chapter members are responsible for routine cleaning and house maintenance. Major repairs and refurbishing are done through resources coordinated by the Alumni Corporation.

As many of the alumni corporation officers as possible should live close to the chapter house. They should be on hand for needed consultations with the undergraduate chapter officers and alumni advisors on matters of chapter property.

Meetings

The corporation should meet regularly at least one of those meetings should be at the undergraduate chapter. This will give alumni a chance to brief the undergraduates on the concerns of the Alumni Corporation. A representative from the Alumni Corporation should meet with any newly elected undergraduate chapter officers soon after they are elected to explain the functions of the corporation and how it can help.

Undergraduate representation at corporation meetings is important because they provide insight of the current living conditions and operations of the chapter. They also serve to represent the Alumni Corporation to the chapter.

Frequent meetings of the housing committee will enable the corporation to do many more things and to be an effective manager of the chapter property. It is very important that the Alumni Corporation not be viewed as an "absentee property owner" by the undergraduates. If they know you care about the property they will take better care of it.

Since the alumni corporations will depend on the undergraduates to provide money for the operations of the chapter house, it is important that the alumni be concerned with recruitment and member education programs of the undergraduate chapter. If there aren't enough members, then the Alumni Corporation, and, in turn, the chapter, will suffer. Therefore, it is necessary to have regular contact with the chapter to monitor progress.

There is usually quite a bit of work for the Alumni Corporation to accomplish with the chapter, and to get the best results will require a great amount of time and effort. The more alumni involved with the project, the more work can be spread around so one alumnus isn't doing it all himself. It will also produce better results and a stronger brotherhood.

Financial Planning and Obtaining Property

Before purchasing or leasing any property, a detailed financial plan for the corporation must be drawn up and real estate agents must be consulted to determine market values and the availability of a suitable property. The undergraduate chapter treasurer should be taught bookkeeping, and must begin a detailed financial record of the undergraduate operations.

First-time homebuyers often must resort to innovative idea for making the initial purchase. No down payment and no "record of accomplishment" is a virtual guarantee for a "not welcomed" sign at most lending institutions. However, this should not discourage the chapter from having ambitious housing plans.

A Corporation's buying power is much greater than it thinks. Anyone who represents 30 or more members seeking campus living accommodations is negotiating with considerable financial force. Use that power effectively.

Any chapter house property, whether leased or purchased, should be done in the name of the alumni corporation. As a chapter or colony grows its housing needs change, the role of the Alumni Corporation will change as well. Its membership should include those with a background in real estate, accounting, and financing. If the corporation does not currently have that talent, these members need to be recruited before the corporation proceeds with housing plans. They will prove invaluable.

It will be wise to consider leasing, rather than buying, the chapter's first residence. There are several good reasons for this. The most important reason is that leasing is much easier to accomplish for the first time buyers. The new obligation and responsibility of first-time chapter house occupancy are also much greater than most groups anticipate. They must be kept to a minimum so they don't distract from other things a growing chapter must accomplish.

Since the first-time chapter house is typically an older and, hopefully temporary residence, the corporation should be careful not to saddle itself with a property that requires heavy maintenance, eats up savings, and ultimately becomes an overwhelming financial burden. Be sure the responsibility for maintenance remains with the property owner. Relative short-term commitments for the first property will give the corporation much greater flexibility to take advantage of improved housing opportunities as they arise.

Before leasing or purchasing a property, be certain that the facility can be legally used as a fraternity house. Insist upon written proof from the city council or local zoning entity. Compliance with the fire and other safety code are increasingly problematic, especially with older structures. Confirm with the college or university if they have standards or regulations, which the facility must also meet. Sometimes in the euphoria for that first chapter house these important details are overlooked.

If the time has arrived when the corporation feels prepared to purchase a facility, it will most likely need more money than a typical lending institution will provide for a property. Normal chapter house mortgages are 60% to 75% of the value of the property, depending upon the piece of real estate, the strength and age of the chapter. It is unlikely that the corporation has acquired that amount of savings at an early stage in its development. Therefore, it may need what is known in the real estate industry as “secondary financing” or “seller financing” to acquire the chapter house.

The most straightforward method is to convince the seller to act as the lending institution. This is done in the form of a “lease/purchase option” or a “contract for deed.” Simply stated, this entitles the corporation to the right of immediate occupancy and use of the property as if owned, with the obligation to make full payment (via savings and conventional loan), five or more years later, at which time the corporation will actually take the deed to the property. This is an attractive method to the seller because there are tax advantages for them and often doesn’t need cash equity at the time of the contract.

If the seller will not provide full financing, perhaps he can be persuaded to fill the void between the corporation’s down payment and first mortgage obtained from a lending institution. Another

alternative is a second mortgage from an alumnus or even from the college or university. Be careful, however, to borrow only what can comfortably be paid back.

Sit down first and determine the maximum annual payment the corporation can make and tailor any financing package to that schedule. Do not budge from that figure no matter how enticing the proposition looks. The destiny of the chapter and corporation depends on it.

The easiest way to achieve competitive chapter housing quickly is by maintaining a large and “high profile” membership. More than one fraternity chapter has obtained new or highly sought after properties because they were a robust group at an opportune time. Some fraternity chapters, in recent years, have been approached by local lending institutions, which repossessed houses of failing fraternities, and offered the facility at a bargain price with below market rate financing. Fortunately, those chapters were in a strong position to act. Ensure that your chapter and corporation are in a position to take advantage of any opportunity, which may arise.

Wise real estate investors realize that the best properties are often sold before widespread public knowledge of their availability. Do not wait for real estate signs to be posted before acting. Seek out the assistance of local real estate agents, talk to college or university departments, ask for help from other alumni, and do not hesitate to knock on doors if there is property available in a specific area. Find out if any other fraternities and sororities have plans to move, which will make an existing facility available.

Another possibility for obtaining housing for a chapter is via a private real estate investment company. Several firms are active in this field. Normally, this is more expensive way to acquire housing (because the investment company obviously intends to make a profit) but sometimes it is the only way for a chapter to accomplish its goals.

Despite the disadvantages of little cash and real estate opportunities abound. The more attractive the chapter looks to a seller, lender, or investor; the better chances the corporation will secure adequate housing.

After all the choices have been reviewed, the alumni corporation must secure housing contracts from the chapter members and pledges to make sure the house is full by the next term. It is

important to have a list of members who will move into the chapter house at the end of the first term to fill spaces opened by members leaving school.

Accounting Services

It is wise to have some sort of accounting service to provide financial reporting to the Alumni Corporation and keep the chapter on budget. However, it is not recommended that the accounting service control the money. It is much more educational for the undergraduates to be responsible for the budgeting and planning finances.

The most important thing the accounting service can do is the filing of tax forms for the chapter and Alumni Corporation. Every chapter must complete this, individually. The International Fraternity doesn't file a 990 tax return for each chapter.

Un-housed Chapter/College-Owned Housing

When the Alumni Corporation do not own the house, it may not have heavy responsibilities for the maintenance of the property, but the need for active alumni participation is essential.

In cases where the chapter has no house, but is looking for one, the Alumni Corporation provides direction and is a focal point for alumni and undergraduates.

The management of the chapter's assets is important. In some instances, the most valuable asset the chapter has is the lease. Negotiation and retaining the leasehold may be the most important regular function of the Alumni Corporation. Do not let the undergraduates negotiate the chapter lease.

Housing Contracts

Before entering into any agreement for housing, whether renting, leasing, or buying, the Alumni Corporation should get signed agreement before the undergraduates move into the chapter house. Don't make any agreements unless the chapter house is filled to capacity, with signed and legally binding agreements.

Experience has shown that the only way to assure maximum occupancy of the chapter house is with the use of signed house contract.

The Alumni Corporation should review the membership list to determine those members who actually are enrolled at the university or college during then entire year. There also may be some members that the corporation officers do not want to live in the chapter house, and they should be denied housing contracts. **Remember that the alumni own and operate the chapter house, and not the undergraduates.**

Careful planning must be taken by the Alumni Corporation to make sure the chapter is recruiting and pledging enough members to fill the chapter house. Coordinate this with the chapter advisor so he can have the information, too, and can advise the chapter in the most effective way. Review the numbers of members who are freshman, sophomores, juniors and seniors, and graduate student to determine how many will be needed to maintain the right chapter house occupancy levels.

The number of members occupying the chapter house at capacity should be clearly understood by the undergraduate chapter officers. If single room occupancy is permitted, it should be always be at a premium rate.

House rules should be a part of all housing contracts signed April 1 of the preceding academic year. If the chapter house occupancy is well below budgeted levels; it may be advantageous to pay for members to break their housing contracts with the university or college to keep the chapter house at minimum occupancy.

Summer Rental

If the chapter house is going to be occupied during the summer months by members or non-members, legally binding rental agreements and security deposits must be obtained.

Inventory and Records

The Alumni Corporation should take inventory of all chapter property at the beginning and end of every term. Charge the undergraduate's chapter for replacement of lost or stolen articles. It is their responsibility to account for the items during the year. For insurance purposes on more

valuable items, it is recommended that a photographic record of all items be taken for easy identification.

Room Checks

Each individual room should be checked before and after each term. All members should be instructed to leave the room clean and orderly. Any damage done to the room will be taken from the members' security deposits. If expenses are more than the deposit, appropriate collection measures will be taken to repair the damage, by the Alumni Corporation.

If chapter house is unoccupied, then storage of personal belongings of members should not be allowed under any circumstances, due to the security risk.

All the housing policies and procedures should be in written form and given to occupants that plan to live in the chapter house.

Property Insurance

In order to help our chapters make sure they are properly insured in the event of fire or natural disaster, the International Fraternity has a voluntary property insurance plan program. This program is designed to help chapters obtain adequate property, boiler, and machinery coverage at favorable rates. For more information call 1-800-344-7335.

Without regard to whether a chapter elects to participate in the Fraternity's property insurance program, each chapter must have some type of property insurance to protect its assets in the event of some unforeseen incident. Coverage should include the building and contents at replacement value, not appraised value. This is important because on older buildings, the depreciation factor can be of substantial proportions. By having replacement insurance, the depreciation factor can be negated.

It is advisable to take a complete inventory of the chapter house at least annually, and add to that inventory when new items are purchased. Be sure to note the date and cost of purchase.

Taxes

Every undergraduate chapter and alumni corporation is responsible for filing the appropriate tax forms (Form 990, 990-T and possibly Form 1099 and all employer tax forms if individuals are employed by the chapter) at the appropriate time. The International Fraternity does not file a general form for each chapter.

Do not fail to file. Some undergraduates do not understand the consequences and fines that may follow. It is not unusual for a chapter to be fined between \$3,000 and \$5,000, in addition to the owed back taxes, for failure to file.

From Colony to New Chapter House in Less Than Five Years

Sound far-fetched? It is not. It is not an easy goal but many fraternity and sorority chapters have done it. The key is thorough planning and careful execution.

The following is a scenario for a plan you might use to secure your first chapter house, then construct a permanent chapter house. Conditions will vary on each campus due to real estate costs, requirements and regulations, but the concept is the same.

Initial Goals

As a new colony your five objectives are:

1. Establish a healthy membership.
2. Meet all requirements to be installed as a chapter.
3. Create a functioning alumni organization.
4. Locate adequate rental housing.
5. Set up a building fund.

What is necessary for a “healthy membership” will vary from campus to campus; however, in Psi Upsilon the average campus size, and never less than 25 members, is considered desirable to be able to effectively function as a chapter. If you have ambitious housing plans the number must be

Section V

Advising Undergraduate Chapter Operations

Your Place in the Chapter

Chapter Re-Orientation

You and the Chapter Officers

Chapter Programming Issues

Your Place in the Chapter

In advising chapter operations, you should **advise** and not **lead**. A real part of the undergraduates' learning experience in Psi Upsilon is functioning as the leaders and voting members and being held responsible for decisions. The chapter should be advised on matters requiring an opinion from someone who has a more sophisticated bank of knowledge in group dynamics, about the Fraternity and campus as a whole, and a basic knowledge of the resources that are available to officers and members, provided through the Fraternity.

The undergraduates should consider the advisor a part of the chapter but not on of the guys. They will make the ultimate decision whether or not to accept or reject the advice. Consequently, when advice is given, they must have the respect for the advisor, which allows them to hear and understand what is being said.

There are a number of Fraternity resources available, which are helpful to the fresh alumni advisor. Perhaps the most useful resource is the **Garnet Book**, Psi Upsilon's comprehensive chapter operations guide.

Advising, therefore, is a two-way communication experience. Some helpful points to remember when advising undergraduate chapter operations:

1. **Use Caution When Necessary** - The chapter alumni corporation's board should alert the chapter or an officer when they are about to make a decision before all facts are gathered or when the decision is in violation of the Constitution, the policies of the Fraternity, the laws of the institution, and state/province.
2. **Function As A Liaison** - There will be many times when an officer will need assistance in contacting the appropriate school official, another alumnus, or resource person in the community.
3. **Work Closely With The Officers** - Certainly this is the main function of the board. Yet, it should be emphasized that if the top 10 percent of the chapter (the officers) can be enthused and want to learn, then the average chapter member will also want to learn. The open dialogue between the board members and the officers will also help to provide the officers with the needed assistance so that they will be able to function more effectively as group leaders.

4. **Clearly Establish Your Role with the Chapter** - As should be addressed when the chapter alumni corporation is first organized, the chapter and officers continually need to know and agree upon the roles of the alumni advisors within the structure of the chapter.
5. **Be A Role Model** - This should go without saying, but it is important to realize that the alumni advisor is a living illustration of the fact that fraternity affiliation continues after graduation and that the values and principles taught in the chapter have very real application in the real world.
6. **Hold The Chapter To High Standards** - Help the chapter to develop high standards and advise the officers on holding the chapter to these standards. By doing so, the officers will look at this as a compliment and it will give what they do a sense of importance.
7. **Allow Mistakes To Be Made** - Easier said than done, but what distinguishes an adequate advisor from a good advisor is the ability to gauge the impact of the resulting disaster and determine when intervention is not only desirable, but necessary.
8. **Build On An Officer's Strengths** - An undergraduate's personality is largely developed by the time he reaches college, but what can be developed are his manners, behaviors, skills, and knowledge. Look at performance, not at promise, and focus on his strengths and not his weaknesses.

There will be many different situations to encounter from getting the board motivated to being a good advisor. Certainly, the diverse situations are too great to cover individually and adequately here. However, in order for a chapter alumni corporation to continue successfully, its members need to maintain its mission in benefiting the chapter and to understand that what they are doing is important. The hands-on, one-on-one type of advising for Psi Upsilon is perhaps the greatest contribution of any alumni member of the Fraternity, and for an alumnus' time and energy there are many who are grateful.

Chapter Re-Orientatation

What follows deals with certain areas of the chapter's operations of which you should be aware. The suggestions are understandably general, since each Chapter situation is, to a certain extent, unique. However, these suggestions maybe adapted to apply to any chapter.

The Executive Committee

If there is one area where mature experience and insight is needed, the Executive Committee is it. An alumni advisor's input is necessary in directing and reassuring a group of undergraduates that although a decision may be unpopular, it is in the chapter's best interests.

The Executive Committee is comprised of the chapter's elected officers. It should meet weekly, generally before or following the chapter business meeting. An agenda should be followed at each meeting.

As an alumni advisor, you should be familiar with and support the Constitution and policies of the International Fraternity. Should the Executive Committee, officer, or an individual member propose an action or motion which is in violation of Fraternity policy, you should confront the issue and explain the statute or chapter by-law which supports your point. It is entirely appropriate to note a motion which is in conflict with the laws or policies of the Fraternity or chapter by-laws.

Discipline

Discipline is always handled first by the Executive Committee. Usually, violations concern financial delinquency, poor grades, unwillingness to live in the chapter house, lack of involvement in chapter activities, or conduct unbecoming a gentleman.

Particularly when dealing with individual financial matters such as delinquent bills, deciding the manner of payments, etc.

It is important that the Executive Committee proposes and/or sets the policy and not the Thesauristes (Treasurer). His job is demanding enough without him being a collection agency as well.

There are cases when the entire chapter is called upon to administer disciplinary procedures. In this instance, a formal disciplinary hearing is called and should be implemented according to the Constitution of the Psi Upsilon Fraternity and the chapter's by-laws.

Chapter Meetings

You should attend chapter meetings whenever possible, and your role should be relatively low-key. You are there to advise, not lead. If you have a report or statement to make at a meeting, the Archon should call upon you during the officers' reports. When giving a report or speaking before the chapter to avoid lecturing. The chapter will quickly stop listening if the alumni advisor's report becomes a harp session.

You should be aware of any proposal, motion, or action taken at a chapter meeting which is contradictory with either the Fraternity's Constitution or the chapter's by-laws. It is appropriate to call the Archon's attention to this contradiction.

The chapter meeting is the time to discuss business, upcoming events, and programs. Depending upon the amount of business to be discussed, most chapter meetings, regardless of the chapter's size, should last no more than 90 minutes. When chapter meetings become the time that the members catch up on weekly gossip, or if they are consistently marathons, it is generally a sign that either the chapter is not getting together enough by themselves to "do fraternity," or the Archon does not know how to conduct meetings.

Another symptom of excessively long chapter meetings is the ineffectiveness of chapter committees. If weekly meetings are the times to get all of the chapter's detail work done, committees are probably not in use. You can encourage the Executive Committee to use techniques to effectively make use of committee meetings outside of chapter meetings as a means to delegate more responsibilities and be more efficient.

You may find it helpful to evaluate the Archon's handling of the meeting C his control, knowledge of parliamentary procedures, the ability to limit discussion when necessary, etc. C and provide him with objective criticism.

Chapter meetings need not be dull, however. There may be times when spontaneous comments are appropriate; the Archon will have to be the judge. Ultimately, efficiently conducted chapter meetings will increase attendance and possibly allow some time afterwards for an all-chapter activity.

Chapter Programming

The entire chapter membership is responsible for overall chapter programming. A large percentage of an individual's experience in the Fraternity will be based upon how the chapter fulfills his needs. A well-rounded chapter program, composed of traditional as well as new and creative activities, will help insure that a brother will leave the chapter with a positive fraternal experience. This in turn, will largely be responsible for the quality and quantity of his future support of the chapter and the International Fraternity as an alumnus.

The Executive Committee usually initiates chapter programming. As soon as possible following elections, the new Executive Committee should sit down and evaluate:

- The current programming is it fulfilling the needs of the chapter?
- Are individual officers and the committees fulfilling their duties?
- In what areas does the chapter need to improve its programming?
- How can these improvements be accomplished?
- Are the Fraternity's Chapter Standards being taken into consideration?

Enough cannot be said for performance evaluations, whether for a particular program, activity, or officer. Get into the evaluating habit, regardless of the success or failure of a given program or activity. Ask the question "why," and try to determine the reason. Make success and growth happen by design, rather than by accident.

Executive Committee and Chapter Retreats

An Executive Committee or chapter retreat should be planned when it has been decided that certain program areas or particular topics need to be discussed in a more intensive format. A retreat is a way of calling "time out from the day-to-day activities and concerns. Retreat topics of concentration could include:

- Implementation of the Fraternity's Chapter Standards
- Executive Committee planning
- Building fraternal/chapter cohesiveness and strengthening interpersonal relationships
- Deciding and planning chapter programs and scheduling
- Resolving particularly difficult "splits" or divisions within the chapter
- Developing strategy for dealing with other problem areas

A successful retreat is based upon specific goals and must be well organized. It may be planned for either just one day or extend over an entire weekend. Whichever approach is decided

upon, a member should leave a retreat with a definite sense of having accomplished something. Sample agendas and suggestions on how to organize retreats are included in the Fraternity's **"Handbook for Retreat Facilitator's."**

Ritual and Ceremonies

There are seven ceremonies that a chapter will be concerned with the officer installation ceremony, the Founder's Pledge ceremony, the formal chapter meeting ceremony, the Covenant ceremony, the Big Brother ceremony, the Formal Initiation ceremony, and the Adamantine Chain ceremony. While the formal chapter meeting ceremony, the Big Brother Ceremony, the formal Initiation ceremony and the Covenant Ceremony are private and should be witnessed by only members (and candidates where appropriate C refer to the Gold Book), the other ceremonies may be private or public. Parents, friends, and administrators should be invited to the public ceremonies.

As with most things in life, the effective exemplification of our ritual takes practice. Do not attempt to perform any of the ceremonies without first conducting full rehearsals. If you have questions, refer to the instructions provided in the Gold Book or contact the International Office.

The Faculty Advisor

The chapter should also have an Academic/Faculty Advisor. Generally, he will be a member of the faculty, and although it is desirable that he be a member of Psi Upsilon, it is not required. The Faculty Advisor assists and advises the chapter's scholarship chair in the performance of his

duties. In some chapters the Faculty Advisor will hold a meeting with the pledges and their big brothers to discuss aspects of scholarship and educational opportunities, particularly as they apply to the mission and precepts of the Fraternity and the chapter. He may talk individually with each pledge during the new member orientation period to offer his assistance in their study habits and guidance in their curricula.

Risk Management

Since the mid-1980s, much of Psi Upsilon's attention has been focused to the area of risk management. Since that time, the Fraternity's development of knowledge, awareness, and programming in the area of risk management has increased. Both the *Psi Upsilon Risk Management Program* and *Risky Business* newsletter have been developed to address contemporary risk management issues relating to Greeks.

Realistically speaking, risk management goes much deeper than the commonly held definition.

Risk management is:

- responsible behavior,
- the willingness of Psi Upsilon members to provide a safe fraternal experience,
- taking care of one another at all times,
- taking care of guests at all times,
- planning carefully the events of the chapter,
- abiding by the laws of the land, and
- being mindful of and abiding by the precepts and Virtues found in our Ritual.

In short, it is basic respect for the Psi Upsilon, people, property, and laws.

Brotherhood, human dignity, and respect play the key roles in risk management. As you carry out your duties, you should be aware of this at all times and be willing to communicate this to the membership when tough decisions have to be made.

More complete information about chapter risk management programming can be found in the *Psi Upsilon Risk Management Program* binder, or by contacting the International Office.

Hazing

The chapter should have a comprehensive program to educate all members on the definition of hazing in Psi Upsilon, and how it is detrimental for the development of brotherhood in the Fraternity. Many undergraduates may ask you if a certain activity is considered hazing. Other times, the undergraduates may try to hide an activity from you while knowing that it is acceptable.

The general rule is that if one has to ask if a given activity is hazing, it most likely is. Hazing-type activities that were once accepted behavior among fraternity men are often frowned upon by today's society and standards of Psi Upsilon. Also, chapters should not compare their new member activities to those of other fraternities on campus. Two "wrongs" do not yield a "right."

PUMP (Psi Upsilon Membership Program)

The Psi Upsilon Membership Program is a comprehensive membership education program designed to strengthen the Fraternity by addressing eight key areas of personal growth while providing a thorough background in the principles and practices of Psi Upsilon. As a result, through PUMP all members will not only receive a thorough and constructive orientation to Psi Upsilon but will also gain a foundation in fundamental principles that will be useful throughout life. All members, actives and pledges alike, will be expected to participate in the various aspects of the program. It combines ritual, programming, and brotherhood into an integrated educational experience.

Because it is rooted in the ideas of developmental psychology, PUMP successfully addresses the multiple issues Psi U members face during their collegiate years and those that they will confront throughout their lives. PUMP encompasses all four years of the college career with three areas of concentration. To this end, the program is divided into three separate modules, or sections C new member orientation, member development, and brotherhood building. The new member orientation period serves as an introduction to the Fraternity, followed by less intense, but more broadly applicable, programming, with brotherhood building and enrichment programs throughout. The real focus of PUMP is on the active members.

For more information, refer to *A Guide to PUMP: Handbook for the 1st Angelos* or contact the International Office.

Senior Involvement

Seniors may be an enigma in a chapter. After three years in the fraternity, they are "experienced" Psi U members. Seniors possess a wealth of knowledge and can provide motivation and leadership to the rest of the chapter. But many times, while they will uphold their personal devotion to the chapter and the Fraternity verbally, they may not contribute physically to its well being through active, meaningful participation. The seniors who are officers have plenty to do,

but so many others, possessing the enormous talent that three years in Psi Upsilon should have developed, contribute very little, if at all. Where is this motivation, leadership, and guidance that could be provided to the younger, inexperienced brothers and associates?

Senior "burn out" may be a problem. They have a lot on their minds: jobs, interviews, graduating. But that may not be the only cause. Some chapters unintentionally encourage senior non-participation and apathy. These chapters suffer from the "forgotten senior".

A chapter with forgotten seniors has lost a valuable resource due to the lack of senior-directed programming. In other words, if a senior's last year in the chapter is going to be a repetition of the preceding years, the senior will probably become bored. The chapter needs to provide programming that will address his needs, just as the chapter provides programming, which is specifically directed to the needs of a pledge. The **Psi Upsilon Membership Program (PUMP)** addresses this issue by providing ongoing member education programming which includes areas of interest for seniors such as resume writing, career planning seminars, and senior recognition banquet. (For specifics, refer to the *A Guide to PUMP: Handbook for the 1st Angelos*.)

You and the Chapter Officers

You will be working closely with the undergraduate chapter officers throughout your term as an officer or director of the chapter alumni corporation. They are leaders of the chapter who, with your help and guidance, will make decisions affecting the chapter's future. Therefore, it is important to know each officer, his goals, aspirations and responsibilities, and to periodically evaluate his performance.

The chapter needs to understand that when electing an officer, they are not relinquishing to him their individual responsibilities as members, but are voting for someone to oversee and direct certain programs, i.e., to lead. Often, the chapter will place the success or failure of a program solely upon the officer with an attitude of "it's his job." An officer's performance will affect the outcome of a given program or activity, but he cannot do it alone.

Archon (President)

The Archon should be aware of the chapter's program goals, and its positive and negative aspects. Since he is the chief executive officer, his primary responsibilities center on the following internal operations of the chapter:

- Membership recruitment
- Membership Education (PUMP)
- Ritualism
- Scholarship
- Finances
- House Management
- Kitchen Management
- Discipline

While the Archon's responsibilities are broad, he should not be an administrative officer. That is the responsibility of the other officers, individual members, and the various chapter committees. It may be necessary for you to point this out to the Archon, regardless of his dedication or sincerity. He is more apt to do too much rather than not enough.

The Archon is also the chief representative for the chapter, and the chapter will, to a certain extent, be judged by his actions. He will be the person asked for when a neighbor wishes to register a complaint or when a compliment is given. He will be the one whom the Dean asks to see in his office. The chapter will always be judged by the actions of individual members, and particularly the Archon.

Establishing a good working relationship with the Archon will make your job much easier. He should feel free to call any member of the alumni corporation board for advice and counsel when needed.

1st Angelos (1st Vice President)

The primary responsibility of the 1st Angelos centers upon the successful implementation of the Psi Upsilon Membership Program. To accomplish this, the Angelos must be organized, motivated, enthusiastic, capable of delegating responsibility, and committed to the task of

educating the chapter on topics that will be of relevance for a lifetime. As PUMP coordinator, the 1st Angelos will be responsible for the orientation program, oversee the activities of the Athletics Chairman and the Community Service Chairman and will be responsible for all aspects of PUMP's monthly educational sessions. To be successful, the 1st Angelos must be experienced in the various aspects of chapter operations that will fall under his supervision and he must command the respect of the chapter.

More specifically, the PUMP Coordinator is required to:

- organize and executive a meaningful and hazing-free Orientation Program
- oversee the activities of the Athletics Chairman to ensure that the Chapter is able to participate in numerous and diverse athletic events
- oversee the community serve program to reflect the commitment of the chapter and the Fraternity to developing a strong sense of community spirit and involvement
- coordinate PUMP's monthly educational sessions
- oversee the activities of the Ritual Chairman to make sure efforts are coordinated with the objectives of the orientation and member development programs

2nd Angelos (2nd Vice President)

The primary responsibility centers upon membership involvement, public relations, community service, and campus involvement.

In PR terms, the "publics" which the chapter will be concerned with can be listed as the:

- Faculty
- Alumni
- Surrounding Community
- Greek Community
- Other Chapters
- Immediate Neighbors
- Student Body
- Administration
- International Fraternity
- Parents
- Residence Halls
- Police

The 2nd Angelos and his committee should plan projects and activities that will address and positively reinforce the chapter's relationship with each of these groups. The *Handbook for Public Relations* contains an in-depth view of the chapter's public relations program, as well as providing ideas and tools for its implementation.

The 2nd Angelos is also responsible for committees, which assigns brothers to the various program committees the chapter has established. A well-organized committee system will:

- Encourage total membership involvement
- Assist the officers with program implementation
- Provide leadership development for future officers

Each officer may be the chair of a standing committee in his area. The committee's activity will often be dependent upon the time of year, so committee meetings should be scheduled as necessary. Special committees may be formed for certain projects or programs as the need arises.

Epistolographos (Corresponding Secretary)

According to Article VII, Section 2 of the Constitution,

"The Epistolographos shall communicate with each chapter at least once in every collegiate term; shall give due notice of all changes of officers, of all initiations, expulsions, suspensions, or deaths; and shall keep the Fraternity well informed of the state of their chapter, and their chapter of the condition of the Fraternity."

In carrying out his duties, the Epistolographos is responsible for submitting membership reports to the International Office twice during the academic year, reporting deaths, expulsions, and address changes, and coordinating the chapter's *DIAMOND* and Convention reports.

Grammateus (Recording Secretary)

Article VII, Section 3 of the Constitution describes the position in this way:

"In order that a continuous history of the chapter may be kept and thereby a history of the Fraternity as a whole, the Grammateus shall prepare at the end of each academic year a full report of the chapter and all its activities for that year, including the activities of both

the undergraduate and alumni bodies of the chapter. Copies of such reports shall be forwarded to the officers of the Executive Council for preservation in the archives of the Fraternity, and to the officers of the chapter alumni organization."

The primary duty of the Grammateus, keeping chapter minutes, is among the best known of any operation in the chapter. Some of the less apparent, but just as important, duties of the Grammateus are handling correctly the membership report, maintaining an up-to-date record of undergraduates and alumni, referring changes of address to the Epistolographos for transmission to the International Office, maintaining organizational files of the chapter, and recording the minutes of Executive Committee meetings.

Thesauristes (Treasurer)

The office of Thesauristes is one of the most important in the chapter. The purse strings of the chapter are in his hands, and upon his judgment and efforts depend the financial operations and stability of the undergraduate chapter. Each chapter of Psi Upsilon is both a brotherhood and a business operation.

The responsibilities of the Thesauristes are:

- to prepare the chapter's annual budget, which is to be presented to the Executive Committee and then to the undergraduate chapter for approval
- to collect all charges duly imposed upon actives and pledges by the chapter
- to deposit all funds so collected into chapter bank accounts
- to act as trustee for fees and taxes collected for the International Fraternity, and to send those fees and taxes immediately to the International Fraternity C never permitting them to be used for local chapter purposes
- to pay promptly all chapter bills which are duly authorized and which do not exceed the chapter budget
- to keep a full and accurate record of all financial transactions or to see that such record is kept by a professional accountant or a qualified alumnus
- to attest to the financial status of members by: (a) posting the names of all actives whose accounts are at least 30 days old; (b) reporting delinquent members and pledges to the proper college or university officials if the institution requires this or has a policy of withholding grades or transcripts for overdue accounts

The *Handbook for Chapter Finances* provides practical financial tips and summarizes the Fraternity's policies pertaining to the Thesauristes' functions.

The Fraternity Educator

While the 1st Angelos serves as PUMP Coordinator, the Fraternity Educator should actually implement the New Member Orientation module. Refer to *A Guide to PUMP: Handbook for the 1st Angelos* for specifics.

Hazing in any form or degree will not be tolerated. Information concerning the Fraternity's policy on hazing may be found in the Constitution and the *Psi Upsilon Risk Management Program* binder. If there is a question of whether or not an activity or a requirement made of a pledge is hazing, a good axiom to remember is, "If you have to ask if an activity is hazing, it probably is."

Recruitment Chairman

Successful, consistent recruitment is the lifeblood of every chapter. Consequently, a chapter's recruiting effort must be based upon the entire chapter participating, and must be well organized.

The Recruitment Chairman and his committee should plan a comprehensive schedule of recruiting activities well in advance of the recruitment season. This schedule must comply with any IFC or school regulations.

One item on this schedule should be a seminar for the brothers and pledges on membership recruitment techniques C the do's and don'ts. This should help eliminate nonparticipation from the "I-don't-know-how-to-do-it" members.

Since recruitment generally requires a portion of the chapter's total budget, the Recruitment Chairman and his committee should prepare and submit a budget to the Executive Committee for approval.

Prior to formal recruitment the chapter should take time to develop criteria for membership. The membership should discuss qualities it is looking for in a new member; and therefore, the chapter will then have an improved ability to recruit a person who fits their criteria.

The question of whom to select and how to select prospective members is frequently asked. The technical description of who is eligible for membership is outlined in the Constitution.

The final decision of whom to invite to pledge rests with the undergraduate membership. Before the chapter extends an invitation, they should decide if there are weak areas, or areas with an unreasonable concentration in current membership, i.e., too many athletes, an overabundance of certain academic studies, too heavy a concentration from a geographic area, etc. While a potential member should not be excluded because he happens to fall into one of these categories, the chapter can concentrate on identifying prospective members who will help balance the chapter's membership.

A chapter with a diverse membership is able to take advantage of a variety of talents.

Something should be mentioned about “legacies.” Many times you may know of an alumnus who wants his son or another relative to join Psi Upsilon. Again, the chapter decided upon whom to ask to join, but they should always extend the courtesy of inviting the “legacy” to recruitment functions and responding to the alumnus concerning the status of “legacy.”

Ritual Chairman

The Ritual Chairman is responsible for the Fraternity's ritualistic ceremonies that are included in the *Gold Book*. These ceremonies are the common experiences for Psi Upsilon members and cut through ever-changing local traditions. Consequently, they require organization, rehearsal and decorum, and a commitment from each member to participate.

Details for ritual performance are contained in the *Gold Book: Ceremonies of the Psi Upsilon Fraternity*. It would be very beneficial to review this.

The Ritual Chairman, 1st Angelos, Fraternity Educator and their respective committees should work closely together to implement the Fraternity's ceremonies. Any pre-initiation activities should be constructive, meaningful, and in compliance with all Fraternity policies. Some chapters feel that pre-initiation activities are exempt from the Fraternity's anti-hazing policies, usually be reason of tradition. Nothing could be further from the truth. Periodic evaluations of pre-initiation activities, their effectiveness, and whether they accomplish the originally intended purposes are healthy.

The chapter's pre-initiation activities should involve all members of the chapter equally, both pledges and actives. The activities should stress chapter unity, and not be a time "to get the pledges ready for initiation."

Ritual discussion sessions should be included as one of the Ritual Chairman's major responsibilities. Too often the ritual is performed and locked away until the next time. A ritual discussion session shortly following each initiation will allow brothers old and new, an in-depth look at what they have experienced. It is a time to ask questions, clarify meanings, symbols and lessons, and to reaffirm the commitments and obligations that each individual has made.

The Scholarship Chairman

The Scholarship Chairman is responsible for coordinating all-chapter study sessions, quiet hours in the chapter house, establishing and maintaining chapter house study areas, and collecting and preserving any resource material. Also, as a member of the PUMP committee, he may be responsible for planning some of the chapter's non-academic education, such as inviting a guest speaker for dinner.

The Social Chairman

It will not usually be difficult for the social chair to get the members excited about socializing. The difficult part of the social chair's position is to: 1) pre-plan a balanced social calendar; 2) organize a working committee to assist him; 3) keep within his budget; 4) try a variety of social functions; 5) have activities which follow the Fraternity's policies for risk management.

Each of these five areas is briefly discussed below:

Plan ahead -- Planning ahead is 50% of the battle. While last-minute efforts may produce a reasonably successful end product, it is more by accident than by design. A tentative social calendar should be planned at least four to six months in advance, if not for the entire school year. This is especially true when other organizations become involved (sororities, clubs, residence halls, etc.). Also the success of a social program is partially due to balance. It must compliment, not compete with other chapter programs and activities. Planning ahead does not mean, however, that there are not and should not be times for spontaneous social functions. Consequently, a certain portion of the social budget should be earmarked for these occasions (winning intramural events, the engagement of a brother, end of finals, etc.)

Organize a committee -- A Social Committee will take much of the workload off of the Social Chairman. This committee will help in preparing the refreshments, putting up any decorations, and providing new ideas.

Budget -- The Social Chairman needs to give the Executive Committee a proposed schedule of social functions and how much each will cost. Keeping within this budget is very important. If other budgets are raided to sustain the social calendar, it is an indication that something is wrong. Consequently, the thesauristes and the social chair need to work closely together.

Variety -- Using your imagination when planning the social calendar, and selling the chapter on new functions will provide a well-rounded social experience. Variety will also assist the chapter in diffusing the importance of alcoholic beverages. People tend to drink more when they are bored or if it's the only thing to do during a party. There must always be alternative beverages and snack food items readily at hand. In addition, the theme associated with an event should involve action and enthusiasm away from alcohol.

Risk Management -- Although social programming is not the only area of chapter operation that applies to risk management, it is, nonetheless, a significant one. The social chairman should plan events in conjunction with the Fraternity's policies for alcoholic beverages. Events where alcohol

will be present require extensive planning so that alcohol consumption can be controlled safely.

The *Psi Upsilon Risk Management Program* includes steps to be followed for the successful implementation of "cash bar" and "BYOB" events. Also, the social chair will be responsible for securing the appropriate permits for these functions.

Chapter advising requires a willingness to confront the chapter if they are in violation of state, provincial, federal, and/or Fraternity policies in this arena. Although you are not expected to be the chaperone or "policeman" for the chapter's social events, you still need to assist and advise the chapter on the responsible use of alcohol.

Your participation in social activities will depend upon your interest and schedule. You should not be expected to attend all events, but by sharing in a variety of activities, such as an athletic event, initiation practices, a committee meeting, the spring formal, you will gain the chapter's respect and a definite feeling for the membership dynamics of the group. Attending some social activities will also give you an opportunity to observe the chapter's behavior in a social setting.

Alumni Relations Chairman

The alumni relations chair is responsible for helping to coordinate alumni activities and communications. The alumni relations chair should work closely with the alumni corporation officers in the planning and implementation of these activities. Alumni/undergraduate activities,

Homecoming, Founder's Day, etc., may also be coordinated through his office and committee. When considering large alumni/undergraduate functions, the alumni relations chair and the alumni corporation should plan at least 12 months in advance. When working with alumni, consideration must be made of their travel time, professional and personal commitments, and family responsibilities. When these factors are taken into consideration, planning 12 months ahead is not that far in advance.

The alumni relations chair should also coordinate smaller alumni events for area, core group alumni. Functions such as dinners, receptions, golf outings, recruitment events, etc., can be organized more easily and more frequently. Smaller events are a good way to stay in touch with those alumni who live near the chapter.

The House Manager and Steward

While not Executive Committee offices, both the house manager and steward are important positions for those chapters with houses. The house manager is usually responsible for coordinating and overseeing general house maintenance. He is not, however, the chapter janitor. General upkeep of the chapter house is the entire chapter's responsibility. Large maintenance problems or capital improvements should be the alumni corporation's responsibility.

The steward is responsible for the chapter's food operation such as buying supplies, helping to plan meals, supervising the kitchen crew, and acting a liaison between the cook, the Executive Committee, and alumni corporation board may all fall under his jurisdiction. A good, efficient cook is always an asset. It is amazing how often the chapter's morale is centered on members' stomachs. The steward must work especially close with the thesauristes, since he is responsible for a large percentage of the chapter's budget.

Chapter Programming Issues

But still how does one make sure that each undergraduate officer is doing the job that the alumni are to assist in and advise him on? There are a number of basics that each chapter officer should

be doing as part of his program. If not, this becomes a good starting point for an alumnus to assist the officers in completing the job. Also important, the alumnus can become the accountability builder who is often lacking in an undergraduate chapter.

The First Executive Committee Retreat

Shortly after election, the alumni president and advisor should hold a conference with all chapter officers. Some chapters schedule this meeting as the First Executive Committee retreat, spending an entire day on this opening meeting.

Every new administration should make a careful evaluation of the situation of the chapter, set up policies and plans of operation based on the findings of the evaluation, and push the program to completion as rapidly as possible through participation and cooperation of all officers.

In making a survey, there are some major phases of the chapter's operations and its conditions to be considered, and some questions that need to be answered. Also, there are a number of basics that each Chapter officer should be doing as part of his program. If not, this becomes a good starting point for an alumnus to assist the individual officer in accomplishing. In addition, the alumnus can become the accountability builder who may be lacking in an undergraduate Chapter.

General Officer Programming - For All Chapter Officers

- Is a copy of the *Garnet Book* available?
- Has the officer read and have a copy of his section/manual from the *Garnet Book*?
- Does the officer maintain his own notebook? How is it organized?
- Does the officer have a functioning committee assisting him in his programming?
- Does the officer attend all chapter, officer, and committee meetings?
- Is the officer aware of his budget and how it is utilized?

Chapter Management - Archon

- Do the chapter and officers meet weekly?
- Are agendas followed at meetings?
- Are officer meetings and chapter retreats planned and utilized?

- Are chapter and officer goals set, written down, and tracked on a regular basis?
- Are the chapter by-laws updated?
- What type of officer transition takes place?

International Fraternity Identity - Archon

- How well are the Fraternity's policies and risk management standards adhered to?
- When and where is the next Convention and who will attend?
- Are plans being made for the next chapter leadership consultant visit?
- Are officers using the past chapter leadership consultant's recommendations?

College/University Administration Relations - Archon

- Who is the college/university advisor to fraternities and how often are meetings held with this person?
- How is the Interfraternity Council organized and what is the chapter's level of involvement?
- Does the chapter have a faculty advisor?

Public Relations - Angelos

- Who are the chapter's "publics" and are there programs designed to effectively reach each of them?
- How are the relations with the neighbors and police?
- How well are the chapter events (non-social) publicized?

Community Service - Angelos

- What community service projects does the chapter participate in?
- Does the entire membership participate in the projects?
- Are all projects evaluated for future improvements and are other records kept?

Individual Involvement - Angelos

- How are committees organized and do all members participate?
- How well are seniors involved in chapter activities?
- Are brotherhood events planned?
- How are non-involved members dealt with?

Campus Involvement - Angelos

- What percentage of the membership is involved in extracurricular activities on campus and in the community?
- Where can information about student organizations be obtained?
- Does the chapter participate in worthy campus events and activities?

Record Keeping - Grammateus

- Are chapter minutes typed and posted?
- How is the filing system organized and maintained?
- Are the appropriate forms sent to the International Office and are they sent in on time?

Reporting - Epistolographos

- Has a chapter directory been organized and distributed?
- Is a master chapter calendar posted and maintained?
- Are the appropriate forms sent to the International Office and are they sent in on time?

Financial Management - Thesauristes

- Is a chapter budget prepared and followed?
- How is the financial bookkeeping system maintained?
- How often are the chapter's accounts receivable, accounts payable, and officer budgets reviewed and by whom?
- Is a reserve fund maintained?

Risk Management - Archon, Risk Manager

- Does the chapter have at least one copy of the Psi Upsilon Risk Management Program Manual?
- Are members familiar with the Fraternity's risk management policies?
- Has the Fraternity's crisis management plan been reviewed and do all officers understand the procedures?
- What type of risk management education program has been implemented?

Fraternity Education - First Angelos/Fraternity Education Chairman/Pledge Educator

- How long is the pledge period and what type of new member orientation takes place?
- Are pledges integrated into all aspects of the Fraternity?
- How are Big Brothers selected and what are their responsibilities?
- Is PUMP being implemented?

Recruitment - Rush Chairman

- How does our manpower compare to the other fraternities on campus?
- How is the IFC rush organized and what restrictions are there for year-round recruitment?
- Are recruitment skills workshops utilized?

- How does the chapter sell itself through publicity and rush events?
- Is the voting on new member candidates conducted orderly and in a dignified manner?
- What is the class balance in the chapter?
- Is summer recruitment allowed, and if so, does the chapter utilize this?

Ritualism - Angelos, Ritual Chairman

- Is the chapter's copy of the Gold Book available? Utilized? Properly secured?
- How are rehearsals for the Founders' Pledge and Formal Initiation organized?
- Is the Chapter Meeting Ceremony regularly conducted?
- Is the Covenant (Reaffirmation) Ceremony conducted?
- What is the schedule for pre-initiation?
- Is the Officer Installation Ceremony performed?
- Is Cabirean Rites a regular part of chapter meetings?

Academics - Academic/Scholarship Chairman

- Are grade requirements established and enforced to hold office, pledged, and initiated?
- What is the GPA of the chapters? What is the the all-fraternity, and the all-men's grade point averages?
- What academic resources are provided for members?
- Is there an academic recognition program?
- Are study areas and quiet hours established, enforced, and adequate?

Social Programming - Social Chairman

- How are the Fraternity's policies on alcohol followed at social functions?
- What procedures are followed for safe and lawful social functions when alcohol is present?
- What themes are planned for social functions and are they in good taste?
- Are non-alcoholic, members-only brotherhood events planned regularly?

Alumni Programming - Alumni Chairman

- How often does the chapter publish a newsletter and what information does it contain?
- How often does the chapter plan alumni events and how are they publicized?
- Is a chapter alumni membership directory published?

House Management - House Manager

- Is the chapter house at full capacity?
- Are lease agreements used for members living in the house?

- Are house rules established, posted, and followed?
- How is the house cleaning program organized and is it adequate?
- What fire prevention and house safety measures have been organized?

By utilizing the *Garnet Book*, the *Psi Upsilon Risk Management Program* binder, the Constitution, and the previous questions, the members of the chapter alumni corporation who serve as advisors should be well oriented and prepared to provide the officers with the necessary information and guidance to improve their performance and reach their goals.