

**CHAPTER
ADVISORY
BOARD
CHAIRMAN
WORKBOOK**



PHI DELTA THETA

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PHI DELTA THETA

Become the greatest version of yourself

To the Chapter Advisory Board Chairman:

Congratulations on your acceptance of this most important position in the Phi Delta Theta volunteer organization. The workbook that accompanies this letter is designed to assist you in fulfilling your commitment to your chapter and your Advisory Board.

The Chapter Advisory Board make-up and its ability to work with the chapter on a day-to-day basis is critical to the overall success and growth of the Fraternity. The manual is designed to provide each board member with a working knowledge of their position and its relationship with the chapter.

There are areas covering Chapter Advisory Board Chairmen, the CAB program, chapter operations and additional operating skills such as risk management, chapter assessment, recruitment and new member education.

As this is a living document, we welcome your suggestions for its improvement. You truly have the most important position in Phi Delta Theta and we truly appreciate your dedication.

Yours in the Bond,

A handwritten signature in black ink that reads "SEAN WAGNER". The signature is written in a cursive, slightly stylized font.

Sean Wagner
Associate Executive Vice President

Section 1

Suggestions for the Chapter Advisory Board Chairman

1. It is recommended that he attend all chapter meetings. An adviser's guidance and insight are invaluable.
2. It is recommended that he attend the initial Phikeia meeting, formal Phikeia ceremonies, meet with and advise the Phikeia as often as possible.
3. It is recommended that he become well educated with *The Code of Phi Delta Theta*. Membership recruitment, financial requirements, scholarship requirements, Phikeia programming, and other general policies need to be an essential part of the adviser's arsenal.
4. It is recommended that he attend executive committee meetings at least twice a month. Use this forum to share concerns and recommendations with the officers of the chapter.
5. It is recommended that he meet with the campus' Greek official, the Dean of Men, or the Dean of Students, on a regular basis and/or when deemed necessary.
6. It is important to play a role in the business of the chapter's house corporation. An *ex-officio* member, or a voting member, or a consultant to the corporation are three options.
7. It is crucial to be aware of the chapter's financial situation. Periodically reviewing the chapter's accounting books is deemed necessary.
8. Paying particular attention to the chapter's scholarship standing and programming is recommended. Enforcing the sections of *The Code* relating to scholarship and encouraging a strong program reinforces our cardinal principle of sound learning.
9. Participating and/or coordinating chapter retreats is recommended. Ensuring that proper transition takes place between officers and that the duties and responsibilities of the new officers are clearly understood is strongly recommended.
10. He is encouraged to work closely with the chapter to promote its alumni relations and in turn, provide support for the chapter's alumni publication and alumni events.
11. He is encouraged to take part in the chapter's recruitment program by providing advice and participating in any events the chapter wishes him to attend.
12. It is recommended that he advise the chapter in the area of public relations. The alumni, the school, and the community are important targets in which to promote Phi Delta Theta.
13. Assume the responsibility of ensuring that the chapter is annually registered for any Phi Delta Theta Leadership Conferences and biennially for the General Convention.

14. On an information basis, maintain communication/correspondence with the chapter's province president. The chapter advisory board chairman is the primary link between the active membership and province president.
15. Assume a leadership role in all crisis management situations which the chapter may encounter. The chapter advisory board chairman should be familiar with all standard operating procedures of the GHQ crisis management agenda as well as the Chapter Crisis Management Plan.

PHI DELTA THETA FRATERNITY

POSITION DESCRIPTION

POSITION: Chapter Advisory Board Chairman

REPORTS TO: Province President

Welcome to the most exciting, rewarding, and important volunteer position in Phi Delta Theta. The purpose of this position description is to provide you with an outline of areas of possible concern you may face as you perform your duties. The following is not meant to be all-inclusive. However, it is intended to assist you in identifying those duties which, when performed, will allow you to have a positive and beneficial impact on your chapter.

The advisory board chairman of each chapter shall have special charge of the interests of the Fraternity. It is his duty to visit the chapter frequently, to counsel with the chapter concerning its interests, and to act for the Fraternity in bringing important matters to the attention of the chapter. He should encourage the chapter to maintain those traditions, standards, and values which are consistent with the teachings of the Bond and the policies of the Fraternity.

The advisory board chairman should seek the assistance of the Province President on any potential problems within the chapter. He shall be invited to participate in the Emerging Leaders Institute and General Convention of the Fraternity. The Province President may select one or more assistants to aid the chapter advisory board chairman in the performance of his duties and responsibilities. The objectives and general duties of the chapter advisory board are as follows:

OBJECTIVES:

1. Look after the interests of Phi Delta Theta on the university/college campus and within the community where his chapter is located.
2. Provide guidance, stimulation, and stability to the chapter.
3. Promote and support the policies and programs of the General Fraternity within the chapter.

GENERAL DUTIES:

1. Attend chapter meetings.
2. Attend the chapter's executive committee meetings.
3. Attend the Phikeia meetings.
4. Attend occasional social functions as well as important alumni functions which are relevant to the chapter's operation.
5. Attend initiation ceremonies.
6. Counsel the chapter on its operations and activities.
7. Act as a liaison between the chapter and the university/college administration.
8. Serve as a liaison between the chapter and the house corporation, chapter alumni, and local alumni clubs.
9. Attempt to know all chapter members and Phikeias so they will seek advice on personal or Fraternity related matters.
10. Assist the housemother, resident adviser, and mother's club in their relationships with the chapter.
11. Assist the Province President with any special needs of the chapter.
12. Review the Red Letter Days Calendar and stress the importance of prompt submission to the General Headquarters.

PERFORMANCE GOALS:

1. Attend at least 50% of the formal chapter meetings.
2. Attend at least 50% of the executive committee meetings.
3. Attend at least two of the Phikeia meetings during each pledge period.
4. Attend initiation ceremonies.
5. Meet with General Headquarters representatives and review their report with the chapter.
6. Meet with the university/college officials when requested concerning the chapter's activities.

7. Address the following areas of fraternity life with the chapter leadership:
 - A. Phikeia education program.
 - B. Scholarship programming.
 - C. Financial management.
 - D. Hazing.
 - E. Drugs and alcohol problems.
 - F. Safety within the chapter house.
 - G. Risk management policies of the Fraternity and other liability issues.
 - H. Membership recruitment.
 - I. Relationship with alumni.
 - J. Relationship with the university/college and the community.

8. Meet with trustees of the house corporation at least once each academic period.

The purpose of the chapter advisory board chairman position description is to assist you in your goal of being the best chapter adviser that you can be. The men in your chapter really need and appreciate your assistance. If you have any questions, please call your Province President or the staff at the General Headquarters.

The Relevant Sections of *The Code of Phi Delta Theta* Pertaining to the Chapter Advisory Board Chairman

The Code of Phi Delta Theta consists of two sections: Constitution and the General Statutes. This is the working document that is amended at General Conventions, held every two years, and is what gives the General Council its authority. *The Code* is amended by delegates from all chapters of Phi Delta Theta, delegates of all Alumni Clubs, Past Presidents of the General Council, and all General Officers. *The Code* is one of the most under used and misinterpreted documents in Phi Delta Theta. Quite often, the undergraduate chapter is unaware of *The Code* and fails to refer to it when necessary. This is where the Chapter Advisory Board Chairman can be of assistance. Encouraging the use of *The Code* and reviewing it at periodic chapter meetings will only help the undergraduate brothers become more involved with the legislative aspects of the Fraternity. It is also advisable to have *The Code* at the regular chapter meetings in case the need arises where a reference must be made to the document.

Not only does *The Code* directly effect the undergraduate chapters, but it plays a big role in the Chapter Advisory Board Chairman's position as well. The following section reiterates what *The Code* states and is included to provide extra clarification for you, the Chapter Advisory Board Chairman. Each Chapter Advisory Board Chairman is supplied with a copy of *The Code* and if you find that you do not have one, contact the General Headquarters and it will be replaced.

Here are various excerpts from the General Statues of *The Code of Phi Delta Theta* that directly affect the Chapter Advisory Board Chairman:

Title IV – Provinces

Section 54. Duties of the Province Presidents. The president of each province or his assistant shall have special charge of the interests of the Fraternity therein, and it is his duty to encourage and aid all chapters, chapter advisory boards, alumni clubs, and house corporations therein and promptly notify the General Headquarters of any matters which may require the attention thereof and shall act as an advisor to the Survey Commission concerning colleges or universities located with the bounds of his province. The province president or his assistant shall perform other duties as the General Council may order or request.

Section 55. Province Meetings. The president of a province may call a province meeting at such a time and place as may be agreed upon. The expenses of holding a province meeting shall be borne by the chapters in the province.

Title VII – Chapter Meetings and Operation

Section 78. Regular Meetings. Each chapter shall hold regular meetings conducted according to the ritual at least once every week while college is in session. For sufficient reasons the president of the chapter may postpone any regular meeting to a time not exceeding two weeks from the last regular meeting; in which case, the warden, unless another member be appointed instead, shall notify all active members of the time fixed.

Title XI – Officers of Chapters

Section 113. Officers. The officers of each chapter shall be a President, Vice President, Alumni Secretary, Secretary, Treasurer, Warden, Phikeia Educator, Recruitment Chairman, Historian, Chaplain, Chorister, Librarian, Awards Chairman, Scholarship Chairman, Foundation Representative, and Risk Management Chairman.

Section 113.1. Eligibility for Office. Officers from each chapter shall be elected from the active members thereof. Members with scholastic delinquencies as stipulated in Section 149 of the General Statutes or members who are financially delinquent shall not be eligible for election to office or continuance in office.

Section 114. Terms of Office. The Treasurer, Vice President, Historian, and Alumni Secretary shall be elected for one year and the other officers may be elected for each term in the year.

Section 131. Chapter Advisory Board Chairman. The Province President shall select an adviser for each chapter in his Province from alumni members of the Fraternity nominated by the chapter. The term of office of the Chapter Advisory Board Chairman shall be the period between General Conventions. A Chapter Advisory Board Chairman may be removed by the General Council with the concurrence of the Province President. Interim appointments of the Chapter Advisory Board chairman necessitated by any vacancies will be made by the Province President with the concurrence of the active chapter. A Chapter Advisory Board Chairman may appoint one or more assistants but he shall retain full advisory responsibilities. In the case of long and satisfactory service a chapter may confer upon an adviser the honorary title of emeritus but without further advisory obligations.

Section 132. Duties of Chapter Advisory Board Chairman. It shall be the duty of the Chapter Advisory Board Chairman to visit the chapter frequently, to counsel with the chapter about its interest, to sign the copy of the monthly report of the chapter treasurer designed for the General Headquarters, and to act generally for the Fraternity in bringing important matters officially to the attention of the chapter. He shall also be invited to the Province Meetings.

Section 2

Phi Delta Theta Fraternity Chapter Advisory Board Program

The Chapter Advisory Board (“CAB”) program is designed to provide a wider base of support for our chapters and undergraduates, to involve more alumni and others in that process, to provide a support base for those involved, and to allow that volunteer experience to be an enjoyable one.

The basic premise of the CAB is that it be an advisory board composed of more than one individual and with each member having stated areas of responsibilities. The CAB should function as a board with periodic board meetings whereby the entire board can meet, discuss, brainstorm and enjoy each other’s company in the process. The CAB replaces the “chapter adviser” concept where there is/was one man expected to advise in respect to all areas of chapter operations. There must still be a man in charge and that is the Chairman of the CAB. His job can be compared to the chapter adviser role but with the existence and involvement of other CAB members who will provide support and decrease the workload that would otherwise exist with a sole chapter adviser position.

Please note that some of the job descriptions provided herein include the possibility of undergraduate membership or representation and that some could be filled by non-Phis (such as parents and/or university/college faculty and employees). There is certainly enough in terms of areas of chapter operations needing guidance in today’s world to give many people a position with substantive responsibilities. Meeting and working together as a board allows for camaraderie, ideas, support and division of responsibilities.

OVERVIEW

Each CAB can consist of up to ten board members, each of whom is responsible for a specific area. While a ten-member board would be optimal, positions can be consolidated with fewer members. Responsibilities and areas of interest for each of the positions are the following. More extensive descriptions are provided in these materials.

1. CAB Chairman: Board member who works with chapter president, executive committee, relations with the university, relations with the community, relations with the General Fraternity, and rectitude; he is also chairman of CAB meetings.
2. Recruitment and Phikeia Education Board member.
3. Financial Adviser Board member.
4. Facilities Adviser Board member.
5. Alumni Relations Board member.
6. Scholarship and Career Development Board member.
7. Risk Management Board member.

8. University Representative (chosen from university/college faculty or administration) Board member.
9. Undergraduate Chapter President as ex-officio Board member.
10. Alumni Club Representative (if applicable) as ex-officio Board member.

For Chapters with physical structures, it is recommended that positions 1, 3, and 4 be either *ex-officio* or voting members of the house corporation Board.

What A CAB Should Be: It should be an enjoyable endeavor. The program is designed to involve a number of volunteers for a variety of reasons: camaraderie through numbers, inter-CAB support through the involvement of several alumni and adults who function as a group, greater number of ideas as a product of a group effort, and a division of responsibilities to minimize the burnout factor.

The Structure Provided Herein: There is nothing magic or mandatory about the structure provided in these materials. These are guidelines and idea sources. There are a variety of situations which can impact the design of your CAB such as geographic distribution of alumni, size and age of the chapter, and other factors. Those factors may require modifications of this CAB program for your chapter. Some positions might be consolidated. Meeting times and frequencies may differ. The important aspects are getting more people involved in working with and advising the various aspects of chapter life and performance, defined areas of responsibility, and tailoring the program so it is workable for your chapter and the CAB members who will be involved.

What A CAB Cannot Be: It cannot run the chapter. Your effectiveness will be your ability to lead by advising which means there must be a degree of respect for the CAB by the membership. Ideas and direction are provided by the CAB. Expect that ideas and suggestions will not always be followed. That is part of the learning experience for our undergraduate members. There can be occasions, however, where some course of action must be followed. In those situations your judgment on the approach needed will be required. Your Province President and the General Headquarters staff can assist you with ideas and possibilities.

Special Circumstances: Okay, so there will be some circumstances where we have reached that point where the undergraduate members are not being successful and something significant needs to happen. In those circumstances, contact your Province President and come up with a suggested game plan with him. If it involves questions of the authority of the CAB to take a certain direction or directions, the Province President can seek approval from the General Council of a program to get the job done. The program submitted for approval should be well thought out between the CAB and the Province President.

General Words of Wisdom: Use your Province President, leadership consultant visits and General Headquarters staff (Alumni Services Director and Director of Chapter Services, tel. 513-523-6345) for ideas and also for feedback as to successes, improvements and suggestions for the CAB program.

Recruitment

CAB Chairman: The CAB chairman is appointed by the Province President. As noted above and in the following job description for the CAB chairman, this position is comparable to the Chapter Adviser position. He is the chairman of the CAB. His appointment by the Province President is consistent with *The Code of Phi Delta Theta* (Sections 54(h) and 131). This involves merely a title change and the title of CAB Chairman will replace that of “chapter adviser” for those chapters which have a CAB.

Other CAB members: These are recruited and chosen by the CAB chairman. He is the individual who generally will be best suited to recruit other board members. Sources which can be utilized by him include: the Province President; area alumni clubs; donor lists obtained from the Headquarters; letters from the Headquarters to area alumni and parents of undergraduates soliciting expressions of interest; and advertisements in *The Scroll* and on the official Phi Delta Theta web page (www.phideltatheta.org) seeking volunteers. Parents of undergraduates and college/university non-Phis can also fill some of the CAB positions and can be valuable assets. Please note that adult males, if they have never been initiated into a similar fraternity, can be candidates for initiation into Phi Delta Theta under Section 12 of the *Constitution of Phi Delta Theta*. Some of Phi Delta Theta’s greatest volunteer officers have been and are Phis who were initiated later in their adult life. Recent graduates and graduate students may also be able to fill some of the CAB positions.

Notes & Suggestions

Positions that might be combined depending upon the needs of the CAB would include: the facilities and the risk management advisory positions; the membership recruitment and education positions and the scholarship and career development positions.

If the chapter has a house mother or resident adviser, it might be advantageous to invite that person to attend portions of selected meetings so that he or she can provide opinions, observations and recommendations.

Chapter and Executive Committee Meetings

A goal should be to have at least one member of the CAB attend each chapter and executive committee meeting. The chairman of the CAB should attend at least two chapter and executive committee meetings per month if other CAB members cover the other meetings.

TO ASSIST THE RESPECTIVE CAB MEMBERS, THE FOLLOWING MATERIALS ARE AVAILABLE:

The Code of the Phi Delta Theta Fraternity

The Chapter Operations Assessment

The chapter's bylaws

Example campus/public relations programs

Risk Management Services

Event Planning forms & information

Example scholarship programs

Current mailings from the Education Commissioner

Treasurer's Manual

President's Manual

Vice President's Manual

Web Site/e-mail addresses

Chapter Advisory Board Manual

Retreat Manual

The Phikeia Program

Alumni Secretary's Manual

The Awards Chairman's Manual

The Scholarship Chairman's Manual

Copies of Fraternal Law

Alcohol-Free Housing Program

Leadership Consultant Visits

Province President Visits

Leadership Conferences

House Corporations Manual

Phi Delta Theta Fraternity

Position Description

POSITION: Chapter Advisory Board Chairman

REPORTS TO: Province President

BASIC FUNCTION:

Serves as the Chairman of the Chapter Advisory Board (CAB). Supervises the activities of the other board members and keeps all parties informed of progress and new development. Works with chapter president and executive committee to oversee chapter operations and to create chapter programming. Works with the university to maintain relations between the chapter, the General Fraternity, and the Greek Official/Dean of Students.

RESPONSIBILITY TO POSITION:

- Convene monthly meetings of the Chapter Advisory Board.
- Recruit and appoint other members to the CAB.
- Work with the chapter president and other officers at the weekly executive meetings in the implementation of the *Chapter Operations Assessment*.
- Meet with the campus Greek Official once per semester to monitor progress of the chapter and discuss campus issues.
- Work with the chapter community service chairman, social chairman, and house manager to develop a positive public relations program.
- Work with the chapter vice president to ensure prompt submission of all reports to the General Headquarters.
- Work with the chapter awards chairman in the preparation of the appropriate awards reports, both for the campus and the General Fraternity.
- Conduct at least two retreats for the chapter each year.
- Report periodically to the Province President on the progress of the chapter.
- Conduct along with the executive committee a recruitment workshop prior to each semester/recruitment period.
- Works with the executive committee to establish chapter goals for the academic year.

Phi Delta Theta Fraternity Position Description

POSITION: Financial Adviser

REPORTS TO: Chapter Advisory Board Chairman

BASIC FUNCTION:

Serves as the financial chairman for the Chapter Advisory Board (CAB). This responsibility focuses upon advising the treasurer in the development and maintenance of a sound financial base for the chapter. Responsibilities for this position are listed below. Additional resources can be found in the Treasurer's Manual.

RESPONSIBILITY TO POSITION:

- Attends: Chapter Advisory Board meetings, officer retreats, Leadership Consultant meetings, Province President meetings, and meetings with the treasurer (at least monthly).
- Assists in the development of membership and/or housing contracts, promissory notes, and a budget.
- Serves as an ex-officio member of the financial, budget, delinquencies, and any other committees that have to do with chapter finances.
- Approves chapter budget, contracts, financial bylaws, and any payment plans or promissory notes.
- Help to educate the members on the financial obligations of Phi Delta Theta and their importance to the chapter.

RESPONSIBILITY TO TREASURER:

- The advisor must make sure that the officer is keeping up on all items of paperwork that are necessary for General Headquarters points. These include, but are not limited to: GHQ bills and the yearly budget. The advisor must make sure that these reports are being filled out appropriately. General Headquarters asks for this information to ensure that no improprieties are going on within the chapter.
- Help the treasurer in the enforcement of Sections 148 and 155(a) of *The Code of Phi Delta Theta*. To paraphrase section 148, it states that every member of Phi Delta Theta is responsible for any monetary obligations asked of him by the chapter. Section 155(a) gives the right to discipline a member for being delinquent in one's accounts.
- Ensures that all tax forms are turned in on time and are accurate to the best of the chapter's knowledge.

RESPONSIBILITY TO CHAPTER:

- Develop ways to help promote fundraising ideas amongst the chapter members.
- Promote smooth transition between the incoming and outgoing treasurer.
- Develops a good rapport with the chapter so members will respect and follow suggestions.
- Have an annual meeting to explain the financial state of the chapter and to answer any questions about the budget or the billing procedures.

Phi Delta Theta Fraternity Position Description

POSITION: Chapter Advisory Board Facilities Manager

REPORTS TO: Chapter Advisory Board Chairman

BASIC FUNCTION:

Works with the chapter House Manager to ensure that the physical plant remains in good order. The Plant Manager also works with the chapter in the area of fundraising. The Plant Manager can be a parent of a member or any other interested adult in the community.

RESPONSIBILITY TO POSITION:

- Supervise the regular maintenance of the chapter house, including all scheduled maintenance and any emergency repairs.
- Supervise and administer to any employee of the chapter and/or house corporation (cook, janitor, housemother, etc.)
- Assist the House Manager in the creation and implementation of a chapter maintenance and cleanliness program.
- Arrange for the chapter an annual Fire/Safety inspection and program.
- Work with the chapter Fundraising Chairman to develop a program to fund facility improvements.
- Work with the house corporation/local alumni club to develop a strategic long-term fundraising campaign targeted towards the chapter's alumni.
- Assist the chapter in the creation and maintenance of a building fund (a.k.a. sinking fund). A building fund is created by having a small portion of each member's dues designated for deposit in this fund for the purposes of an eventual renovation, remodeling, purchase of a new property, or in the case of an emergency such as a boiler needing replaced, etc.

Phi Delta Theta Fraternity Position Description

POSITION: Membership Recruitment and Education Chairman

REPORTS TO: Chapter Advisory Board Chairman

BASIC FUNCTION:

Serves as the membership recruitment and membership education chairman for the Chapter Advisory Board (CAB). Supervises, and advises the activities of the undergraduate chapter's membership recruitment and membership education programs. Works with the chapter recruitment chairman and recruitment committee to coordinate the recruitment program of the chapter. Also serves as a liaison between the local alumni and the local chapter to organize events and support. Works with the Phikeia Educator and the Pallas committee to oversee the proper education of the Phikeia. Creates and develops programming, with the undergraduate members, for the new member education program.

RESPONSIBILITY TO POSITION:

- Attend the monthly meetings of the Chapter Advisory Board.
- Attend at least one chapter meeting per month.
- Supervise the activities of the recruitment chairman, and meet with him at least once a week during the academic year, and several times during the summer break.
- Assists in planning and organization of the chapter's recruitment program for both the summer and academic year.
- Help facilitate pre/post recruitment workshops for the chapter.
- Conduct these workshops with the support from local alumni and the General Headquarters.
- Help the recruitment chairman and the chapter set realistic recruitment goals.
- Coordinate with the local alumni club, or area alumni, to receive recruitment recommendations and to participate in chapter's recruitment program.
- Approve and coordinate location for recruitment events. (During summer, or if chapter does not have chapter house)
- Meet with the Phikeia Educator to help plan and organize a positive and constructive new member education program for the chapter.
- Meet weekly with the Phikeia Educator, Phikeia education committee, and Pallas committee.

- Serves as an ex-officio member of the pledge education committee and Pallas Committee.
- Attend all Phikeia class meetings during the pledge period.
- Know and understand *The Phikeia Program*. Encourage the use of the program with the undergraduate chapter.
- Discuss and establish the goals and objectives of the Phikeia Educator and pledge program.
- Remind the chapter and Phikeia Educator of the goals throughout the pledge program, when necessary.
- Sees that all pledge and initiation documents and dues are paid to the General Headquarters on time and in full.
- Ensure that all recruitment and pledging programs are conducted in accordance with *The Risk Management Policies of the Phi Delta Theta Fraternity*.
- Perform any and all other incidental duties at the direction of the CAB Chairman, Province President, or the General Headquarters.

Phi Delta Theta Fraternity Position Description

POSITION: Alumni Relations Board Member

REPORTS TO: Chapter Advisory Board

BASIC FUNCTION:

Serves as the alumni chairman for the Chapter Advisory Board (CAB). This person will serve as the liaison between the chapter and the alumni club and coordinate efforts to enhance the relationship between undergraduate chapters and their respective alumni club.

RESPONSIBILITY TO POSITION:

- To inform the chapter of any upcoming events sponsored by the alumni club.
- Assists in the coordination of Founders Day.
- Assists in the planning for chapter and campus anniversaries.
- Informs the undergraduate chapter of alumni achievements.
- Assists in the organization of co-sponsored activities between the chapter and the alumni.
- Assists the chapter in developing strong alumni relations.

Phi Delta Theta Fraternity Position Description

POSITION: Scholarship and Career Development Board Member

Possible position titles:

- Chapter Academic Advisor
- Alumnus Academic Advisor
- Alumnus Scholarship Coordinator
- Alumnus Scholarship Advisor

REPORTS TO: Chapter Advisory Board Chairman

BASIC FUNCTION:

The responsibility of the (INSERT TITLE) is to primarily oversee the chapter and its operations in fulfilling our quest to live up to, and exceed in the second principle of our fraternity; Sound Learning. He will assist the chapter in setting and achieving goals and to help set academic standards for individuals as well as the chapter.

(This description could definitely be expanded on.)

RESPONSIBILITY TO POSITION:

- Assist the chapter in setting and achieving realistic chapter goals pertaining to scholarship.
- Approves the chapter's scholarship program, the scholarship section of the bylaws and rules and programs for members below the chapter's requirements for good standing.
- Knows campus procedure for release of both brother and Phikeia grades.
- Understands and transmits the Fraternity's philosophy and goal of encouraging each member and Phikeia to achieve his academic potential.
- Reviews the *Scholarship Chairman's Manual* with each scholarship chairman upon election to his office.
- Enforce Fraternity, chapter, campus and IFC scholarship requirements.
- Encourages the scholarship chairman to use his committee effectively and to use creative and innovative ideas in scholarship programming.

- Reviews and explains the scholarship expectations set forth in *the Chapter Operations Assessment*.
- Meets with officer and committee prior to each semester to review the current scholarship program and look for ways to update and improve the program.
- Works with area alumni to assist in securing local prominent Phi Delts to discuss the business world and the key to success.
- Works with scholarship chairman and committee to see that an awards and incentives program is implemented and utilized on a semester basis.
- Explains the workings and benefits of the Phi Delta Theta Educational Foundation and assist the chapter's nominee with his application process.
- Ensures that the chapter is aware of, and applies for the General Fraternity scholarship awards.
- Introduces himself and meets with the Phikeias during a Phikeia class meeting to discuss the scholarship requirements of the chapter, campus and IFC.
- Sees that the scholarship chairman notifies the president of members whose scholastic average falls below the chapter good standing requirement
- Encourages the chapter to maintain an environment conducive to good study habits.
- Encourages members to take advantage of professional assistance with academic problems.
- Encourages members to make scholarship a priority during the membership selection process.

IN ORDER TO ASSIST THE ADVISOR IN FULFILLING HIS OBLIGATIONS, THE FOLLOWING MATERIAL WILL BE PROVIDED:

The Code of Phi Delta Theta

The Scholarship Chairman's Manual

The Chapter Operations Assessment

The chapter's bylaws

Example scholarship programs

The Award Chairman's Manual

Current mailings from the Education Commissioner

Phi Delta Theta Fraternity Position Description

POSITION: Risk Management Advisor

REPORTS TO: Chapter Advisory Board Chairman

BASIC FUNCTION:

Serves as the risk management chairman for the Chapter Advisory Board (CAB). Supervises and advises the activities of the undergraduate chapter's risk manager and the chapter's social chairman. Works with the chapter to ensure their social program follows the *Phi Delta Theta Risk Management Policies* and the local college or university's social guidelines. Works with the Phikeia Educator to ensure the new Phikeia class is educated on the principles of risk management and the above mentioned policies.

RESPONSIBILITY TO POSITION:

- Attend the monthly meetings of the Chapter Advisory Board.
- Attend at least one chapter meeting per month.
- Supervise the activities of the chapter's risk manager, and meet with him at least twice a month during the academic year, and at least once during the summer break and Christmas break to help oversee the planning of the social calendar for the upcoming semester.
- Utilizing the General Headquarters and outside resources, help facilitate and plan risk management workshops for the chapter and Phikeia class which include, but are not limited to, the following topics:
 - Basic risk management * Phi Delta Theta's Risk Management Policies * chapter liability insurance * hazing * fire prevention planning * crisis management * chapter house maintenance and kitchen safety * alcohol awareness * chapter event planning * etc.
- Conduct above workshops with the support from the local alumni and the General Headquarters.
- Know, understand, and, if necessary, enforce Phi Delta Theta's Risk Management Policies, the local university or college's social guidelines, and Phi Delta Theta's Crisis Management plan.
- Help maintain a filing system consisting of minutes from risk management committee meetings and file copies of Event Planning Forms.
- Along with the CAB Chairman coordinate accident investigations and claim reports to the General Headquarters.

- Have a thorough understanding of the *Event Planning Program* offered by General Headquarters and help supervise the event planning process for each chapter event.
- Meet with the University/College official responsible for risk management at least once per term/semester.
- Perform along with the risk manager and house manager (if applicable) a fire and life safety inspection of the chapter living facility each semester. If improvements need to be made contact the appropriate representative on the chapter's house corporation.
- Meet with the chapter's house manager (if applicable) at least once per term/semester to ensure a comprehensive fire safety program is in place including, but not limited to the following guidelines:
 - Weekly inspections of all fire safety systems * unannounced quarterly fire drills * regular chapter house inspections * evacuation routes and emergency phone numbers posted * compliance with local fire, safety and health codes.
- Perform any and all other incidental duties at the direction of the CAB Chairman, Province President, or the Director of Risk Management at General Headquarters.

Phi Delta Theta Fraternity Position Description

POSITION: University Representative Board Member

Possible position titles:

- Chapter Faculty Advisor
- Alumnus Faculty Advisor
(Dependent on if the faculty member is a Phi Delta Theta alumnus)
- Chapter Faculty representative
- Campus Faculty Advisor

REPORTS TO: Chapter Advisory Board Chairman

BASIC FUNCTION:

The responsibility of the (INSERT TITLE) is to primarily oversee the chapter and its operations in utilizing the campus and administrative resources to the best of their ability. This person will serve as a liaison between the chapter and the institution and coordinate efforts to educate the members and enhance the relationship between the institution and chapter on a continual basis.

(This description could definitely be expanded upon.)

RESPONSIBILITY TO POSITION

- Assist the chapter in setting up educational public relations programming.
- Assists in the organization of several public relation events for Greeks, non-Greeks and the campus.
- Ensure a campus representative conducts a workshop covering the importance of Greek relations.
- Encourage that each brother be involved in at least one other campus organization other than the Fraternity
- Assist in the creation of a public relations chairman and committee.
- Assist in the organization of a workshop for upperclassmen concerning graduate schools and other secondary education issues such as taking the GRE, LSAT, MCAT etc.
- Help uphold Fraternity, chapter, campus and IFC regulations.
- Encourages the public relations chairman to use his committee effectively and to use creative and innovative ideas in public relations programming.

- Reviews and explain the institutional expectations set forth in *Chapter Operations Assessment*.
- Meets with officer and committee prior to each semester to review the current public relations program and look for ways to update and improve the program.
- Works with area alumni to assist in securing local prominent Phi Delta Theta alumni to discuss public relations and the importance of networking.
- Ensures that the chapter is aware of, and applies for the General Fraternity awards.
- Introduces himself and meets with the Phikeia during a Phikeia class meeting to discuss the importance of living up to the expectations of the chapter, campus and IFC.
- Encourages the chapter to maintain an environment conducive to a high standard of morality.

IN ORDER TO ASSIST THE ADVISOR IN FULFILLING HIS OBLIGATIONS, THE FOLLOWING MATERIALS WILL BE PROVIDED:

The Code of Phi Delta Theta
 The Faculty Adviser's Program
Chapter Operations Assessment
 The chapter's bylaws
 Example campus/ public relations programs
The Award Chairman's Manual
 Copies of *Fraternal Law*

Phi Delta Theta Fraternity Position Description

POSITION: Alumni Club Representative

REPORTS TO: Chapter Advisory Board Chairman

RESPONSIBILITY TO POSITION:

- Attend all alumni club meetings and regularly scheduled meetings.
- If an alumni club does not exist, create one to be utilized to its fullest.
- Work closely with the chapter and alumni club to keep them continuously updated on issues within the chapter and General Fraternity.
- Help the chapter initiate the following events: Founders Day, Homecoming, Alumni Newsletter, and a joint schedule of events.
- Work with the alumni to have the volunteers work closely with the undergraduates to conduct and execute programming for the following events: social, alumni, membership recruitment, career planning, and internships.

SAMPLE LETTER: Invitation to organizational meeting for chapter advisory board

(date)

Dear Brother (*last name*):

The members of the (*chapter*) chapter of Phi Delta Theta at (*name of college/university*) are in the process of generating increased alumni involvement. In years past our chapter has functioned without the benefit of proper local alumni guidance. We have decided to take advantage of the added benefit alumni advisers can provide through a *Chapter Advisory Board* (CAB). The General Fraternity has created this program to help chapter advisers and the members of Phi Delta Theta better run their chapters.

The CAB will be comprised of up to ten Phi Delta Theta alumni, like yourself, who will assist (*chapter*) officers and members in all aspects of chapter operation. Each board member will be responsible for an area of concentration such as scholarship and finances. As the current chapter adviser of (*chapter*) I will serve as chairman of the CAB. I am enthusiastic about the potential improvement that the chapter can make due to a board of advisers.

In the Greek community today it is very important, for the continued success of our chapter, that we get help from our alumni brothers. As we are sure you can see the benefits of being a member of Phi Delta Theta, you can also see the need for a program such as a CAB. We would like for you to help us become better. We are asking Phis to join us in the creation of an outstanding CAB program. You are invited to the organizational meeting that we are holding to begin formation immediately.

Chapter Advisory Board Informational Meeting

(date)

(place – be sure to include complete address)

(time)

We are excited about this new development in our chapter and feel it will provide a needed aspect formerly absent from our operations. If you have any questions, need directions, or can not attend, please call me at (*phone number*) or write (*address/e-mail address*). I look forward to your participation at our meeting.

Yours in the Bond,

(*your name*)

(*chapter*)

Chapter Advisory Board Chairman

c: Province President
Chapter President

SAMPLE LETTER: Acknowledgement for attending or joining CAB

(date)

Dear Brother *(last name)*:

Our Chapter Advisory Board organizational meeting held on *(date)* was a great success. I would like to thank you for your attendance at this important event.

Much was accomplished and we are all very excited. The current and future members of Phi Delta Theta will continue to benefit from the advances that the chapter and CAB will make. Especially, we would like to thank you for your commitment to *(chapter)*. We realize how lucky we are to have such a knowledgeable individual to advise us in our chapter operations. Here is a list of Phis that have agreed to help us and the area of their concentration:

<i>CAB Member's Name</i>	<i>CAB Position</i>

Again, I would like to extend our appreciation to you for your interest and help with the Chapter Advisory Board. We look forward to working with you. Our next meeting will be *(date)*, *(place)*, *(time)*.

Yours in the Bond,

(your name)

(chapter)

Chapter Advisory Board Chairman

c: Province President

Chapter President

SAMPE LETTER: Announcement of CAB formation

(date)

Dear Brother *(last name)*:

It is my pleasure on behalf of the *(chapter)* of Phi Delta Theta to inform you of our newly formed *Chapter Advisory Board (CAB)*.

As chairman of the CAB, I am very enthusiastic about how this will help improve operations at our chapter. The CAB is comprised of *(number of CAB members)* Phi Delta Theta alumni, much like yourself, that will assist *(chapter)* officers and members in all aspects of chapter operation. Each board member will be responsible for working with specific chapter individuals, and an area of concentration such as scholarship and finances. The current chapter members are also excited about the increased alumni contact and mentoring.

If you would like to find out how you can help, or if you have some questions, please feel free to contact me at *(phone number)* or *(address/e-mail address)*. We hope you are as excited about this new development as we are. It will ensure the continued success and development of *(chapter)*.

Yours in the Bond,

(your name)

(chapter)

Chapter Advisory Board Chairman

c: Province President
Chapter President

Phi Delta Theta Fraternity
Chapter Advisory Board Chairman Report to Province President

Date of this Report: _____

Financial Adviser:

Met with chapter treasurer on: _____

Attended chapter meeting on: _____

Attended advisory board meeting on: _____

Comments and/or progress: _____

Facilities Management Adviser:

Met with house manager on: _____

Attended chapter meeting on: _____

Attended advisory board meeting on: _____

Comments and/or progress: _____

Phikeia Education Adviser:

Met with Phikeia Educator on: _____

Attended chapter meeting on: _____

Attended Phikeia class meeting on: _____

Comments and/or progress: _____

Recruitment Adviser:

Met with recruitment chairman on: _____

Attended chapter meeting on: _____

Attended advisory board meeting on: _____

Comments and/or progress: _____

Scholarship & Career Development Adviser:

Met with scholarship chairman on: _____

Attended chapter meeting on: _____

Attended advisory board meeting on: _____

Comments and/or progress: _____

Risk Management Adviser:

Met with chapter risk management chairman on: _____

Attended chapter meeting on: _____

Attended advisory board meeting on: _____

Comments and/or progress: _____

University Representative Adviser:

Met with chapter public relations chairman on: _____

Attended chapter meeting on: _____

Attended advisory board meeting on: _____

Comments and/or progress: _____

Alumni Relations Adviser:

Met with chapter alumni secretary on: _____

Attended chapter meeting on: _____

Attended advisory board meeting on: _____

Comments and/or progress: _____

Alumni Club Representative:

Met with chapter alumni secretary on: _____

Attended chapter meeting on: _____

Attended advisory board meeting on: _____

Comments and/or progress: _____

Member-at-Large:

Comments and/or progress: _____

Section 3

Chapter Operations

Chapter Reports Due to the General Headquarters

In order to better service the undergraduate chapters, the General Headquarters asks for periodic submission of various reports from certain officers. The *Red Letter Days Calendar*, is supplied to each chapter of Phi Delta Theta. You should have received a copy of this calendar with this notebook. If you did not please contact General Headquarters and one will be sent to you.

The Chapter President, the Vice President, and the Treasurer are all forwarded a copy of the Red Letter Days Calendar. This is to make each of these officers aware of the periodic due dates for different reports. In addition to the Red Letter Days Calendar, the chapter is sent a copy of the report which is approaching and this copy is sent to the officer which it affects. An example is the Fall Report Packet and the Risk Management Affidavit, which are due by October 31 from the President. This report is e-mailed to the president several weeks in advance of the due date. As the chapter advisory board chairman, you get a copy of all correspondence sent to the chapter from the General Headquarters. This example shows that you would also receive a copy of these two reports so that you are made aware of the mailing and then can assist the General Headquarters in ensuring that the president submits the Fall Report Packet by October 31.

Many of the reports are assigned points which are tabulated at the General Headquarters. A chapter is awarded the points when a report is submitted on time. The point system is clearly stated on the *Red Letter Days Calendar* and the *Award Chairman's Manual* specifies the relevance of these points. The points are accumulated throughout the year and in May, they are totaled and prepared for the Awards Committee meeting. A chapter submitting all its reports on time is the recipient of the General Headquarters Trophy. This means all 150 possible points were accumulated by the chapter. This award is presented at the General Convention or at a Leadership Conference, depending on the year. As for the chapters that do not receive 150 points, they do not receive a GHQ Trophy, but the points still play a crucial role in the General Fraternity awards process. A chapter must compile at least 120 points to be eligible for a Gold Star Award, 105 points for a Silver Star Award, and at least 75 points for an Improvement Citation. As you can see, reports to the General Headquarters play a large role in the success of a chapter. If a chapter is motivated by recognition, there is not better way to be rewarded than to have enough GHQ points to be eligible for General Fraternity awards.

The Chapter Advisory Board Chairman should include himself in the report process by maintaining contact with the chapter's Vice President. As this is the officer who is charged with the duty of ensuring that his officers are fulfilling their individual responsibilities, he should be watching the reports being sent to the General Headquarters. There is a checklist on the Red Letter Days Calendar and periodic inspection of this area by the Chapter Advisory Board Chairman will help reinforce the Vice President's position.

Reports Required by the General Fraternity

Throughout the academic year, there are several reports and dues that each chapter is required to forward to the General Headquarters. To assist chapters in the timely submission of these items, the Officer's Efficiency (Red Letter Days) Calendar was devised. The calendar itemizes which reports are to be completed and forwarded by the appropriate officer to the General Headquarters.

The vice president should ensure that each officer is knowledgeable of the reports he is required to complete. It is highly recommended that each officer required to submit a report maintain a copy of the Red Letter Days Calendar in his officer's file for quick reference. Attached to several of the reports is a point value that will be credited to the chapter for the submission of the report prior to the denoted deadline. Chapters that accumulate a total of 150 General Headquarters points will be recognized with a General Headquarters Trophy.

Listed below are some of the reports/dues included on the *Red Letter Days Calendar*, beginning with the reports for which the president is responsible:

PRESIDENT

Fall Report Packet – Due October 31

The fall report packet takes care of the necessary reports which include the Risk Management Affidavit and the Chapter Officers List (to be filled out via the web site only). Failure to submit the risk management affidavit may result in a 10% debit on your chapter's liability insurance bill the next year. This report provides valuable information on chapter practices and aids in quality communication with the chapter.

Spring Report Packet – Due April 1

The spring report packet is comprised of the Spring Roster Status Change Report, Officers List/Summer Contacts, and Convention Credentials and/or Leadership Conference Registration.

VICE PRESIDENT

Chapter Officers List – Due immediately following an election

This report includes all officers, Bond numbers, and term of office. Also provides basic chapter information for correspondence.

Biographical Data Card – Due within 10 days after formal pledging

Each Phikeia fills out a biographical data card. It provides the General Fraternity valuable information for its permanent records. The Phikeia should sign both the front of the bio card and the Guaranteed Rights of a Phikeia on the back. The Historian is responsible for submission of the cards to General Headquarters.

Initiation Record – Due within 10 days after initiation

The record lists all initiates, their Bond numbers, and date of initiation. It also lists any Phikeia who have been held over or depledged.

TREASURER

Insurance Premium – October 1

Annual payment of liability insurance premium. The figure is derived on a per member basis. Property insurance is also due at this time. The insurance payments may be coordinated with the house corporation. Payment shall be remitted to the James R. Favor Company if you represent a chapter in the United States, or to General Headquarters if you represent a Canadian chapter.

Phikeia Dues – Due within 10 days after formal pledging

A one-time fee per Phikeia.

Initiation Dues – Due within 10 days after initiation

A one-time membership fee entitling brothers to all the rights and privileges of Phi Delta Theta. Included in the fee is a Membership Card and a lifetime subscription to *The Scroll*.

Convention Fund & Leadership Conference Fund - Due October 15 (fall installment) - Due April 15 (spring installment)

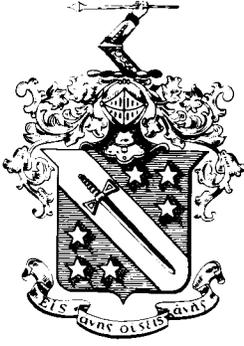
Chapters contribute to this fund twice a year. The payments placed in the account which provides reimbursement for the official chapter delegates at the General Convention and the various Leadership Conferences held each year.

Membership Dues – Due February 28

These annual membership dues are billed to the chapter at \$75 per member.

AWARDS CHAIRMAN

The awards chairman has a number of award applications to submit to the General Headquarters, most of which are due toward the latter part of the academic year. Each of these awards is explained in great detail in the *Award Chairman's Manual*. Consult the Red Letter Days Calendar for the appropriate due date.



PHI DELTA THETA FRATERNITY Fall Report Packet

Dear Brother President:

This Fall Report Packet is designed to take care of various administrative tasks early in the school year. New items for this report are the submission of initiation records and Phikeia biographical data cards to ensure proper recordkeeping. Initiation record forms and several Phikeia biographical data cards were included in your chapter's fall supplies packet that should be referenced for this report.

Also keep in mind this report is worth 25 General Headquarters points which will be applied to the Gold Star Award, the GHQ Trophy, and several other award criteria, so timely submission is crucial.

As the president, you will be required to complete and postmark this packet by **October 31st**. In this packet you will find instructions, the return address to send it to, as well as the actual report.

The other reports include the Risk Management Affidavit and the Chapter Officers List. Both of these reports are crucial in the proper administration of your chapter. Simply follow the instructions on the risk management affidavit and return it to the General Headquarters as soon as possible.

Please review the instructions carefully on the initiation record form. **Remember to submit this form even if your chapter is currently up-to-date with General Headquarters in order to receive the appropriate GHQ points.**

Good luck with the fall term!!! We are confident the upcoming academic year holds much promise and prosperity for you, your chapter and indeed, the Phi Delta Theta International Fraternity. If I can be of assistance, please do not hesitate to contact me at the General Headquarters.

Yours in the Bond,

Jacob A. Kingdon
Director of Chapter Services

THIS REPORT IS WORTH A GRAND TOTAL OF 25 GHQ POINTS

INSTRUCTIONS FOR THE FALL REPORT PACKET

Due Date: October 31

Risk Management Affidavit

- PURPOSE

The purpose of this affidavit is to ensure the chapter officers have a thorough understanding of the risk management policies of Phi Delta Theta. It is expected that each member of the chapter have a thorough knowledge and understanding of the risk management policies.

- INSTRUCTIONS

Simply read the requirements on the report and plan to accomplish each of these tasks. Once you have completed a certain section, check it off so you know it has been completed. Once all of the requirements have been checked off, have each officer sign on the space provided at the bottom of the page. In addition, the chapter advisory board chairman's signature and the date the report was finished will be required for the document to be complete. Failure to turn in this portion of the Fall Report Packet prior to December 31 will result in your chapter being deemed a "high risk chapter" and a 10% debit will be added to your chapter's insurance bill for next year.

Chapter Officers List

- PURPOSE

To ensure quality communication with your chapter and chapter advisory board chairman, we require the Chapter Officers List. With the Chapter Officers List, we can keep you up-to-date on the happenings of the Fraternity. Also, at certain times, mailing of various parcel items and such is required; therefore correct addresses are crucial to our operations. This is the simple, yet imperative reason for the Chapter Officers List.

- INSTRUCTIONS

Please visit the official Phi Delta Theta web site and enter the "My Phi Forum" section. This portion can be filled out on-line.

Initiation Record & Phikeia Biographical Data Cards

- PURPOSE

To ensure General Headquarters has accurate and up-to-date membership records for your chapter. This ensures your new brothers receive their membership card and membership certificate in a timely fashion. This also helps to ensure your membership roster is correct for insurance and membership dues billing.

- INSTRUCTIONS

Initiation Record – Please fill out the form by using the initiated brothers FULL name, his Bond number (remember never to skip a Bond number), and the date of initiation. If any of the new brothers do want a membership badge then check the appropriate column. Your chapter will be sent the badge(s) and billed at the normal rate of \$25/badge. If one of your Phikeia failed to be initiated, please list that persons name and give a brief description of the reason why he was not initiated.

Phikeia Biographical Data Cards – Within ten (10) days of pledging, each Phikeia should fill out the card in its entirety and once all the cards are collected they should be submitted to General Headquarters.

Mail all the completed forms to the **Phi Delta Theta General Headquarters, 2 South Campus Avenue, Oxford, Ohio 45056-1872** and ensure it is **postmarked** by October 31.

PHI DELTA THETA FRATERNITY

Risk Management Affidavit

We, the officers of _____ chapter of Phi Delta Theta Fraternity, are aware of the expectation that our chapter facilities and property are to be alcohol-free, according to the risk management policies of Phi Delta Theta. This expectation has been reviewed and explained to the Chapter brothers and Phikeia.

We are committed to upholding this policy as part of our assigned duties as officers of this Chapter. Further, we understand that any violation of this expectation can lead to the suspension of the Chapter’s charter, suspension or expulsion of members and removal of officers from office by the General Council. We also understand that alleged or suspected violations of the policy will lead to an immediate investigation to be conducted by the General Fraternity to determine if the Chapter has violated the policy.

Further, as officers we will ensure each of the following is completed:

- The Chapter President shall read the Risk Management Policies, Section 135 of *The Code*, and the “Message From the President of the General Council” in their entirety during a chapter meeting and a Phikeia meeting at the beginning of **each** academic term.
- A copy of the Risk Management Policies, Section 135 of *The Code*, “The Message From the President of the General Council” and *The Statement on Standards of Responsibility* shall be posted at the beginning of each academic term on the chapter bulletin board or other appropriate place within the chapter facility for a period of not less than two weeks.
- All social functions sponsored by the chapter will adhere to the Risk Management Policies of Phi Delta Theta Fraternity and the host institution. Also, all social events will adhere to all applicable federal, state and local laws and ordinances.
- The chapter shall develop a written Phikeia education program before the beginning of the term Phikeia education period. This program shall show in detail the activities planned and the responsibilities of the Phikeia and initiated members, from formal pledging to initiation.
- The Chapter President shall review the Crisis Management Plan with the members of the Executive Committee at the beginning of each academic term.
- The undersigned officers recognize their duties to uphold the laws, rules, regulations and policies of the Phi Delta Theta Fraternity.

President	Vice President	Treasurer
Risk Management Chairman	Recruitment Chairman	Phikeia Educator
Social Chairman	Chapter Advisory Board Chairman	House Manager (if applicable)
Chapter Designation (i.e. Ohio Alpha)		Date Completed

Failure to submit this report by December 31 will result in a 10% debit for your chapter on next year’s liability insurance bill.

Please type and fill all spaces.

Office Use Only

BIOGRAPHICAL DATA CARD

_____			_____		_____	
FULL LEGAL NAME: Last, First Middle			Chapter		Expected Year of Graduation	
_____			_____		_____	
HOME ADDRESS: Number & Street (Permanent not School)			Permanent Phone #		Social Security Number	
_____			_____		_____	
City	State	Zip	College e-mail address		Date inducted as a Pikeia: Month, Day, Year	
_____			_____		_____	
Date of Birth: Month, Day, Year			Place of Birth: City, State			
_____			_____		_____	
Father's Full Name			Mother's Full Maiden Name			
_____			_____		_____	
Name of College or University			Date Entered		Course of Study (Major)	

Other Colleges attended _____

Relatives in Greek-Letter Societies:

Name	College	Class	Fraternity	Relationship
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Signed this _____ day of _____ 20____ Signed this _____ Full signature of Pikeia in ink

(OVER)

THE RIGHTS OF A PHI DELTA THETA PHIKEIA

As a new Pikeia of Phi Delta Theta Fraternity, I understand and recognize the Fraternity's Code requires a period of education and indoctrination prior to initiation as a member of the Fraternity. During this period, I recognize I have the following certain basic rights.

1. As a Pikeia, I am not required to take part in any activity which violates any legal status or any college/university regulations.
2. As a Pikeia, I recognize it is the policy of the General Fraternity that I am not to be subjected to hazing and I cannot "consent" to being hazed. (Hazing is defined as any physical, mental or emotional indignity or objectionable activity which might be "required" by an individual or group of individuals who are members of the chapter which I have joined. This activity cannot be required even by unanimous consent of the members of my chapter.) I also recognize it is contrary to the laws of Phi Delta Theta to threaten me with dismissal as a Pikeia if I do not participate in such hazing activities, whether this threat is explicit or implicit.
3. I recognize the chapter may dismiss me during the education period if I do not perform adequately during this program which precedes initiation as a member of Phi Delta Theta Fraternity. The chapter is required to act in a humane and discreet manner if such a decision is reached, and I am to receive a satisfactory explanation of the reasons why I am being dismissed.
4. I have the right to refrain from excessive participation in chapter activities when such participation would interfere with my academic program. At no time, am I to be required to miss classes or other scheduled academic activities, because of functions which are claimed as "required" of Pikeia.
5. I have the right to make violations of these rights known to the Chapter Advisory Board, the Province President or the General Headquarters Staff. These reports may be made confidentially.

Signature of Chapter President

Signature of Pikeia

For Office Use Only

Range: _____

Phi Delta Theta Fraternity Initiation Record

Chapter: _____

Date: _____

Instructions: This report is worth five (5) General Headquarters Points for the Fall Report Packet which is due October 31. It is worth another five (5) points for the Spring Report Packet which is due April 1.

***** If your chapter did not initiate any brothers since the last time you sent in a report please check the appropriate box below and still submit the report to ensure you receive credit for the GHQ points. *****

Last Bond #

Check the box and include the last Bond number given out if you believe your chapter is up-to-date with all initiation records and Phikeia biographical data cards. Send this report in and by doing so you will be credited with the appropriate GHQ Points.

It is advised to normally complete and mail this form to the General Headquarters immediately following the initiation ceremony to automatically be credited for GHQ points.

List below the names of all those men who were involved in the Phikeia education period. Send the completed blue copy to the General Headquarters with a check for the initiation dues (\$185 each). Make an extra copy for your chapter files.

Men Initiated: Place the date of initiation and Bond number in the proper column. If member badges are desired, write "yes" and enclose \$25.00 for each.

Men not initiated: If a Phikeia is removed during the education period put the date removed and a brief reason in the proper column. If still a Phikeia then place a checkmark in the "Held Over" column and a brief reason in the last column.

Initiated

Not Initiated

FULL NAME (First, Middle, Last)	Month-Day-Year	Bond Number	Badge Needed? Y/N	Not Initiated		
				Held Over? Y/N	Date Phikeia Removed	Reason

PHI DELTA THETA INTERNATIONAL FRATERNITY

SPRING REPORT PACKET

Dear Brother President:

The Spring Report Packet is made up of the following reports which are enclosed:

- **Roster-status change report**
 - A printed roster of your chapter membership will be sent to the chapter president.
 - If you find brothers or Phikeias that are not listed then fill out the initiation record and/or biographical data cards to ensure your roster is current.
 - Use the two-page instruction sheet below to assist you in determining which “status” to give each member listed.
- **Summer officers list and contacts**
 - Fill this information out on-line at www.phideltatheta.org using the “My Phi Forum” section.
- **Phikeia biographical data cards**
 - A sample card is enclosed, should you need more please contact GHQ.
 - Please ensure all your Phikeias from this school year have been submitted.
- **Initiation record**
 - A blue initiation form is enclosed.
 - Please ensure all those brothers initiated this school year have been submitted.

These reports are worth **points** toward the General Headquarters Award, so timely submission is crucial. As the president, you will be expected to complete and postmark this packet by **APRIL 1**.

This roster will be used to identify the current number of members in your chapter for use in the General Council’s minimum standards and expectations policy as well as next year’s liability insurance billing. Therefore it is imperative that your roster is up-to-date and accurate. Those you mark as alumni WILL BE INCLUDED in the minimum chapter size but WILL NOT BE COUNTED for liability insurance purposes.

Please contact General Headquarters at (513) 523-6345 if you have any questions.

Yours in the Bond,

Jacob A. Kingdon
Director of Chapter Services

Due April 1

SPRING ROSTER STATUS CHANGE REPORT INSTRUCTIONS

You will receive a printout which contains specific information on all current members of your chapter as recorded at the General Headquarters. Make all corrections directly on the roster printout and return it along with the signed affidavit to Phi Delta Theta General Headquarters.

Instructions

1. Please circle one asterisk for each name on the computer printout listing your chapter membership roster. Refer to the five descriptions starting below and ending on the back of this page to assist you.
2. There should be no Bond number errors. If you find an error, please make the correction.
3. If a member's name is incorrectly spelled, please correct it.
4. If a member's parents have moved, please record the new address. (Do not record the member's college address)
5. If there are members in your chapter, who have been initiated, and do not appear on this report, please fill out the blue initiation record form and send it along with the other spring report items to GHQ.
6. If you currently have Phikeia, and they are not on the printout, please fill out a biographical data card for each Phikeia.

Phikeia Status: "A person who has been pledged to join the Fraternity shall be known as a Phikeia."

- *The Code, Title XII, Section 137*

The General Fraternity does not recognize such status until a fully completed biographical data card with the appropriate dues (\$50/man) have been received and processed for each new Phikeia.

Resigned Status: Any member who voluntarily resigns, in writing, that has been accepted by four-fifths (4/5) vote of the General Council. - *The Code, Title XVI, Section 153*

The General Fraternity recognizes such status **ONLY** when a written resignation has been received and approved by the General Council. If a member appears on the Roster who has resigned, or has expressed his intent to resign, please indicate this on the Roster, and forward a letter of resignation to GHQ.

Expelled Status: "Expulsion from membership terminates absolutely all rights, privileges and immunities of membership in Phi Delta Theta."- *The Code, Title XVI, Section 163*

The General Fraternity recognizes a former member as expelled **ONLY** when a complete *Separation Report Form* has been received and processed at GHQ.

If a person appears on your roster, and he has been separated (commonly called blackballed, red-lined, etc.) by the chapter, please ensure a *Separation Report Form* (found in your *President's Manual*) has been completed and sent to the GHQ. Also, be sure to reflect this change on the report.

Suspended Status: “A person suspended from membership in Phi Delta Theta shall lose all rights, privileges and immunities of membership in Phi Delta Theta during the period of his suspension.”

-The Code, Title XVI, Section 164

The General Fraternity recognizes a member as suspended **ONLY** when a complete *Separation Report Form* has been received and processed at GHQ. Members may be suspended for a period of up to one year (*The Code*, Title XVI, Section 154b) by the chapter. This form can be found in your *President’s Manual*.

If a person appears on your roster, and he has been suspended by the chapter, please ensure a *Separation Report Form* has been completed and sent to GHQ. Also, be sure to reflect this change on the report. For additional information on discipline of members please refer to Title XVI, Discipline & Loss of Membership, in *The Code*.

Alumni Status: “Any member who has withdrawn from the institution in which the chapter of his initiation is located or has been graduated therefrom..”

-The Code, Title XVII, Section 174

A member is an alumnus if he is in good standing and:

- has graduated or will graduate prior to the start of the fall term*
- left school for any reason, even if he plans on returning*

If a member listed on the Roster meets any of the above criteria you should mark him as “**ALUMNUS**” on the Roster Status Change Report.

Active Status: “Every person initiated shall be an active member of the initiating chapter so long as he shall pursue an undergraduate course of study at the institution where said chapter is established, unless he is expelled, suspended, or permitted to resign in accordance with the laws of the Fraternity.”

-The Code, Title XIV, Section 147

The General Fraternity does not recognize such status until a fully completed *Initiation Record* with the appropriate dues (\$185/man) has been received and processed. If a member does not appear on the roster, and has been initiated, please be sure to fill out the blue initiation form and a biographical data card for each Phikeia and submit everything to General Headquarters.

THERE IS NO SUCH STATUS AS INACTIVE!

A member is active until he:

- transfers schools*
- graduates*
- is expelled*
- is suspended*
- is permitted to resign by the General Council*
- or has completed four (4) full years of undergraduate study (credit hours).*

If a member does not meet any one of the above criteria, **HE IS AN ACTIVE MEMBER!** If he cannot execute the duties and responsibilities of this status, the chapter must suspend, expel, or permit him to resign. These are the **ONLY** options as defined by *The Code*.

This is where chapters get into trouble with billing. These “inactive” brothers are, indeed, active! As such, they are counted as a member of the current chapter. If your chapter bylaws indicate an “inactive” status, you must change them to be in compliance with *The Code of Phi Delta Theta*..

Chapter Officer Job Descriptions

The Chapter Advisory Board Chairman should be well aware of the job descriptions of the individual officers that are found within the chapter. *The Code of Phi Delta Theta* states the various job descriptions as does each Officer Manual. Each officer should be well aware of his own job description as well, so as to avoid any sort of overlap between officers. When a duty is required, the responsibility needs to be delegated to the officer directly affected.

Various chapters have found the need for additional officers that are not recognized in *The Code*. Examples include: an Activities Chairman, a Brotherhood Chairman, an intramural Chairmen, etc. If the need arises in your chapter for a new position, the first step should be to create a job description for the office. The executive committee should be aware of what this officer's duties entail. A copy of the job description should be shared with the brothers and needs to be included in the chapter's bylaws. Creating additional officers may add to the workload of the Vice President, but at the same time, it serves to get more brothers involved in the daily operations of the chapter.

The following section is an excerpt from *The Code of Phi Delta Theta*, Title XI, Sections 116-125.3. These are the job descriptions recognized by the General Fraternity. There is no rule that states these descriptions can not be added to at your chapter but *The Code* described the basic duties of the officers.

President. The President of a chapter shall preside at all meetings thereof, and, within the chapter, shall enforce the laws and rules of the Fraternity. He shall be charged with the custody of *The Bond*, Constitution, General Statutes, Rituals, and shall deliver them to his successor.

Vice President. The Vice President shall, in the temporary absence of the President, assume the full responsibilities of the President; serve as chairman of the Executive Committee and coordinate the activities of all the officers. He will be responsible for the preparation of all special reports as assigned by the President and shall supervise the Secretary in the preparation of all the routine correspondence and reports.

Risk Management Chairman. The Risk Management Chairman shall make the chapter aware of the risk management policies of the General Fraternity, the house corporation, and the university/college, and frequently report his activities to the President.

Alumni Secretary. The Alumni Secretary shall keep such a record of the alumni members of the chapter as shall be specified by the General Council, and shall transmit copies of all changes in data to the General Headquarters of the Fraternity. He shall endeavor to maintain close and cordial relations between the chapter and its alumni by correspondence, and supervision of chapter publications.

Secretary. The Secretary shall prepare a permanent record of the proceedings of every meeting and shall record each roll call therein, one copy to be placed in the President's file and one to be maintained by the chapter.

The Secretary shall conduct the official correspondence of the chapter; give an account thereof at each meeting, preserve all official communications, and write newsletters for *The Scroll*.

Treasurer. The Treasurer shall collect all monies due the General Fraternity and the chapter, giving receipts therefore, and shall disburse the same according to generally accepted accounting procedures. He shall make all payments to the General Fraternity, and shall keep proper account books as prescribed by the General Council. He shall render a statement of the financial condition of the chapter monthly to the General Headquarters of the Fraternity, to the Province President and to his own chapter.

The books of the Treasurer, or other person having charge of the financial affairs of each chapter, shall have an audit, compilation, or review annually by a certified public accountant, or other qualified accountant, who is approved by the Province President and Treasurer of the General Council. Such audit, compilation or review shall be made at the conclusion of the chapter's fiscal year. Notice of the audit, compilation or review shall be made not later than June 30. The certified report, compilation or review of said auditors shall be prepared in triplicate. A copy shall be filed with General Headquarters and the Province President not later than September 30 and the remaining copy shall be retained by the chapter and be available at all times.

Upon failure to comply with these provisions, the Province President shall engage a certified public accountant or other qualified accountant to make the required audit and transmit certified copy of the report to General Headquarters. In such event, the expense of employing such auditors shall be paid by the General Fraternity and by it charged to the chapter whose books are so audited and shall be collected by the General Fraternity from the chapter in the same manner as other monies owing the General Fraternity. The Treasurer shall be bonded in the sum of at least \$1,000, such bond to be procured in blanket form for all chapters by the General Headquarters of the Fraternity, the pro-rata cost to be borne by each chapter.

Warden. The Warden shall serve official notices, attend to the keeping of the chapter rooms, ensure that all required ritual paraphernalia is in proper order, and be responsible for the care of all chapter room equipment. He shall oversee and assist with all ritual activity of the chapter and he shall ensure the Bond is read and ritual ceremonies reviewed during the regular chapter meeting once each month.

Phikeia Educator. The Phikeia Educator shall be responsible for the supervision of Phikeia group activities, including their meetings and learning program. He shall enforce the laws and rules of the Fraternity regarding Phikeia education.

Recruitment Chairman. The Recruitment Chairman shall be responsible for developing and facilitating a year around program for educating the chapter membership on methods of effective recruitment. He shall chair the chapter's Recruitment Committee and shall uphold the laws and rules of the Fraternity regarding the enlistment of new members.

Historian. The Historian shall write a history of the chapter for the collegiate year that he holds office. At some meeting within the first four weeks of the following year, the history shall be read, and, on approval by the chapter, transcribed in a durable book.

A complete personal and biographical record, pertaining to each Phikeia, and prepared on such standard forms may be prescribed by the General Council, shall be forwarded to General Headquarters within ten (10) days after formal pledging. This record is to be supplemented during the membership to the individual with such additional data as shall be furnished by the chapter at the time of his initiation, graduation and other significant events.

Within ten (10) days of initiation, the historian shall forward to the General Headquarters, without delay, the names and Bond numbers together with the date of initiation of all new initiates on the standard form prepared for that purpose.

Chaplain. The Chaplain shall conduct the religious exercises of the chapter.

Chorister. It shall be the duty of the Chorister to improve the efficiency of the chapter in singing the songs of the Fraternity.

Librarian. It shall be the duty of the Librarian to develop and maintain a chapter library. Such library shall contain *The History of Phi Delta Theta*, *Catalogue of Phi Delta Theta*, *The Manual of Phi Delta Theta*, copies of *The Scroll*, *The Palladium*, and such other fraternity publications and literature that it may be possible to obtain.

Awards Chairman. The President shall appoint, or the chapter shall elect, an Awards Chairman. It shall be the responsibility of the Awards Chairman to make the chapter aware of awards granted by the General Fraternity, university, community, and chapter, and he shall be responsible for coordinating and forwarding the awards reports.

Foundation Representative. The president shall appoint, or the chapter shall elect, a Foundation Representative. It shall be the responsibility of the Foundation Representative to act as liaison between the Educational Foundation United States or the Scholarship Foundation Canada and the chapter. He shall be responsible for making the chapter members aware of the Foundation's support programs, including the availability of financial grants, as determined from year to year. He shall help coordinate the scholarship award nominations.

Scholarship Chairman. The Scholarship Chairman shall appoint such number of members he considers necessary to constitute a Scholarship Committee. It shall be the duty of this committee, with such assistance as it deems necessary, to promote the scholarship of the entire chapter.

Correspondence between the Chapter and General Headquarters

Phi Delta Theta is a service organization operating in the information age. The chapters in the realm of the Fraternity need servicing and that is what the General Headquarters provides to the brothers across North America. Numerous requests are processed at GHQ daily and a response is supplied immediately. The response is either over the telephone, through regular US mail or via e-mail.

When correspondence is mailed from the General Headquarters, the standard operating procedure is to copy the Chapter Advisory Board Chairman, the Province President, and the Greek Official (when deemed necessary). Depending on the circumstances, if the correspondence is referring to a monetary loan, then the Palmer Foundation is copied as well. Quite often the General Council representative in your area is copied also.

Of importance in this manual is the Chapter Advisory Board Chairman. When a letter is sent from the General Headquarters to your chapter, you are automatically copied. This keeps you informed of what it is the chapter has requested from GHQ, it provides you with information on what is included with the letter and it provides you with the insight that was shared by the General Headquarters representative. If it is a reminder of an upcoming due date, then you know well in advance of the time. If it is an overdue reminder, then you know who to go to in order to follow up on the material missing. Basically, the copied correspondence is to assist you in understanding what is going on between the General Headquarters and your chapter.

Also worth noting is the Leadership Consultant report following a visit to your chapter. A copy of the report is sent to the chapter president, the university/college Greek official, the province president, the General Council representative in your area, and the chapter advisory board chairman. The chapter president is encouraged to read the report at the next chapter meeting following the receipt of the document. The chapter advisory board chairman can play a large role in this area as well. Ensuring that the report is read at a chapter meeting and following up on the recommendations made by the Leadership Consultant are two crucial areas. The officers of the chapter are often given recommendations to better fulfill their duties of their office. The Vice President should be following up on these recommendations and ensuring that his officers are attempting the suggestions left by the consultant. The chapter advisory board chairman can assist by following up with the vice president.

Other mailings are distributed by the General Headquarters and they include:

1. The Palladium Window – A newsletter from the desk of the Senior Director of Chapter Services which is sent to the chapter president.
2. The General Officers Bulletin – A newsletter from the desk of the Executive Vice President.
3. The Chapter Advisory Board Chairman's Newsletter – A newsletter sent to you from the Chapter Advisory Board Commissioner.

These various newsletters are created with the intent of keeping the brothers well informed of the current trends in the fraternity world and within Phi Delta Theta. The chapter advisory board chairman is mailed a copy of all the newsletters distributed from GHQ with the exception of the General Officers Bulletin.

The Chapter Advisory Board Chairman's Bulletin is your publication. If you wish to include material in the newsletter, you are encouraged to contact the Director of Chapter Services at GHQ. This allows you

the opportunity to have input in the information distributed to your fellow chapter advisory board chairmen.

Phikeia Programming

New member education programs are an ever changing facet of fraternity life. Some fraternities have totally eliminated the pledging experience, while others, like Phi Delta Theta, hold steadfast to the strengths of a positive Phikeia education program. A good Phikeia education program is essential to the well-being of our Fraternity. The goal of any Phikeia education program should be to make a well-rounded brother rather than a good Phikeia. Unfortunately, there is an attitude among some chapters of Phi Delta Theta that a member is a “brother” and has no real obligation to the chapter as the Phikeia should do the bulk of the work. A well structured educational program that involves the chapter is a tool which can help to eliminate this view which is often detrimental to the pledging experience and to the chapter.

A good starting point of any program is to set out goals and objectives. It is rather simple to fill an eight week program with activities, meetings, and weekly Phikeia tests, but unless the Phikeia Educator knows what he would like to accomplish with the program, the efforts will be in vain. An unstructured program will find bored Phikeia and a chapter looking for excuses on why it isn't a good program. With a plan of attack, the Phikeia Educator will see results from his program that will create a strong brotherhood in the chapter.

The list below includes some areas of Phikeia programs that have proven to be successful and related ideas to the topic. Our goal is to create better brothers, not better Phikeia.

1. Table of Contents
2. Statement of Position on Hazing
 - The General Fraternity's Position
 - The Chapter's Statement
 - The Institution's Statement
3. Purpose and Objectives of the Program
 - A section on the meaning of a Phikeia program
 - The end result of the eight-week program
4. Big Brother Program
 - Definition of a Big Brother and what his duties are to the Phikeia
 - The criteria required to be a Big Brother
5. Finances
 - The costs associated with membership at your chapter
 - Pledge dues and initiation dues due to the General Fraternity
6. Phikeia Tests
 - Sample questions to assist in studying
 - A general outline of the weekly tests
 - The requirements to meet for initiation

7. Phikeia Officers
 - A list of the offices within the Phikeia class including a job description
8. Weekly Meetings
 - Dress requirements
 - Formal weekly Phikeia meeting format (located in The Phikeia Program)
 - Contents of a Phikeia meeting
9. Expectations and Responsibilities of a Phikeia and Member
 - Personal growth, participation, attitude, appearance, brotherhood, etc.
10. Scholarship
 - Initiation requirements
 - A copy of the chapter's scholarship program
 - The Big Brother's role
 - Hints and suggestions for success
11. The Chapter
 - History
 - Officers
 - Phone/e-mail list of the membership
12. The Institution
 - History
 - Faculty contacts (academic support services)
 - The Greek community
 - Additional organizations
13. Weekly Calendar of Events
 - The eight-week outline
14. The Chapter's Bylaws
15. The General Fraternity
 - A Chapter Advisory Board Chairman's role
 - The Province President
 - The General Headquarters
 - Phi Delta Theta Statistics

Is hazing an issue at your chapter? Quite often a chapter holds steadfast to its traditions whether or not these traditions are still acceptable in our society. The reasoning often heard, and to some it sounds only right, is: "We went through it, they have to, too." There is always room for change and today's society is an ever-changing environment and a chapter unwilling to be innovative is going to be left behind. There is no room for a group of university men who find enjoyment in the once accepted practices of hazing. How to replace it?

Replacing hazing activities, and the philosophies tied to the traditions, is not easy by any means. It requires the correct approach and a core of leaders who are willing to try something new. A well designed plan includes a committee of chapter members who will make the necessary alterations. The entire chapter needs to be sold on these suggestions now.

A retreat that focuses on the goals of a good Phikeia education program will help educate the brothers on what is needed at your chapter to make a difference. Encouraging input from the chapter will give the brothers a sense of accomplishment and the changes can be made with less opposition.

“Don’t Tarnish the Badge” is an excellent resource that can assist any chapter in approaching the hazing issue.

“If a great black cloud should descend upon our chapter just as Initiation ends, and sweeps away everyone but the new initiates, could they operate the chapter next term? Not to an award winning standard, but could they function? Could they recruit, educate the Phikeia, set up an alumni event, attend a Leadership Conference and the General Convention? Do they know who to call for what?”

If the answer to these questions would be “no” then it is time for the chapter’s Phikeia educator to get to work!

Scholarship Programming

In many chapters, there exists the belief that sound learning is an “individual matter” and that the brothers can do little or nothing to affect the performance of an individual member or Phikeia. The exact opposite should be promoted. The effects a group can have on one individual in the academic area can be astronomical. The creation of a well-rounded scholarship program that meets the needs of every member or Phikeia in one way or another is the ideal situation.

The scholarship process begins with membership recruitment. Who is it that the brothers focus on during recruitment? Does the chapter need to look at potential Phikeia closer in order to ensure the individuals wishing to join have a good academic background? Quite often this is an overlooked requirement in membership recruitment and then the problem surfaces in the chapter when the brothers and Phikeia rank at the bottom of the scholarship standings on campus. No one can figure out the dilemma and it’s right there in front of everyone, poor recruiting and poor scholarship programming.

The Scholarship Chairman is often a misused officer that happens to be the brother with the highest GPA in the chapter. This does not necessarily make him the best man for the job. A committee may be needed in order to create a written scholarship program for the chapter. All sections of a good program may not meet the needs of every member or Phikeia, but there will be portions of it that will assist everyone. The following list includes examples of areas to consider in any good Scholarship Program.

1. Big Brother Program
 - What role do the big brothers play in academic programming?
 - Competitions between big brother/little brother
 - Big brother/little brother team up against other partners
 - Award for best big brother/little brother partners
 - Study hours together
2. Establish Goals
 - What GPA does the chapter want to attain?
 - Where does the chapter want to rank among the fraternities?
 - What GPA requirement is necessary for pledging?
 - What GPA requirement is necessary for initiation?
3. Tutors
 - Contacts on campus
 - Contacts within the chapter
4. Phikeia Program
 - Big brother role
 - Study Hours
 - Establish personal goals and monitor progress
 - Competitions
 - Awards

5. Undergraduate Member Program
 - Competitions
 - Awards
 - GPA requirements to hold office, to play intramurals, to attend social functions
 - Study houses
 - Establish personal goals and monitor progress
6. Test file
7. Awards Banquet
 - Highest GPA, Most Improved GPA, Highest Big Brother/Little Brother GPA
 - Special honors on campus
 - Monetary scholarships, gift certificates, plaques
8. Calendar of Events
 - Guest speakers on campus or at the chapter house
 - Exam schedule
 - Holidays and school breaks

Scholarship programming requires constant attention. There is a need for a Scholarship Committee in order to determine what it is that will work at your chapter. The committee is also the group of brothers that should monitor the effectiveness of the current program. If changes are required, revision must take place. A scholarship program can be altered on a regular basis or when a new idea is considered a good inclusion in the current format.

Competitions and recognition of achievement are two keys to success of any Scholarship Committee in order to determine what it is that will work at your chapter. The committee is also the group of brothers that should monitor the effectiveness of the current program. If changes are required, revision must take place. A scholarship program can be altered on a regular basis or when a new idea is considered a good conclusion in the current format.

Competitions and recognition of achievement are two keys to success of any scholarship program. The competitive spirit within an individual is not only aroused on the football field or in the gymnasium, it can also work within an academic environment. If members realize a tangible benefit, then competitions can and will work. Local business may be willing to donate gift certificates, or the chapter may have scholarships available, or a permanent plaque will be hung in the chapter house, etc. The list can go on. By creating an environment of healthy competition with rewards as the outcome, the chapter will become more academically inclined.

Membership Recruitment

What role should the chapter advisory board chairman play during recruitment? A very important one! As the adviser, you should ensure that your chapter is making all the necessary preparations for recruitment. A successful recruitment is the result of much pre-planning and hard work. Though the adviser is not really expected to recruit for the chapter, he can be useful in providing input into recruitment plans, schedules, functions, etc.

You've heard it before. "Recruitment is the lifeblood of the Fraternity." Seldom do we realize how very true that statement is. If the chapter doesn't recruit new members, then the chapter's existence can be somewhat short-lived. New members provide continuity. They serve as additional hands to do the work and hold the offices. They serve as a source of income to the chapter. They provide fresh ideas and differing opinions. They add diversity to the chapter as they represent different backgrounds and lifestyles.

A chapter advisory board chairman should always be prepared to encourage the chapter to prepare for and participate in recruitment. Listed below are some hints for you:

1. Encourage that the most qualified members serve as the Recruitment Chairman and Recruitment Committee members. They should be motivated, assertive and organized.
2. Be certain the chapter members know the importance of recruitment and that they know how to recruit. Emphasize pre-recruitment workshops, discussions about the values of Phi Delta Theta membership, and practice sessions in introductions/conversation as well as making recruits feel at home with Phi Deltas.
3. Encourage the recruitment committee to communicate to the brothers the objectives and goals of membership selection. Stress full chapter participation.
4. Accentuate the fact that recruitment is a year-round activity and should not be viewed as a week or two time at the beginning of the term. A prospective recruit list should be maintained throughout the year and efforts to meet with individuals should be made by the members.
5. Encourage the members to thoroughly examine each recruit before offering a bid. Does that individual demonstrate the true qualities necessary to be a member of Phi Delta Theta?

Management by Objective

In the previous section, officer and chapter retreats were discussed. Though a number of positive results can come from a retreat, one primary aim is the creation of a set of specific goals and objectives to direct the organization. Through the development of a **Management by Objectives** (MBO) Program a chapter can greatly enhance its efforts to achieve its goals. A Management by Objective Program is a tool created for the purpose of:

- ❶ Outlining officer job descriptions;
- ❷ Identifying clear goals for the chapter;
- ❸ Creating specific objectives for the officers to perform;
- ❹ Establishing dates and deadlines for the completion of goals and objectives.

Perhaps the most dynamic feature of the MBO process is that it **permits the chapter the opportunity to chart the progress** of the organization while also monitoring the performance of the individual officers. Developing a Management by Objectives Program involves committing to paper the outlined officer job descriptions, the chapter's identified goals, the created officer objectives, and the established dates and deadlines. By writing these items, the chapter has a tangible object with which to effectively track the activities of the organization. Appendix E is a suggested worksheet for officer and committee chairman goals and objectives. Also, the *Retreat Manual* contains additional resources for the creation of a MBO Program.

It is best to prepare the written Management by Objectives Program soon after an officer or chapter retreat has been conducted. The final product should then be distributed to each member and Phikeia within the chapter (provided below is an excellent, though abbreviated, sample MBO Program). Bear in mind, **the program will only be effective if reviewed and monitored on a regular basis.**

Sample Management by Objectives Program

I. **Purpose** To provide a written guideline by which the leaders of the chapter can effectively direct the strategies of the organization for the successful operation of the chapter.

II. **Procedure**

- Outline officer job descriptions.
- Identify chapter goals.
- Create officer objectives.
- Establish dates & deadlines for the completion of goals, objectives.

III. Officer Job Description

A. President

1. Preside at all weekly meetings of the chapter.
2. Charged with custody of *The Bond, Constitution and General Statutes*, Ritual books, and chapter bylaws.
3. Serve as the official spokesman for the chapter.
4. Create and administer committees within the chapter.
5. Enforce the laws of the Fraternity.

B. Vice President

1. Serve as the presiding officer at chapter meeting in the absence of president.
2. Serve as the chairman of the weekly executive committee.
3. Oversee the operation of all officers, standing and special committees. Require officers and committee chairmen to submit status reports on a weekly basis.

4. Ensure that all required reports are submitted to the General Fraternity and Institution in a prompt and professional manner. Monitor the Red Letter Days Calendar.
5. Coordinate the development of detailed officer files.

C. Treasurer

1. Maintain accurate and detailed financial records of the chapter.
2. Submit all required reports to the General Headquarters and institution in a prompt and professional manner.
3. Develop a chapter budget prior to the commencement of the academic year.
4. Collect all monies owed to the chapter by midterm.

IV. Chapter Goals

- A. Achieve a minimum 3.0 chapter GPA each academic term.
- B. Secure all monies due the chapter by midterm of each academic term.
- C. Review, assign, and fulfill criteria as outlined for the Gold Star in the *Award Chairman's Manual*.
- D. Submit all required reports according to the Red Letter Days Calendar in a prompt and professional manner.
- E. Aggressively recruit and secure at least twenty-five Phikeia during academic year.
- F. Conduct an effective, constructive, and enjoyable Phikeia education program.
- G. Execute two community service/philanthropy functions per month.
- H. Develop and maintain a comprehensive alumni relations program which will include the publication of one alumni newsletter per academic term, a successful Homecoming weekend and a well attended Founders Day celebration.

V. Officer Objectives

A. President

1. Conduct chapter meetings according to the Ritual of Phi Delta Theta while observing Parliamentary Procedure according to Robert's Rule of Order.
2. Prepare a written agenda for each chapter meeting to be distributed to each member in attendance.
3. Communicate and/or correspond with the General Headquarters staff and institution administrators monthly.
4. Oversee the performance of each officer and committee chairman in conjunction with the vice president.
5. Instill a sense of pride in the chapter by maintaining a positive mental attitude.

B. Vice President

1. Observe and make note of all required reports submitted to the General Headquarters and the institution. Ensure each is properly submitted according to the *Red Letter Days Calendar*.
2. Secure written officer and committee chairman reports on a weekly/semimonthly basis.
3. Organize an officers retreat at the beginning of each academic term.
4. Monitor the performance of each officer through the utilization of the Management by Objective Program. Review the program on a semimonthly basis during executive committee meetings.
5. Coordinate the activities of each officer on the executive committee as well as the standing committee chairmen.

C. Treasurer

1. Submit the appropriate treasurer's report to the General Headquarters at the end of each month.
2. Monitor budgeted funds and report on the financial status of the chapter at formal chapter meetings.
3. Develop a membership payment schedule whereby all dues are collected within the first three weeks of the academic term.
4. Train an assistant treasurer to assume the treasurer's position prior to new officer elections.

The Management by Objectives Program will be effective only if reviewed and monitored regularly. **It would be beneficial for the vice president to examine the Management by Objectives Program with each officer periodically throughout the term.** After the program has been in operation for one

academic term, a more thorough examination and possible modification should occur. Also, consider utilizing the section in the *Retreat Manual* devoted to MBO Programs for additional ideas.

The General Fraternity has created an excellent program to aid chapter in the creation and implementation of an MBO Program. This program is the ***Chapter Operations Assessment***. It is a self analysis of the chapter and its operation using standards set by the General Fraternity. From this analysis a group is able to identify its areas of quality operation and also illuminate the challenges the chapter is facing in other areas. The program would then assist a chapter in setting goals and creating a MBO Program. An abbreviated version of *Chapter Operations Assessment* follows on the next pages.

Chapter Operations Assessment

Use the items below to identify weaknesses in chapter operations and serve as a guideline for establishing chapter operation standards and goals, both long-term and short-term.

Intellectual Development

The highest priority in each chapter's general program should be given to those aspects of group living which will support high academic achievement. The primary purpose of attending college can be realized when men living together provide for each other an environment which supports intellectual stimulation and opportunities for mastery of their individual academic areas of study.

1. The chapter group **GPA** should be *equal to or greater* than the college/university All Men's Average.
2. The chapter maintains and utilizes a **written scholarship program** which includes such aids as study/quiet hours, seminars on study skills and time management, academic incentives, tutor system, etc.
3. As per Section 125.3 of *The Code*, a scholarship committee is chaired by the scholarship chairman to set academic expectations and provide necessary assistance to all members. Special emphasis is placed on freshmen and academically deficient members.
4. An *academic eligibility requirement to vote* at chapter meetings, hold chapter officers, attend social functions, and participate in intramural competition is observed.
5. Prior academic performance of potential new members is given consideration during the recruitment process.
6. The chapter shall have an initiation requirement for Phikeia that is representative of the Fraternity's Cardinal Principle of sound learning and required per section 149 of *The Code*.

Membership Recruitment

A positive fraternity experience will be experienced and continued through the years if each chapter dedicates itself to the recruitment of men for membership who are interested in sharing the principles of Phi Delta Theta. Chapters should articulate for themselves qualitative and quantitative goals in the program of recruitment, i.e., recruitment.

1. Alumni recruitment recommendations are utilized and special effort is made to follow up on prospects and legacies.
2. The chapter makes efforts to accomplish the Fraternity's recruitment vision and **maintain a membership size equal to or greater than the campus fraternity average**.
3. The chapter preserves *at least* an 80% ratio of initiating its Phikeia.
4. A **year-round recruitment committee** is maintained for the purposes of planning and promoting the chapter's recruitment program.
5. **The chapter views recruitment as a year-round endeavor and focuses on individual recruitment in addition to group events.**
6. The recruitment program is based on *non-alcoholic* functions.
7. A specific section of the chapter *budget* is designated for recruitment.

Membership Education

The strength of the Fraternity will be realized through a *constructive* Phikeia education program which will provide opportunities for leadership development, generate enthusiasm for the Fraternity's ideals, and set a sound base for Fraternal living beyond initiation.

1. Every Phikeia receives a copy of *Phikeia: The Manual of Phi Delta Theta*.
2. The chapter observes the requirements of *The Phikeia Program* which contains:
 - a. **clearly stated goals and objectives** of the program
 - b. a **week-by-week syllabus**
 - c. a **thorough description of all Phikeia activities**
 - d. **clearly outlined Phikeia expectations & responsibilities**
 - e. outline of *scholarship requirements*
 - f. outline of *financial responsibilities*
 - g. information on the duties & responsibilities of officers
 - h. a copy of the chapter's **bylaws**
 - i. one community service activity
 - j. information on the history of the institution & chapter
 - k. information on the campus IFC
 - l. clearly stated date of initiation
 - m. a thorough education on the *Risk Management Policies*.
3. Phikeia elect **class officers** and conduct their own weekly meetings

4. Big brother program *expectations and responsibilities* are defined in writing. The performance of big brothers is evaluated throughout the education period.
5. The Phikeia education period **does not exceed eight weeks** of actual education.
6. The chapter **adheres to the stipulations required by the Risk Management and Phikeia Education Report.**

Financial Management

Each chapter's financial program must include a consistent and standard process of bookkeeping, financial supervision by the chapter advisory board and province president, realistic budgetary planning and spending, and a program supporting responsible payment programs on the part of the members.

1. A **chapter budget** is prepared by the treasurer through individual officer budgeting requests, is approved by the executive committee, chapter membership and chapter advisory board, and is submitted to the General Headquarters at the beginning of each academic year.
2. An orderly system of bookkeeping is maintained and includes an up-to-date checkbook, computerized records of cash receipts and cash disbursements, and member's accounts receivable ledger.
3. **Monthly financial reports** and an annual **audit** by an approved professional are prepared and submitted promptly to the province president and General Headquarters as per Section 120 of *The Code*.
4. Members accounts receivable are actively pursued and penalties are in writing and enforced for financial delinquency. Chapter average should *not exceed 5% of the total annual budget*.
5. The chapter promptly remits accounts payable to vendors, suppliers and other creditors, including the General Headquarters. Chapter average *should not exceed 3% of the total annual budget*.
6. **Two officers' signatures are required on all checks for the disbursement of chapter funds.** The treasurer is not one of these signatures.
7. Appropriate IRS forms are filed by the chapter (US chapters):
 - a. IRS form 990 filed annually for chapters with annual gross receipts in excess of \$25,000.
 - b. IRS payroll forms 940 and 941 are filed for all chapters with compensated employees.
8. **No chapter funds or collections are used to purchase of alcohol as per the *Risk Management Policies of Phi Delta Theta*.**

Alumni Relations

The alumni of the Fraternity constitute a body of men whose post-collegiate interest can aid a chapter in its programming and growth. Each chapter can provide alumni support through well-planned activities, e.g., Homecoming events and Founders Day dinners; the publications of newsletters, answering mail (especially recruitment recommendations); and showing appreciation for alumni through recognition of Golden Legion and Silver Legion members.

1. The chapter conducts **alumni events** such as Founders Day *at least twice each year* designed especially for Fraternity alumni.
2. An **alumni newsletter** is published at least twice per year which includes at least 70% alumni news.
3. The chapter should establish a **year-round system of correspondence** with alumni utilizing cards, thank-you notes, initiation invitations, anniversaries, etc.
4. The undergraduate chapter should be represented on the house corporations as prescribed by Section 95 of *The Code*.
5. The **Alumni Induction Ceremony** should be conducted for graduating members.
6. *The chapter maintains a written alumni relations program which outlines alumni events, newsletters and other such initiatives undertaken by the chapter to maintain relations with its alumni.*

Social Program

The social program of each chapter is to be well-ordered; reasonable; consistent with good moral principles and civilizing influences, with an emphasis on the development of etiquette; and rooted in an awareness of the problems raised by alcohol and drug abuse.

1. All chapter sponsored and endorsed social events **operate in accordance to the *Risk Management Policies of Phi Delta Theta*, university/college guidelines, and laws and ordinances of the city, county, and state/province.**
2. The chapter has developed social/risk management practices consistent with the ***Risk Management Policies of Phi Delta Theta* and any policies of the host institution or local IFC.**
3. An itemized **budget** is prepared by the social chairman and approved by the executive committee.
4. The chapter attempts a **proportionate number of non-alcohol events** as a regular part of its social program.
5. *The chapter avoids tasteless, insensitive, socially demeaning or offensive parties, themes and advertising.*
6. The chapter sponsors or participates annually in at least three *social awareness educational programs* addressing concerns such as alcohol/drug abuse, hazing, sexual assault, AIDS/STD's, etc.
7. The chapter adheres to the stipulation required by the Risk Management and Phikeia Education Report.
8. The chapter participates in the **Event Planning Program** through the General Headquarters.
9. The chapter has a **Risk Management Chairman & committee.**

Property Management

The chapter house, along with its furnishings and landscape, should provide for each member an environment for study, clean and safe living conditions, and recreational facilities. A sound program focused on proper maintenance of the property, along with due regard for university/college, health, or fire department regulations, where applicable, shall be forwarded in each chapter.

1. The chapter **bylaws** provide for specific live-in requirements to maintain the facility at full capacity.
2. Individual **housing contracts or lease agreements** should be required of each resident of the chapter facility which include the proviso for a damage deposit developed and required by the house corporation.
3. A chapter house **cleaning or repair program** exists which involved all members in daily house duties and scheduled all-chapter work sessions.
4. Chapter **house rules** are included in the bylaws and are clearly specified and enforced.
5. *Rules are developed and enforced* for property destruction by members.
6. A **fire prevention plan** exists which includes:
 - a. properly functioning *smoke detectors and fire extinguishers*
 - b. annual *fire safety inspections* by local fire officials
 - c. **emergency evacuation plan** posted in all public areas
 - d. regularly scheduled fire drills
7. Proper provisions are taken to secure the facility during periods when it is vacant (i.e. holidays, summer break, etc.).
8. The chapter has developed an Alcohol Free Housing Policy as of July 1, 2000.

Obligation to Human Service

An important aspect of fraternity membership which leads to leadership development is recognizing the opportunities present to be a good members of the neighborhood and university/college community. This will be achieved through a positive program of involvement with various public service and philanthropic activities of the areas, as well as by the members understanding and respecting the rules and regulations covering the behavior affecting the neighborhood (especially city/town rules on noise levels, large parties, etc.).

1. The chapter conducts at least one major or large scale community service event each year with a desired 80% chapter participation.
2. The chapter conducts at least one major or large scale community service event each year with a desired 80% chapter participation.
3. The chapter attempts to conduct at least four small scale projects per year with a desired 80% chapter participation. One of these projects should be designed as a campus service project.
4. The chapter participates in the Fraternity's Community Service Month in April.
5. The community service chairman keeps an accurate record of man-hours, funds raised, etc. for all projects.

Ritual

The development of integrity and a strong moral character is aided by the careful and thoughtful performance of the ritual of the Fraternity, both during the weekly chapter meetings and at initiation time.

1. The chapter members know and understand the Fraternity's ritual.
2. The chapter uses the ritual at each of its weekly chapter meetings as per Section 78 of *The Code* and per the General Council's Chapter Minimum Expectations and Standards Policy.
3. The chapter maintains a full complement of ritual paraphernalia, as required by Section 93 of *The Code* and per the General Council's Chapter Minimum Expectations and Standards Policy.
4. As per Section 121 of *The Code* and per the General Council's Chapter Minimum Standards and Expectations Policy, the chapter ensures that *The Bond* is read and the unwritten secrets are reviewed at least once each month.
5. The chapter conducts, at appropriate times, the other ritual ceremonies including affiliation, reception, installation, memorial, and funeral ceremonies.
6. The chapter has a Ritual team whose function is to practice the initiation ceremony to ensure the Phikeia are initiated according to the Ritual.

Accountability

Each chapter must recognize its responsibility in the development of standards of group behavior and set norms which are consistent with Fraternity principles. Chapters must accept the duty to discipline those members or Phikeia who deviate from the standards and thus affect the good name of the chapter and of the General Fraternity.

1. The chapter has devised a code of standard or membership contract which outlines member expectations.
2. Each member held accountable to Fraternity for conduct, behavior violations.
3. The chapter maintains, utilizes a judicial mechanism for disciplinary activity.

4. The bylaws are reviewed and updated annually.

Organizational Responsibility

The development of a progressive managerial program through such activities as executive committee and chapter meetings which are timely and productive, officer and/or member retreats, leadership training sessions, and attendance at the Leadership College will serve to develop strong leaders in every chapter and will provide members with sound skills for use beyond college.

1. The chapter holds weekly executive committee and chapter meetings to properly execute the business of the Fraternity.
2. Each chapter officer maintains a file containing at least:
 - a. a position description
 - b. individual officer goals
 - c. a copy of the chapter bylaws
 - d. officer manual (if produced for that position)
 - e. a copy of the *Risk Management Policies of Phi Delta Theta*
 - f. other information pertinent to the position
3. The chapter holds at least one officers retreat per year for officer training, chapter goal setting, etc.
4. The chapter maintains each committee prescribed by Title XI of *The Code*.
5. The chapter has developed **written operation programs** in at least the areas of scholarship, membership recruitment, Phikeia education, alumni relations, and risk management.
6. The chapter operates under a set of *bylaws which are in harmony with the Constitution and General Statutes* of the Phi Delta Theta Fraternity.

Membership Involvement

Every aspect of the fraternity experience should promote ample opportunity for consistent and enthusiastic participation for all members through activities which allow individuals to work, live, and recreate together with internal harmony.

1. *Each* member and Phikeia receives a copy of the chapter bylaws.
2. Both members and Phikeias are involved in an **equal** fashion in the **house clean-up process** and other chapter responsibilities.
3. Non-officers are encouraged to become involved in the planning and decision making process through the chapter's committee system.
4. **Every member is held responsible to attend all chapter meetings and activities and to meet his financial and academic obligations.**
5. At least 75% of the chapter membership is involved in other recognized student or community organizations (i.e student government, honoraries, Big Brothers, ect.).

The General Fraternity

Individual members and chapters, as groups, must understand the role of the General Fraternity (General Headquarters and its staff, The General Council, and the general officers) ,and the obligation a chapter has to maintain an identity and pride with it. This is accomplished through a positive attitude and timely communication which seeks to promote the objectives of the Fraternity. Chapters are especially urged to keep the lines of communication open between themselves, their advisers, and the province president, along with the leadership consultants and Headquarters staff.

1. The chapter demonstrates **prompt reporting** of all reports required by the General Fraternity, achieving at least 80 GHQ points each year.
2. The chapter account with the General Headquarters is properly managed and payments are remitted in a timely fashion.
3. The chapter **sends appropriate representation to the annual Leadership College and Biennial Convention** as per Section 109 of *The Code*.
4. The chapter **submits a summary article** by May 1 each year to be printed in *The Scroll*.
5. All chapter members are aware of General Fraternity programs, procedures, and policies.
6. The Phi Delta Theta *Statement on Standards of Responsibility* and *Risk Management Policies of Phi Delta Theta* are prominently displayed in the chapter house.

The Institution

An important role of each chapter is to develop, within its membership, loyalty and commitment to the institution. Members should be well educated concerning the history, lore, and traditions of the school. The chapters should participate in all major campus events and should develop a positive working relationship with administrators, as well as faculty. Each member should be involved in some aspect of campus life. The chapter is responsible for improving and promoting the spirit of alma mater and for understanding the overall mission of the institution.

1. **The chapter compiles with all institution policies that govern students and fraternities.**
2. The chapter is a *member of and participates in the Interfraternity Council or similar Greek governing organization.*
3. **At least 75% of the chapter membership is involved in other recognized student organizations** (i.e., student government, honoraries, etc.).
4. The chapter **participates in campus events** such as Homecoming, Greek Week, seminars, workshops, and other university/college sponsored events.
5. The chapter maintains a **faculty adviser** to serve as a liaison to the institution.

Goal Setting and Retreats

As most everyone is aware, establishing goals and objectives is a logical step in determining outcomes and successes. The same theory holds true for fraternity chapters. If a chapter has some idea of where it wishes to end up, then it is easier to ascertain how to get there. Consequently, goal setting is encouraged for every chapter.

Every year, each chapter should attempt to make a complete evaluation of the chapter to determine the strong and weak areas of operation. Then, specific short and long-range goals should be established to maintain strong areas and improve weak areas. These goals would be concentrated upon over the course of the year. Definite plans should be drawn up to meet the overall goal.

This process is the essence of Management By Objectives (MBO). MBO is regularly promoted by the General Headquarters as a way to improve the efficiency of chapter management. Many highly successful chapters utilize MBO when organizing their priorities each year. MBO is highly recommended for chapters interested in Phi Delta Theta chapter awards.

One forum which has proven successful in chapter goal setting is retreats. Retreats offer the opportunity for officers and members to get away from the day-to-day disturbances of the house or similar environment. A remote location away from campus is most suitable, but not always a requirement for a successful retreat.

It is often good for the adviser to accompany the brothers and participate in the retreat. As an adviser, you have some valuable advice to offer. The retreat may serve to allow you to “loosen your tie” and get to know members better in an informal setting. With both the chapter members and the chapter advisory board chairman working together, a truer sense of the purpose of an adviser can be realized and can lead to a more effective job by the adviser.

The Retreat Manual contains additional information about MBO and various types of retreats.

Chapter Bylaws

Of all the leadership tools available to the chapter and adviser, the one most immediately useful is the establishment and maintenance of self-government, i.e., chapter bylaws. In other words: “Use ‘em if you got ‘em – write ‘em down if you don’t.”

Why bylaws are important: Like *The Bond* itself, chapter bylaws are basic ground rules, written by those *directly concerned* of what is deemed fair treatment, procedure, and the expectations of their peers. Over time, *if implemented impartially* without favoritism, the bylaws will lead to good internal leadership and control.

Considerations: Obviously nothing in the bylaws should contradict *The Bond* or *the Constitution* or *General Statutes of Phi Delta Theta*. *Nor should the bylaws contradict itself*. The bylaws will become increasingly useful to the members the more often they are a part of discussions, especially, as they realize they are living by rules they themselves think important to maintaining a strong chapter. Your job will be to remind them from time-to-time that these are *their rules* and to help them become stronger as the inevitable “loopholes” crop up.

Tips:

1. Don’t have rules for the sake of rules. Be sure they are serving a purpose and are useful.
2. It is not a simple chore to create a set of bylaws or to revise the current document it takes thought and planning. Form a committee (include yourself) that considers all the important factors and faction within your chapter.
3. Start with a broad, rough outline of what the bylaws should address. For example: Procedure, how will this document be ratified, accepted, or changed in the future; Membership, what are the minimum standards, requirements, and expectations the chapter should hold for itself; Officers, same as above, what minimum grades, etc., should be expected for a member to hold office; Regulations, what procedures does your chapter need to ensure the house is repaired, the dorm is full, debts are collected, etc.; you might consider a section just on Finances.
4. Debate, include or reject, controversial sections after the easy ones are agreed to.
5. If a section is rejected, wait a while, then see if the objections to it can be overcome.
6. Never, ever break a bylaw to favor a popular member or pledge. Hedge, bend or do a Quid Pro Quo if you must, but the only power your bylaws will have will be in their credibility. It is like breaking your word.
7. Distribute copies to all brothers and especially to each Phikeia. Test the Phikeia on it before they are initiated so they can’t say: “I don’t know.”
8. Make it “a process” to change your bylaws, so the chapter isn’t run by a whim. Each spring is a good time to establish a committee and update the bylaws.
9. You and the top officers should know the bylaws backwards and forwards, because you will be tested by chapter members.
10. Ask General Headquarters to provide you with examples of successful bylaws in use at other chapters.
11. Make notes of Sections 113.1 and 149 of *The General Statutes*.

Judicial Process

A strong judicial process is imperative in all chapters. There must exist a well structured process, with outlined standards for brother's behavior and expectations for that behavior through some type of membership contract. There are certain facets of fraternity life for which a set of standards should exist. The chapter may want to use the Phi Delta Theta Statement on Standards of Responsibility and *The Code* as guidelines. Further, the judicial process must be swift and fair with outlined procedures for hearings and consequences for defying the decisions of the judicial board. It is imperative to remember that each member has a duty to maintain himself appropriately and uphold the objects of the Fraternity. It is equally important for individual members to assist one another in the monitoring and addressing of behavior exhibited by other members that violate the Fraternity's standards. As incidents occur or complaints and disputes arise, **any member may initiate the procedure** for discipline by a chapter through a request made in writing to the judicial board. **Your members must support and respect the process and the brothers administering and enforcing the standards of the fraternity.**

The **judicial board** should be comprised of five members of the chapter. The chairman of the judicial board should be the warden of the chapter. The remaining four members of the board should be selected from the undergraduate members of the chapter. Criteria for the selection of the remaining committee members should be devised and distributed prior to selection. Areas of consideration should be GPA, past behavioral performances, involvement, fairness and rectitude. Be sure not to recreate the executive committee when selecting the members of the judicial board. Many chapters select one board member from each class.

The board chairman should convene the board when it is deemed necessary by request of a chapter member or board member. The board should review a request for a hearing and report their decision at chapter meeting. Should a hearing be deemed appropriate, the chairman should state the time and date of the hearing. The member(s) being reviewed should be contacted as to the time, date and place of the hearing in writing. The chapter may wish to invite the chapter advisory board chairman to the hearing. At the very least, copy the chapter advisory board chairman on the letter sent to the member being sought for disciplinary action.

Following the hearing, the chairman shall conduct a vote of the board members, reserving his vote in the event of a tie. The vote and sanctions should be recorded on the Judicial Board Hearing Summary Form. Sanctions should reflect the nature of the infraction. Many chapters have assigned community service, additional house improvements and fines. Failing to fit the violation to the sanction will undermine the effectiveness of the program.

Suggested Judicial Procedure

1. **Problematic behavior** is identified (financial delinquency, nonparticipation, etc.).
2. The individual identifying the infraction or negative behavior **notifies the judicial board** in writing (Request for Judicial Board Hearing Form).
3. The **board discusses the matter**. It may choose to:
 - A. Investigate the matter and make a decision without discussion with the accused. The decision of the board should be recorded on a Judicial Board Hearing Summary Form and the accused and chapter advisory board chairman should be sent copies of this form. This action should be taken very seriously but does not need to be considered discipline from the entire chapter.

- B. Investigate the matter and decide to hold a hearing. The time, date and place of the hearing should be given to the accused in writing. The person requesting the hearing should also be notified.
- 1). Proper investigation should occur by contacting any brother that might have witnessed the infraction or behavior in question taking place.
 - 2). The board may then interview both the brother requesting the hearing and the accused brother.
 - 2). These brothers may present evidence. After hearing the evidence, both parties are excused and the board deliberates the issue. A decision is then reached whereby discipline is delivered or the matter is referred back to the chapter. If the board finds the accused innocent, he is notified in writing and the issue is settled.
 - 3). If the board finds the accused guilty, the board may levy a sanction (intramural restrictions, social probation, community service, etc.). The accused is then informed in writing of the decision and the discipline. The Judicial Board Hearing Summary Form should be filled out and sent to the accused and the chapter advisory board chairman.
 - 4). The board may recommend that the entire chapter take action against an individual through a fine, suspension, or expulsion of the member at the next chapter meeting. The recommendation is made in the form of a motion at a chapter meeting. The process for expulsion and suspension of an active member is outlined in Sections 154 through 157 of *The Code of the Phi Delta Theta Fraternity*. If a member is being considered for a fine, suspension, or expulsion he must be notified in writing by the warden at least seven days before his sanctions are discussed in front of the chapter. He must be given the opportunity to defend himself in front of the entire chapter.
4. **Should the committee determine the issue must be addressed by the entire Brotherhood**, a meeting of the chapter shall be held to decide upon such discipline and any vote to discipline the member shall be effective if passed by a two-thirds (2/3) vote of the members present, provided a majority of the active members entitled to vote are present. ***The president of the chapter shall promptly report any action of discipline in writing to the General Headquarters. In the event of separation from membership the Separation Report Form should be filed with the General Headquarters.***
5. In the event a member wishes to appeal the decision of the chapter or the committee, the process for appeals is detailed in Section 157 of *The Code of Phi Delta Theta*.

The Chapter Committee Structure

One of the cornerstones of a successful fraternal operation is total member participation. It is virtually impossible, however, for every member to take an active part in making all decisions of the chapter. For this reason, the chapter can delegate responsibility to committees comprised of the chapter. For this reason, the chapter can delegate responsibility to committees comprised of several members from the chapter. An effective committee system is characterized by three distinct features: a) specialization – each committee member performs a specialized duty; b) authority – each member, by virtue of his appointment to the committee, possesses the necessary authority to execute his function in the same manner as an officer; c) direction – each committee has a clear and distinct set of goals.

A. Committee Analysis

Provided below is a step-by-step analysis of the ideal development and function of a committee.

1. The appointment of the committee:

Individuals appointed to the committee are expected to perform work for the chapter. Such appointments involve choosing an individual(s) who is capable of performing a particular task. The distribution of responsibilities must not, however, overload any particular member/set of members. Rather, the committee workload should be distributed equally among the active members who compose the membership of the various committees within the chapter.

2. The organization of the committee:

Following the appointment of the committee, the first duty of the chairman is to arrange an organizational meeting of the committee. The purpose of this first meeting is to discuss, in detail, the function of the committee. The next step is to divide and apportion the work to the members whose abilities best match the particular task. The committee is then prepared to function.

3. The function of the committee:

The second meeting of the committee allows the management of the particular task assigned to the committee. The period between the first and second meeting is the opportunity for the committee members to perform and complete their assigned tasks. It is suggested that the committee members:

- a. Gather the necessary information or perform the designated task before the chairman conducts the second meeting.
- b. Use all possible resources.
- c. Prove and record results rather than guessing at conclusions.
- d. Think intelligently and constructively.

4. The report:

When making a formal report during the chapter meeting, the effectiveness of the committee is determined by the presentation. A professional approach, detailed, but to the point, information and constructive suggestions are a must when presenting information to the chapter.

- a. The formal report should be type written on a fileable copy.
- b. List all sources from which information was obtained.
- c. The report should conclude with a set of specific recommendations or options for the chapter to consider.

5. The evaluation:

Following the completion of the assigned function, the committee should meet to evaluate its work. By outlining both the positive and negative points of the committee's function, the problems encountered during the work of the committee can be alleviated in the future.

B. A checklist for the development/organization/function of a committee.

Development Mode

1. A plan of action: Before the project or task is to be executed by the committee members, the chairman must conduct preliminary research. This involves knowledge of the objective to be accomplished with regard to the manpower available, time required to complete the task, organizational structure of the committee, and financing of the work. The following outline should serve as a model for developing a plan of action:
 - a. Determine the purpose and general method for accomplishing the assigned task.
 - b. Determine the manpower required.
 - c. Establish a suggested timetable for completion of the task.
 - d. Propose a budget.
2. Endorsement by the chapter: Gaining approval for your plan of action is all a matter of selling. Before the formal presentation on the proposed project is made to the chapter, discuss the plan with the executive committee. This will provide the chairman with some immediate feedback. Next, conduct a formal presentation before the chapter members. Explain exactly what task is to be completed and generally how it is to be completed. Be enthusiastic, realistic, thorough, and to the point.

Organizational Mode

1. Identifying Committee Members: Though the committee project may be presented in a professional manner, members may not flock to your assistance. The members must be interested in your project before they will join your committee. Similar to gaining the endorsement of the chapter, the best means to secure a member's aid is to spark the member's interest in the project.
 - a. Present the general project to the potential committee member.
 - b. Show how the prospective member can help the project while also showing how he can benefit.
 - c. Encourage committee membership by giving emotional reason to join, i.e., special talents, friendships, etc.
 - d. Use enthusiasm to motivate the committee members.

2. The organizational meeting: With the committee chairman and members in place, the organizational meeting, which serves as the kickoff to the project, can now occur and ideas for completion of the task can be gathered.

3. The committee meeting:

Agenda: Prior to the commencement of the organizational meeting, the chairman should prepare a written agenda for the committee members. All business items should be presented in a logical sequence as determined by the agenda.

Appointment of a secretary: To ensure that accurate records of the committee work are maintained, appoint a secretary. In addition to keeping minutes of the meeting(s), the secretary should collect records, news clippings, and photographs for the historical record of the chapter.

Delegation of responsibility: A project is a series of small inter-related jobs fitted together. Breaking down the project into separate jobs which can be delegated to committee members is a test of the chairman's leadership ability. Choosing the right man for the right job is paramount. After assigning specific responsibilities to each committee member, be sure he knows:

- a. Exactly what task he is expected to complete.
 - b. To whom he is to report.
 - c. What degree of authority he has.
4. The timetable: The toughest decision of committee work is determining a "D-Day" or deadline. Establishing a timetable for action to commence and for the project to be completed is critical to the success of the committee.

The Functional Mode

1. Performing the task: The committee, after being selected and having established a specific plan of action, is now prepared to perform its assigned task. The completion of the project is a matter of following through the organizational process. The chairman must continually consult with the committee members to ensure all tasks are executed. In addition, throughout the functional phase of committee work, general committee meetings serve as a “rally” to maintain enthusiasm. Should the work bog down, the vice president should be prepared as committee chairman or an acting committee chairman to jump in at any time to assist. Finally, arrangements would be made to give interim reports the chapter members on the progress of the committee and a final report at the conclusion of the chapter members.
2. Follow-up: It is equally important for the committee chairman to perform the appropriate follow-up tasks:
 - a. Recognize and praise each of the committee members.
 - b. Make sure the minutes and notes of the committee’s activities are in proper order.
 - c. Forward “thank you” letters to all who participated, contributed support, or provided assistance to the effort.

C. Types of Committees

There are several committee possibilities within the chapter. The specific personnel make-up, committee function, and responsibility will be dictated by the needs of the chapter and campus environment. The three primary types of committees include: the executive committee, standing committees, and special committees.

The Executive Committee

The Code of Phi Delta Theta states that the executive committee is responsible for preparing “an agenda for chapter meetings prior to such meetings and generally to direct the activities of the chapter. This is a board job description for the overall driving force within the chapter. In fact, the importance of an effective and influential executive committee to the overall welfare of the chapter cannot be emphasized enough. The executive committee advises and directs chapter operations by establishing goals, priority matters, programs, and agenda for the chapter meeting. The executive committee essentially sets the tone and pace for all chapter activity. The success of the chapter lies with the executive committee’s ability to organize and motivate the chapter membership. The chapter’s likelihood of functioning smoothly or erratically is dependent upon the executive committee.

Being the role model: The key component of dynamic leadership is to set a positive example. Leaders have the responsibility and duty to serve as role models for others to emulate. To do so, the executive committee members must pay their bills promptly, maintain an acceptable level of academic performance, actively participate in chapter activities, place the best interest of the chapter first, and exhibit pride, spirit, and enthusiasm. In essence, do not expect from others what you can not deliver yourself.

Membership: Though the configuration of the executive committee varies from chapter to chapter, there are several offices that, by virtue of their importance in the operation of the chapter, should sit on the executive committee. As a rule of thumb the vice president chairs the executive committee while the inclusion of the president and treasurer are likewise mandated by *The Code of Phi Delta Theta*. In addition to these three, it is recommended that the executive committee make-up represent both the internal and external facts of chapter operations. The following officers should also comprise the executive committee: secretary, Phikeia educator, risk management chairman, recruitment chairman, alumni secretary, house manager, social chairman, and scholarship chairman. Including these offices reflects the issues/items typically discussed by the executive committee: membership education, membership recruitment, alumni affairs, housing, social activities, academic achievement, chapter finances, Interfraternity Council, chapter and officer goals and objectives.

Items/Issues: Executive committee meetings provide the forum for reviewing and discussing all chapter related activities. It is also the forum for creating key programs that contribute to the betterment of the chapter. Furthermore, all topics to be discussed by executive committee. This will help to avoid subjecting the chapter members to the sometimes trivial items that arise.

Officer Reports: To ensure the effectiveness and influence of the executive committee, each member officer must be explicitly prepared for the chapter meeting. A specific agenda including the minimum information expected from each officer should be developed. Motions presented during the chapter meeting should first be reviewed by the executive committee – whether presented by an executive committee member or a non-officer.

Unity: It is inevitable that disagreement on chapter measures will occur during the executive committee. In fact, debate and compromise are healthy. During chapter meetings, however, the executive committee must present a unified image to the members.

Specific Responsibilities

1. Direct all activities of chapter operation. Develop policies with regard to chapter activities.
2. Coordinate all officer programs. Oversee committee activity to ensure agreement with chapter policies.
3. Hold weekly meetings prior to the chapter meeting to review all proposals/motions so as to provide specific recommendations to the chapter.
4. Establish and pursue overall chapter goals.
5. Monitor the performance of each executive committee officer and non-executive committee officer.
6. Make recommendations to the president for creating other committees charged with specific functions.

Standing Committees

Standing committees are created for the purpose of developing and/or maintaining specific programs of an on-going nature within the chapter (recruitment, alumni relations, Phikeia education, scholarship, finances, etc.). Activities may include: goal setting, program development, program implementation, event preparation, etc. When identifying and establishing these committees, follow the aforementioned “Checklist” listed earlier in this section. Generally, the officer responsible for the respective area of

chapter operation serves as the committee's chairman. Several examples of such committees are outlined below.

1. **Scholarship Committee:** The scholarship committee is charged with the duty of designing and implementing a scholarship program and to cultivate and encourage academic excellence within the chapter. This committee may also retain authority in cases of scholarship deficiencies by reviewing the academic performance of the members of the chapter.
2. **Alumni Relations Committee:** The alumni relations committee coordinates all alumni activities sponsored by the chapter. Its role is to develop a program to strengthen interpersonal and written communication with the chapter's alumni through alumni newsletters, alumni functions, Founders Day activities, etc.
3. **Finance Committee:** The chief responsibility of the finance committee is to design and implement a sound fiscal policy for the chapter. This would include the development of a budget, collection of accounts receivable, working with the house corporation, and creation of fundraising ventures.
4. **Phikeia Education Committee:** The Phikeia education committee is commissioned with the duty of developing and instituting a positive Phikeia education program. Its goal is to execute the written education program and to ensure hazing of the Phikeia does not occur. this committee can also review the performance of the Phikeia and/or act as a disciplinarian for cases involving the Phikeia.
5. **Recruitment Committee:** The recruitment committee oversees the membership recruitment program of the chapter. It is responsible for designing the recruitment program, conducting recruitment workshops, etc.
6. **Public Relations Committee:** The public relations committee constructs and administers a program to enhance the chapter's public image on campus, in the community, with the alumni, parents, and the General Fraternity. Activities can include preparing press releases for the media, distributing holiday cards, corresponding with the Greek community, etc.
7. **Community Service Committee:** The community service committee organizes both yearly and continuous community service projects for the chapter. It aggressively identifies projects in the surrounding community, campus community, etc., for the chapter to sponsor.
8. **Judicial Committee:** The judicial committee monitors the behavior and performance of individual members within the chapter. In the event that a member commits an infraction against the rules and laws of the chapter or General Fraternity, the judicial committee conducts an investigation and hearing on the matter. This function is sometimes served by the executive committee.
9. **Awards Committee:** The awards committee is responsible for the preparation and submission of all award reports/applications for which the chapter is eligible from the General Fraternity and the institution.
10. **Social Committee:** The social committee is charged with the duty of implementing a comprehensive social program with the chapter which may include exchanges with sororities, brotherhood events, date functions, etc. Further, the social committee is to ensure the Risk Management Policies of Phi Delta Theta are properly enforced.
11. **Risk Management Committee:** Each chapter shall have a Risk Management Committee which shall consist of the Risk Management Chairman, the Phikeia Educator, the member responsible for the social activities of the chapter, the member responsible for the chapter facility, and the President. It is the duty of this committee to assist in the education of the chapter on risk management issues in all areas of operations

Special Committees

In many situations it may be necessary to appoint a special committee for the purpose of planning and administering a specific activity or program. Normally the committee's responsibilities conclude upon the completion of the task. In some instances the formation of a special committee results out of the functioning of a standing committee. A list of potential special committees follows:

1. **Bylaws Committee:** The primary function of the bylaws committee is to review the chapter bylaws and make appropriate recommendations for their revision.
2. **Founders Day Committee:** The Founders Day committee is responsible for coordinating all phases of the chapter's Founders Day celebration.
3. **Greek Week Committee:** The Greek Week committee's duty is to coordinate the participation and sponsorship of Greek Week activities.
4. **Parent's Weekend Committee:** The chief function of the parent's weekend committee is to develop and organize the chapter's Parents' Weekend program.
5. **Homecoming Committee:** The homecoming committee is charged with the responsibility of organizing an overall program for the chapter's participation and sponsorship of homecoming activities.
6. **Initiation Committee:** The initiation committee, as its name implies, is responsible for the planning of the initiation ceremony.

Phi Delta Theta Fraternity

Sample Chapter Bylaws

Title I – Statement of Policy

- Section 1: (chapter) believes that fundamental policies and regulations are necessary for the successful operation and conduct of this chapter and for the strengthening of the Fraternity and the institution as a whole. Nothing in the following policies shall be construed or interpreted so as to violate any provisions of the Bond or *The Code* of our International Fraternity.
- Section 2: (chapter) adheres to and supports the Fraternity's Further Plan of Action Regarding Hazing and Pre-Initiation Activities and the FEA Statement of Position on Hazing and Pre-Initiation Activities. The chapter also supports the Fraternity's Statement of Position on Alcohol.
- Section 3: The chapter recognizes the importance of risk management and adheres to and supports the Founders Purchasing Group Risk Management Guidelines.
- Section 4: Any or all these policies and bylaws may be stricken or altered by a $\frac{3}{4}$ vote of the chapter. Such vote shall be posted in the chapter house or lodge and other copies kept on file.

Title II – Meetings

- Section 1: Formal meetings of the chapter shall be held at least once per week throughout the academic year at a regular date, time, and location as determined by the executive committee. The warden will notify all members if a meeting is changed.
- Section 2: All power of the chapter shall be invested in the regular meeting. Special meetings may be called as provided in *The Code* (see 78 & 79 of Code).
- Section 3: Each brother shall be allowed two unexcused absences from regular meetings each year. After that, a fine of _____ shall be assessed for additional absences. If a brother acquires more than three additional absences, he shall be summoned to appear before the executive committee to explain his reasons for the absences.
- Section 4: Each brother shall be neatly dressed when attending a formal meeting of the chapter. Failure to do so shall be considered absence from the meeting.
- Section 5: There shall be no food, drink, alcohol, or tobacco products permitted at meetings.
- Section 6: All regular chapter meetings shall be conducted under the guidelines of Robert's Rules of Order, except as otherwise provided in *The Code* of the Fraternity. The duly appointed parliamentarian shall provide interpretations about the correct procedures according to Robert's Rules.

Title III – Election of Officers

- Section 1: The officers of the chapter shall be those prescribed in *The Code* of the Fraternity as well as the house manager, steward, recruitment chairman, scholarship chairman, and social chairman.
- Section 2: (Specify the length of term for each chapter office – see Section 114 of *The Code*).
- Section 3: Elections shall be held according to *The Code* (see Sections 113, 113.1, 114, 114.1, 115). The election shall be approximately one or more months before the end of an academic term, to allow the new officers to become acquainted with their officer's responsibilities.
- Section 4: A majority vote shall be required to elect all chapter officers. In the event that there are three or more candidates for the office, all except the two receiving the most votes shall be eliminated at the end of the first ballot, and a second ballot shall be taken to determine the candidate with the majority of votes. In case one of the candidates receives a majority on the first ballot, he shall be declared elected.
- Section 5: Qualifications – (See 113.1, 149, 154 of *The Code*.) Include a minimum grade point average.)
- Section 6: At the first executive committee meeting of the new term, the committee shall appoint assistants for the treasurer, recruitment chairman, and Phikeia educator. The committee should appoint a sophomore or junior, if at all possible, from the list of interested and capable brothers. The assistants shall serve for one year.

Title IV – Duties of Officers

- Section 1: The powers and duties of the officers shall be those prescribed by *The Code* of the General Fraternity, and, in addition, those hereinafter provided.
- Section 2: The recruitment chairman shall be in charge of all membership recruitment activities throughout the school year and during the summer. He shall formulate a membership recruitment program for the entire year and present it to the chapter for its approval. He shall plan and organize activities well in advance. The recruitment chairman shall also see that all recruitment recommendations are properly and promptly acknowledged.
- Section 3: The Phikeia educator shall operate a constructive and educational Phikeia program for the Phikeia. Prior to the pledge period, the Phikeia educator shall propose a Phikeia education program of not less than eight, nor more than ten, weeks and present it to the chapter for its approval.
- Section 4: The house (or lodge) manager shall be in charge of the physical appearance and proper maintenance of the building. He shall promptly have all repairs made and periodically check the furnace, boiler, electrical system, hot water tank, plumbing, fire extinguishers and other fixtures in the building in order to prevent extensive damage. He shall also be in charge of assigning brothers their share in the maintenance of the structure.

Section 5: The steward shall be in charge of the food services within the chapter house (if not performed by a housemother or the school). He shall supervise the cook(s), plan meals and made sure all the necessary items for the preparation of meals are available. He shall be in charge of the appearance of the kitchen, making sure that it is always clean and that proper sanitary methods are used in the preparation of food.

Section 6: At the conclusion of him term, each officer shall evaluate the program and put in written form his suggestions and recommendations for the more successful operation of his office. During his term, he shall also keep a schedule as to what has transpired along with pertinent comments. All this material should be kept in a permanent file for reference and continuity.

Title V – Committees

Section 1: The committees of the chapter shall be: finance, executive, scholarship (all described in The Code – See Sections 127, 128 and 129), recruitment, Phikeia, risk management and alumni.

Section 2: The executive committee shall meet weekly and other committees should meet at least once a month. With the exception of the executive committee, all committees will be headed by the respective officer of that area and consist of not less than two (not more than five) additional brothers. All committees shall be in charge of planning and organizing programs in their respective areas, and shall report on their activities at chapter meetings.

Title VI – Financial Responsibilities

Section 1: Chapter bills shall be paid (monthly, quarterly or semiannually) to the treasurer and due by the 10th of the month billed.

Section 2: At the beginning of each academic year, each brother shall submit _____ dollars to be used in the Guaranteed Deposit Fund. This money shall be kept in a separate account and shall be used to apply to members' delinquent bills. At the end of the year, the total deposit or remainder shall be returned as specified in the Guaranteed Deposit Fund (See copy attached.)

Section 3: Any member or Phikeia who has not paid his bill in full at the end of the academic year must sign a promissory note which shall be due no later than 60 days from signing.

Title VII – Phikeia

Section 1: Selection of Phikeia shall be as prescribed in *The Code*.

Section 2: Phikeia shall be required to have a minimum 2.5 grade point average for initiation.

Title VIII – Filling of Chapter House

- Section 1: The chapter house must remain fully occupied insofar as possible at all times to allow for financial solvency. The house must be filled with brothers before anyone is allowed to live out. (This excludes athletes and dorm counselors, who must live in dorms and brothers who live with their parents.) The method used to fill the house – Bond number, Seniority, Lottery, etc., must be determined by the chapter.
- Section 2: The president, treasurer, recruitment chairman, house manager, steward, and Phikeia educator, shall be required to live in the house.
- Section 3: If a brother chooses to move out of the house, he shall do so only with permission.
- Section 4: If a brother is allowed to live out of the chapter house, he shall be expected to pay \$_____ a month parlor, social, and chapter dues.

****Special Note****

In addition to preceding passages, you will also want to include the following information, which should be adapted to your own specific situation.

1. Chapter finance – Dues, assessments, building fund, savings/emergency, etc.
2. House/lodge rules (in addition to Section 98 of *The Code*)
 - A. Quiet hours
 - B. Kitchen rules and use
 - C. Required conduct in various house rooms (i.e., dining room, living room, TV room, chapter room, etc.)
 - D. Sanctions for improper or destructive use of house equipment (i.e. fire extinguishers, tools, furniture, etc.)
 - E. Visitation hours
3. Pledging and initiation requirements
 - A. Establish grade point requirements for initiation
 - B. 90% or better on general fraternity test
90% or better on local chapter test
 - C. Completion of Phikeia project
 - D. Vote required for pledging, depledging, initiation and affiliation
(See Sections 133, 138.1, 139.1, 151 of *The Code*).
4. Chapter discipline procedures

The Guarantee Deposit Fund Plan

The Guarantee Deposit Plan is heartily endorsed for the earnest consideration of each chapter. If faithfully adhered to, chapter delinquencies will vanish completely and quickly. The plan is simple. It is easily administered with a minimum of details and is eminently fair to every man in the chapter. If this collection plan appeals to you, install it by all means, bearing in mind this all important admonition: ***Do not be tempted under any circumstances to grant any exceptions whatsoever to the terms of the plan.*** It must be enforced to the letter of the law, or else it will be worse than useless as a part of your financial machinery.

1. At the beginning of the academic year, each chapter member and pledge shall remit to the treasurer an amount equivalent to a month's total bill, for deposit into a separate fund to be known as the ***Guarantee Deposit Fund***. The treasurer shall deposit this fund in a bank other than the institution with which the chapter regularly does business. The treasurer shall strictly adhere to the plan described below.
2. Bills are issued on the first day of each month for the current month – *not* for the preceding month.
3. If a member's total bill is not paid on the 10th day of each month, said man loses \$5.00* of the amount which he has already subscribed to the GDF plan. This \$5.00 penalty is effective from the 10th day of the month of issuance until the last day of the month.
4. If the total bill has not been paid by the first day of the following month, the member forfeits an additional \$5.00 of the GDF deposit. Should this situation arise, the treasurer shall write a check from the GDF covering the entire amount of the delinquent bill, to be turned over to the chapter checking account.
5. When the delinquent member pays his bill, the GDF is reimbursed in a like amount. He shall be required, also, to restore his deposit in the GDF to the total provided under Section #1 above.
6. Delinquent bills must be paid in chronological order.
7. On the 10th day of the last month of the academic year, any balance remaining in such GDF shall be credited prorate on the last month's bill of members not in default.

The results achieved by such Guarantee Deposit Fund should be:

- a. Every member is a creditor on defaulted accounts. He would not be prone to become delinquent without rather drastic action.
- b. The defaulted member is required to pay a fine for his delinquency which is reasonable in amount in relation to the extra work required of the treasurer.
- c. The chapter treasurer is paid up to date on his accounts and should have no accounts receivable outstanding on the chapter books at the end of the year. A chapter should not be in the business of loaning money by carrying accounts receivable for any of the members. With this type of setup, every member is a collecting agent if he is required to help finance those who are delinquent on their accounts.

*The amount of fine may be adjusted to meet the individual chapter's desires. It should represent approximately 5-10% of initial deposit.

Alumni Newsletters

A good chapter newsletter is one of the best ways to solidify alumni support for your chapter. It can have great short term, immediate, as well as long term, impact. Unfortunately, the opposite holds true for a poor newsletter.

Why Newsletters Are Important:

A newsletter is the fastest, most efficient way to communicate with a sizable, dispersed group of alumni and to promote your undergraduates (and/or Housing Corporation's) point of view. Secondly, a good newsletter can be a factor in chapter morale, membership recruitment, and scholarship. Obviously it has usefulness as a historical record of events of significance within your chapter.

Considerations:

Be sure your newsletter serves as a credit to your chapter and to your fraternity. A newsletter that is arrogant in tone, hostile to other groups or individuals on campus, or that is executed in poor taste, will come back to haunt. The chapter's newsletter may be forwarded to persons or groups you did not intend.

Tips:

1. There is no substitute for reporting the activities of an already successful chapter. These articles will write themselves.
2. Noting the exception above, there is no substitute for good writing. If absolutely necessary, use an outsider to do *re-writes*, but *not* to write the original material.
3. Good layout (the way an article is typeset and then arranged on a page) can make even poor writing seem good. Look through national magazines like TIME or NEWSWEEK, and notice how they fit articles on a page, what style of type they use, how they place photos. Even ads in those periodicals can provide useful ideas for the layout.
4. Good photographs can overcome poor layout and writing. Remember that no one cares what kind of shoes a person is wearing. Move close to the subject so details can be seen. Again, look at the difference in a group shot in TIME, and that of a snapshot taken of a group of undergraduates. The professional shot is always closer to the subject. Look for the unique angle or unique activity.
5. Write from the perspective of what interests alumni: new Phikeia/members/officers, reunion information, campus developments, chapter athletics and scholarship. A feature article on an alumnus in each issue often helps spark interest.
6. Don't worry about repeating articles from issue to issue. Many chapters regularly include the academic trends on campus or of their own top scholars.
7. Remember articles that begin: "This past fall was the greatest in the history of this chapter" or "Our annual (you name it) Ball was the best ever held . . ." have limited appeal.
8. Reserve enough copies to distribute to next year's pledge class, so they will feel more a part of the chapter.
9. Learn from each issue how to make the next one better.
10. Get photocopies of other chapters' newsletters from General Headquarters. You'll see quickly what looks good and what doesn't.
11. Proofread! Proofread! Proofread!

Risk Management

Risk Management does not only focus on alcohol and drug use within the chapters. Other areas of focus are hazing, abusive behavior, and property management. The only way to work in harmony with the community is to practice good risk management. If the chapter is taking good care of its house, the brothers host reasonable social functions, and there are no questionable activities being hosted by the chapter, then society will become more favorable to our cause.

The key is reducing the liability exposure in and around the chapter house. It is the vice president's duty to ensure that the Fraternity's *Risk Management Policies* are enforced at the chapter. The vice president already has the responsibility of being in charge of all the chapter officers. This gives him the opportunity to establish a committee that can create an action plan that will assist the chapter in pursuing safe fun. The idea is to focus on what can be done rather than what can't be done. The negative attitude just stifles any creativity that a group of brothers may have in this area. It would be the duty of the vice president to monitor this committee and report back to the chapter what is being accomplished.

One important fact to remember is that everyone associated with the chapter is insured. If all local, state, and federal laws are followed, there is no need to concern yourself with a lawsuit. Consider the Fraternity's insurance policy as a circle and the inside of this circle contains the individuals insured. Once a law or policy is broken by one of these individuals, they automatically pull themselves out of this circle. The General Fraternity's insurance policy will no longer cover that individual. Thus the need for an active stance on risk management is quite evident.

Risk Management Policies of Phi Delta Theta

ABUSIVE BEHAVIOR

The Fraternity will not tolerate or condone any form of abusive behavior on the part of its members or Phikeia, whether physical, mental or emotional. This is to include any actions directed toward members or nonmembers.

ALCOHOL AND DRUGS

1. All chapter facilities and properties in Phi Delta Theta Fraternity shall be alcohol-free all times and under all circumstances. The implementation of these procedures is a continuation of the ongoing educational efforts of the General Fraternity.
2. The possession, use and/or consumption of any alcoholic beverages by any Fraternity member, Phikeia or guest, while on chapter premises, during chapter activities or in any situation sponsored or endorsed by the chapter, *must* be in compliance with the laws and ordinances of the state, province, city, county, and university/college.
3. No chapter of Phi Delta Theta may purchase alcoholic beverages with Fraternity funds, nor may any member or Phikeia in the name of, or on behalf of, the chapter coordinate the collections of any funds for such a purchase. This includes, but is not limited to the following: the purchase of kegs, party balls, and other bulk quantities of alcoholic beverages.
4. No chapter of Phi Delta Theta may co-sponsor or co-finance a function where alcohol is purchased by any of the host chapters, groups or organizations.
5. The use or distribution of kegs or party balls by the chapter at chapter events is strictly forbidden.
6. The sale of alcoholic beverages by any chapter of Phi Delta Theta is strictly forbidden. No chapter of Phi Delta Theta shall participate in any activity or action which creates the impression that the chapter is selling alcohol. Examples include, but are not limited to: charging admission to parties, passing the hat, selling empty cups, selling drink tickets, or having vending machines which dispense alcoholic beverages.
7. All undergraduate recruitment functions and recruitment activities associated with or sponsored by any club/association of Phi Delta Theta will be alcohol free.
8. Alcoholic beverages are prohibited at any Phikeia program or initiation ceremony of the chapter.
9. Chapters are strongly encouraged to conduct alcohol and drug awareness programs for members and Phikeia.
10. Alcoholic beverages are prohibited at any Phikeia program or initiation ceremony of the chapter.
11. Chapters are strongly encouraged to conduct alcohol and drug awareness programs for members and Phikeia.

HAZING

No chapter or member of Phi Delta Theta shall indulge in any physical abuse or undignified treatment (hazing). Hazing is defined as: “any action taken or situation created intentionally or unintentionally, whether on or off fraternity premises, and whether with or without the consent of the persons subjected to the action, which produces mental or physical discomfort, embarrassment, harassment, or ridicule.” Such activities and examples include: paddling in any form, creation of excessive fatigue, physical and psychological shocks, quests, treasure hunts, scavenger hunts, road trips, or any other such activities carried on outside the confines of the chapter facility, wearing apparel in public which is conspicuous and not normally in good taste, engaging in any public stunts and buffoonery, morally degrading or humiliating games and activities, late work sessions which interfere with scholastic activity, and any other activities which are not consistent with fraternal law, ritual or policy with the regulations and policies of the educational institution.

HIGH RISK EVENTS

Phi Delta Theta chapters cannot afford the exposure of sponsoring, organizing, endorsing or participating in events or activities which involve a high-risk of physical injury or damage to property. While no definitive list of such events can be given, chapter must take a common sense approach to evaluating the risk of a particular event or activity. Examples of high-risk events include, but are not limited to the following: bungee jumping, parachuting, athletic events such as boxing, roof-top functions, water skiing or other water-related activities, especially those activities which relate to any type of temporary pool or water slide.

PROPERTY MANAGEMENT

The chapter facility, along with its furnishings and landscape, should provide for each member an environment for study, clean and safe living conditions, and recreational facilities. A sound program focused on proper maintenance of the property, along with due regard for university/college, health, or fire department regulations, where applicable, shall be followed in each chapter.

TRANSPORTATION

Phi Delta Theta chapters are encouraged to establish a transportation policy for chapter events which are not held at or within walking distance from the chapter facility. It is strongly recommended that the policy include the use of a form of mass transportation, such as charter buses, to transport members for such events, and particularly for events where alcohol may be consumed. When mass transportation is not available, alternative procedures, such as designated drivers, should be used.

Crisis Situations

One only has to look in the newspaper or watch the evening news and you will find a tragedy somewhere. The immediate reaction is, “Thank goodness it didn’t happen to me.” The question to consider in this section is, “What will you do if and when tragedy does strike your chapter?”

The following page is a copy of the Chapter Crisis Management Plan distributed by the General Headquarters to each chapter. This provides the action plan recommended when a crisis situation arises that affects the chapter and/or the brothers and Phikeia.

The Chapter Crisis Management Plan gives examples of an emergency situation then explains the guidelines to follow once there is a crisis situation. The Plan provides space to maintain contact numbers in case of an emergency and the chapter advisory board chairman is encouraged to keep a copy on record as well as the chapter president. The General Headquarters must have written submission of the occurrence with 24 hours in order for the situation to be properly handled.

During the crisis, the chapter president is the official representative until he is relieved of this duty by the chapter advisory board chairman, a house corporation officer, or a General Fraternity representative. The immediate role of the chapter advisory board chairman is to assess the situation and then make some decisions. Your maturity level will greatly benefit if the media is included in such a situation whereas a chapter president may not know exactly what to say. The chapter advisory board chairman is a key player in a crisis situation and the chapter members will be looking to you for guidance, so be prepared. It is imperative for the chapter advisory board chairman to consult with a General Fraternity representative before making any statement to the media.

The best solution to any crisis situation is “preventative maintenance.” What can the chapter do to eliminate the risks surrounding the chapter? The obvious solution is to become more aware of the Fraternity’s Risk Management Policies.

Phi Delta Theta International Fraternity

Chapter Crisis Management Plan

This crisis management plan has been developed to aid chapters in case of an emergency. A fraternity emergency situation may be prompted by any of the following occurrences:

- An accident resulting in severe or fatal injuries, or a member attempting or committing suicide.
- A fire or explosion in the fraternity chapter facility.
- Substantial damage to the chapter facility caused by a storm, flood, tornado, or earthquake.
- Deliberate damage to the chapter facility from malicious mischief, sabotage, or a riot.
- Chapter member, members, or the entire chapter being accused of violating local, state, federal, or university/college laws, rules, or regulations.

There may be other types of emergencies not identified above but, in all cases, follow these guidelines.

GUIDELINES:

- 1) **The chapter president is in charge** during all emergency or crisis situations until he is relieved by the chapter advisory board chairman, house corporation officer, or General Fraternity representative. In the absence of the president, the next highest-ranking chapter officer should assume these duties.
- 2) **Contact the proper authorities** (i.e. police, fire, ambulance, etc.) immediately. These emergency telephone numbers should be posted by each chapter house telephone.
- 3) **The building should be closed and secured immediately** if the emergency has occurred in or around the chapter facility. Only members, appropriate supervisory personnel, and the proper authorities should be allowed admittance.
- 4) **The president should contact the Crisis Management Help-Line at 1-(877) 563-1848.**
- 5) **The president should notify each of the following individuals or offices within one hour of the emergency.**

<i>CRISIS MANAGEMENT HELP-LINE: 1-(877)563-1848</i>			
	Name:	Business Phone:	Home Phone:
ΦΔΘ General Headquarters:	Dir. of Ins. & Housing	(513) 523-6345 ext.225	1-(877-563-1848
Chapter Advisory Board Chairman:	_____	_____	_____
House Corporation President:	_____	_____	_____
Province President:	_____	_____	_____
Phi Delta Theta's Insurance Agent:	James R. Favor & Co.	(800) 344-7335	-
Greek Advisor/University Official:	_____	_____	_____

- 6) **The president should call a meeting of all members to inform them of the emergency** and to review this crisis management plan.
- 7) **All members should be instructed to make no statements, comments, suggestions, or remarks to the media.** The president is the only spokesman for the chapter until he is relieved of those duties as described in guideline #1 above. Refer to "How to Work with the Media in a Crisis" for assistance.
- 8) **Sample Media Statement which can be used:** "This is an unfortunate and regrettable event. The Fraternity is cooperating fully with all interested parties. Further information will be given promptly when we have fully completed our investigation."

The House Corporation . . . The Organization and the Chapter Advisory Board Chairman's Role

The chapter's house corporation is perhaps the most misunderstood organization linked to the chapter. It is often confused with the chapter alumni association by alumni and undergraduates alike. This confusion usually stems from the fact that the house corporation is managed by the most involved alumni of the chapter and they often serve in other capacities. By focusing on the purpose of the house corporation and not on the individuals performing the tasks, the confusion is minimized.

The house corporation exists for only one purpose, that of landlord of the chapter house. As landlord, it has responsibilities to its tenant, the chapter. It also has the mission of at least preserving, and at best improving, the chapter house for future generations of Phi. Many chapters are experiencing great difficulty in maintaining their chapter house. The first step in reversing such a situation is for the house corporation to realize that the sole asset it has to work with is the chapter house. It must operate the chapter house as any other rental property. Rents must be sufficient to both cover the current expenses of taxes, utilities, insurance, etc., but also to finance improvements, renovations or perhaps the complete rebuilding of the chapter house. The chapter must sign a lease with the house corporation which spells out the details of the contract between them, specifically the rent, use of the building (in compliance with all local ordinances and laws), responsibility for repairs and other such things as damage deposits, etc.

Usually the house corporation is run by a Board of Directors or an Executive Committee. The question raised by the title of this section is: What is the chapter advisory board chairman's role on the house corporation? Should he be a member of the Board or merely a consultant to the Board? Experience has determined that it is best if the adviser acts in a consultative capacity. As an officer or director, one has fiduciary duties to the house corporation which may become an obstacle for the chapter advisory board chairman.

An adviser's effectiveness is proportional to his level of communication with the chapter. If the adviser is viewed by the chapter as an agent of the landlord, communication is stifled. The adviser is much more helpful to both the chapter and the house corporation which may become an obstacle for the adviser.

The successful chapter advisory board chairman is always working to help each group in the entire organization maximize common ground and to realize that points that appear to be in opposition are, in fact, in the best interests of the organization. In the context of the house corporation and the chapter, let us use the example of setting the proper rent. The chapter will believe that a low rent is best in that it will be easier to pay and will make recruiting new members easier. The house corporation wants rent as high as possible to provide improvements to the chapter house. The adviser helps both groups of brothers see the merits of the other group's point of view. The house corporation needs a strong, viable chapter in order to have a tenant in future years and rent must be set at an equitable, competitive level. The chapter needs to have an attractive chapter house since it usually forms the basis of the first impression a potential recruit has of the chapter. When a balance is achieved between the needs of the chapter and the house corporation and understanding each other's needs has been achieved, the adviser has successfully performed his role.

WALTER B. PALMER FOUNDATION ENDOWMENT FUND

Common Questions

1. Who can apply for a loan?
House Corporations which are duly authorized by the state or province in which they are located are, by Fraternity statute, the only authorized bodies that can obtain loans.
2. How often, and when, do the trustees meet to approve loan applications?
Trustee meetings are not regularly scheduled but are generally held once each quarter. Applications are usually approved by circulating them among the Trustees and then being ratified at the next regular formal meeting.
3. What percentage of the loan applications submitted are approved?
About 98% of fully completed applications submitted are approved. Only five applications were turned down or placed on hold in the past 15 years. That is not to say that every other application submitted during that time period was approved upon its initial submission for exactly the full amount or exactly under the terms requested.
4. How does the House Corporation obtain the loan application form, Trustees guidelines, and other information for the Palmer Foundation Loan?
Contact the Director of Risk Management and Housing at the General Headquarters (513/523-6345). *The House Corporation Guide* (an excellent manual provided from the General Headquarters) has an entire section (Section 5) devoted to the Palmer Foundation. **Very Important:** Make sure you have the latest application form guidelines, etc. The application material is periodically revised and we do not want you wasting your time completing an outdated form or furnishing excess material.
5. If my House Corporation problems or needs are unique, may I discuss my situation with someone before requesting an application?
Contact any one of the Trustees, but, again, the usual first contact is the Director of Risk Management and Housing. The Trustees are accustomed to dealing with unique situations and customizing arrangements is a way of life with every loan project. The Trustees have long-term experience dealing with chapter housing and ultimately have come to the conclusion that every situation is unique - call and we can discuss your circumstances.
6. How long after the complete application is submitted does it take to get a loan approved? What can be done to speed up the approval of the loan?
The key word in the question is complete. Submitting a partial completed loan application is the single most common reason that approvals are delayed. First, always complete the loan application form in its entirety. The application form is not very elaborate or fancy. Remember, the Trustees minimize costs (the Foundation's and yours) by not performing on-site visits or requiring other face-to-face meetings.

The legal paperwork is also very minimal. The application is a summary intended to paint a very clear picture of the local housing situation, local housing financial needs, the use of the funds, the House Corporation's ability to afford costs, and the proposed

repayment program - very similar to a "business plan." This summary generally is of significant benefit to the House Corporation.

The approval process can be very rapid. Recently, an application was received on the same day as a trustee meeting. The application was thorough, complete, and the low amount requested was within the loan guidelines. The loan was approved without change at the meeting that day and the commitment letter was issued the very next day.

7. What are some other key steps in getting a loan approved and the funds disbursed?

First, if you are in doubt or unclear about information requested, call the Director of Risk Management at (513-523-6345) - and discuss the question and your proposed response. Don't make work for yourself by supplying unnecessary information and then find you're asked to furnish more or different information. Generally, more information is better than less but don't interpret this to mean that photocopies of extraneous documents will substitute for the requested documents.

Second, have one House Corporation representative coordinate the information with the Director of Risk Management and Housing. Multiple contacts (from alumni, House Corporation officers, and/or chapter members) invariably lead to misunderstandings and unsatisfactory progress.
8. Does it take very long to get the money after the Trustees have approved the loan application and issued a commitment letter?

Usually a commitment letter specifying terms and conditions of the loans, along with the list of required legal documents, is issued within a few days following the approval of the loan application.

The bank custodian, First Financial, can disburse the funds within a few days following approval of the loan application.

In other words, delays usually are caused by the House Corporation's failure to furnish complete and required legal documents. Have someone knowledgeable and with expertise in real estate escrow procedures handle the escrow with First Southwestern. The bank custodian and administrator require that every "i" is dotted and every "t" is crossed before they release the money under a mortgage document. Another major cause for delay is attempting to submit documents piece mail rather than as a completed package.
9. How long does a loan commitment remain open?

Typically, a commitment letter might remain open for up to six months if there is no change in the facts and circumstances of situation when the loan was approved. If there are changes in the facts and circumstances or the six month time limit elapses, the House Corporation is encouraged to reapply for the loan. The previously approved application can serve as an excellent starting point for the reapplication process. In many cases, simply substituting updated information with revisions and signatures to the application (such as financial data, formal bids, chapter consultant reports, etc. where appropriate) will be sufficient.

10. Can a loan be obtained from the Palmer Foundation for house modernizations, refurbishing, and renovations even if no new construction is involved?
Yes, in recent years, by far most loans have been modernizing, refurbishing, and renovations. The most common problems incurred in chapter houses creating the need for a loan are bathroom and shower facilities, roofs, kitchen remodeling and/or equipment, and fire or safety code compliance.
11. How do Trustees determine whether the loan repayment (sometimes also called loan amortization) is for 5 years, 10 years, or 15 years?
Generally, by reviewing the scope of the project, the type of materials being added or repaired, and the amount of new construction. Also, critical to the evaluation is the condition of the remainder of the house. Consultations with individuals, professionals and college administrators, knowledgeable of institutional usage wear and tear in the academic field, confirmed these years and considerations are appropriate and consistent. General rules of thumb for determining the loan repayment length are:
- A. Five years or less where the significant portion of the expenditure is for general repair, modeling, or refurbishing. This would include roofs and other longer life assets if remaining facility is not in excellent condition. Typically, in this example, the house is over ten years old and hasn't had major repairs in over five years.
 - B. Ten years or less where the significant portion of the expenditure is for general repair, remodeling or refurbishing. This would include roofs and other longer life assets if remaining facility is not in excellent condition. Typically, in this example, the house is over ten years old and hasn't had major repairs in over five years.
 - C. Fifteen years when the project consists of new "bricks and mortar" such as construction or purchase of a newly constructed house, an addition to an existing house or the significant renovation to an existing house, either of which result in the equivalent of a newly constructed house.
12. Why would the Palmer Foundation Trustees insist on personal guarantees from alumni brothers when the loan is well secured by the value of the fraternity house?
- A. Personal or school guarantees are generally required if the house is on leased school property.
 - B. Personal guarantees are generally required when 1) the active chapter has not demonstrated sound fiscal responsibility for at least the past three years, 2) the chapter membership is small and/or with wide variations in membership size, or 3) the House Corporation is not charging and collecting sufficient rent to perform routine repairs and maintenance, and to accumulate cash reserve funds.

C. The General Council of Phi Delta Theta (consistent with all major fraternities), Palmer Foundation Trustees, and the General Fraternity officers have determined that it is not practicable to be owners and/or managers of chapter houses. The Foundation has no staff or other capability to manage a chapter house. The General Council and Palmer Foundation Trustees have always felt house management is best accomplished with local alumni.

13. Will the House Corporation guarantors be required to file person financial statements?
Personal financial statements are not required. However, we rely on the House Corporation Officers and Province Presidents to assure that the individuals providing loan guarantees have sufficient financial resources and the willingness to unequivocally stand behind their guarantees.
14. If guarantees are required, what is the normal limit acceptable per individual?
A small number of guarantors with higher limits is preferable to a large number of guarantors with very small limits. For example, the minimal amount of normally acceptable guarantee would be \$5,000 and the maximum acceptable amount would be \$10,000 per individual. Further, we would not expect that any one individual would guarantee more than 10% - 20% of the initial debt obligation. Typically, the guarantee is important to keep the loan payments current, not a requirement to pay the entire guaranteed amount. The alumni are free to work out and coordinate locally, the rare instance requiring payments under the guarantee locally.
15. Are personal presentations by the House Corporation required by the trustees? Do the Palmer Foundation Trustees visit the house and meet with House Corporation officers before a loan will be issued?
No, to both. Only in very rare circumstances have the Trustees visited a chapter house before granting a loan. The completed loan application speaks for you. This is another reason why the thoroughly completed application is so critical.
16. Do the Trustees give loans where the land is leased from the university or where the land and building are leased from the university?
Yes, but generally the loan must be guaranteed since there is no security for the Palmer Foundation. Most schools will cooperate by furnishing a guarantee in these circumstances.
17. Will the Palmer Foundation make loans or grants for chapter operating needs. Examples are tiding chapter through a short-term problem such as a small pledge class or problems collecting accounts receivable?
No, the Palmer Foundation is not authorized to make loans for operating needs. The Palmer Foundation is not authorized to make grants or awards for any purpose. These needs are the responsibility of chapter alumni, the House Corporations, and chapter adviser.

18. What are some examples of loan requests that were declined and the reasons for declining them?
- A. Seed money or grants for operating needs such as paying chapter bills\
 - B. Luxury items – swimming pool, stereo systems and stereo system wiring
 - C. Lack of sound financial controls in the active chapter and/or House Corporation
 - D. Insufficient chapter revenues to afford the cost of house improvements
 - E. Lack of alumni support such as fund raising or willingness to guarantee loan
 - F. House Corporation not legally organized or operational
 - G. Insufficient planning and lack of documents supporting the cost of proposed improvements
 - H. House Corporation already having sufficient funds on hand to complete project and maintain reasonable cash reserves.
19. What are typical costs for a loan? Is there an application fee?
The Palmer Foundation does not charge any fees for an application or processing loan. There are no “points” charged for a loan.
- However, you should keep in mind that all loan costs such as fees and expenses of filing documents, Risk Management Survey, legal, accounting, and escrow fees at the local level, wire transfers, and title insurance are borne by the House Corporation.
20. What are late fees associated with loan payments?
A fee (or penalty) of an additional 5% of the regular payment amount is charged when the payment is received after the expiration of the grace period (generally the 15th of the month) at the First Financial Bank in Hamilton, Ohio.
21. What happens if the loan is in default?
In accordance with the loan agreement, the interest rate on a loan in default will be raised to 12%. The Palmer Trustees will then consider beginning foreclosure proceedings.
22. Why do Trustees insist upon having audited financial statements with the application?
According to Title IX, Section 96 of the General Statutes of Phi Delta Theta, the Palmer Foundation Trustees are required to review audited financial statements. The Trustees are not authorized to waive the audit requirement for either the active chapter or the House Corporation.

23. What suggestions do the Trustees most often make for improving house operations?
- A. Working knowledge of *The House Corporation Guide*.
 - B. Installation of “guaranteed deposit system” as a condition of living in the chapter house has proven successful in many situations. This procedure is even more important if the chapter has a history of members with large accounts receivable, high turnover, or declining membership.
 - C. Developing and installing a systematic procedure for establishing chapter rent sufficiently high to establish and maintain adequate repair and maintenance funds.
 - D. The House Corporation should be responsible to pay the insurance premiums and taxes. Active chapters always seem to have trouble budgeting for these large periodic payments. Recover amounts by including in monthly rent.
 - E. The active chapter should be responsible for paying for utilities. The active chapter members and their mode of house usage are the most significant factors controlling the costs of electricity, heating, telephone, and cooling. Many house corporations require monthly reimbursement if the house corporation pays the utilities.
24. Why does the Palmer Foundation lend at 8% and 6% when the commercial real estate loan market rate is currently between 8-10% and has been over 13% in the recent past.?
- The Trustees are not trying to make a commercial profit. Some key goals are to protect the purchasing power of the funds for future generations and to provide superior housing opportunities for members of Phi Delta Theta.*
25. Does Palmer Foundation offer loans which provide for multiple draw downs of principal during construction or a revolving credit loan up to a specified amount?
- No, the bank custodian for the fund currently does not offer this service. We understand it is unlikely to be available anytime in the near future.*
26. Will the Palmer Foundation Trustees lend when the House Corporation and/or the chapter has excess funds which are invested at higher rates?
- Generally, no. However, once again, every situation is unique and may require discussion and explanation to reach a mutually satisfactory conclusion. The key word is excess. The Trustees expect that the normal repair and maintenance fund would be held and invested awaiting future needs. The House Corporation should have funds which equal approximately 2-3 years of normal repair costs.
27. Can an active chapter obtain a loan directly from the Palmer Foundation?
- No, Only House Corporations are authorized to obtain loans.
28. Will the General Fraternity (or any other Phi Delta Theta organization) purchase a chapter house for the use or rental of an active chapter?
- No. The General Council has declined to engage in the chapter house or real estate ownership solely for active chapters. The Phi Delta Theta policy is consistent with the policies of all major fraternities.

29. Is money currently available for loans from the Palmer Foundation?
Yes. Currently monies are generally available. If funds for a loan were not sufficient for a period, the Foundation's cash flow generally provides money within a few months.
30. How did the Palmer Foundation obtain the money that it lends? Monies received from General Fraternity?
The Foundation's Endowment Fund was started in 1920 with contributions by foresighted alumni brothers. For many years, through 1972, the fund received \$10 from each initiation fee. From 1973 through June, 1990, the fund was self-sustaining except for a \$50,000 contribution by the General Council in 1986 and a \$1,000 contribution by the Mississippi Alpha chapter (University of Mississippi) in 1982. For the Biennium of 1990-92, General Council contributed \$10.00 to the fund from each initiation fee.
31. How do I obtain information such as the status of an existing loan, loan balance, late fees owed, "pay off" amount, etc?

Gayle E. Wyckoff
Assistant Vice President/Trust Officer
First Financial Bank
300 High Street/5th Floor
Hamilton, OH 45012
513 867-5216

Please have your monthly loan payment statement handy when you call First Financial Bank in order to provide the "full name on the computer file and the loan number".

32. Can a House Corporation make prepayments on a loan? (Prepayments are payments which are applied to reduce the principal amount but do not interrupt making the normal monthly payment schedule dates or amount until the end of the loan.) Prepayments, often referred to as loan curtailment payments, result in an earlier payoff of a loan. If yes, explain the penalties for prepayments?

Yes, prepayments can be made at any time. There are no penalties or premiums associated with making prepayments. Further, since interest is only charged on the principal outstanding, prepayments will reduce the overall interest cost, speed up the loan pay-off, and save cash for the House Corporation.

We strongly recommended that you include a letter with the check payment and a copy of the most recent monthly statement explaining exactly how you wish the additional money assigned. Make it clear that you intend the prepayment assigned to reduce the principal, not as an advance payment for subsequent months. A misunderstanding could result in late fees.

Send letter and check to the regular processing address to assure proper processing:

Gayle E. Wyckoff
Assistant Vice President/Trust Officer
First Financial Bank
300 High Street/5th Floor
Hamilton, Ohio 45012

33. Can a House Corporation make advance payments for the months, such as during summer vacation, when the chapter house is closed and there is little or no cash flow? (Advance payments are normal monthly payment schedule amounts for future months sent to First Southwestern Bank early which will be applied to the regular payment of interest and principal at later dates.)

Yes, many House Corporation make advance payments for periods when cash flow will be negligible. The advance payment data will be stored in the computer and applied to correct month as specified in your instruction letter.

We strongly recommend that you include a letter and a copy of the most recent monthly statement with the check payment explaining exactly the method that you wish the money assigned to subsequent month regular payments. Make it clear the money is not a prepayment assigned to a reduction of the principal. A misunderstanding could result in late payment fees.

Send letter and check to the regular processing address to assure proper processing:

Gayle E. Wyckoff
Assistant Vice President
Trust Officer
First Financial Bank
300 High Street, 5th Floor
Hamilton, Ohio 45012

34. Can a House Corporation make a partial payment toward a normal monthly payment?
A partial payment or any payment other than the invoice payment amount is strongly discouraged. As with most computerized systems, the procedures are not in place to handle such a variation. A misunderstanding could result in late fees.

35. We have incurred late fees for not submitting some payments by the due date which the House Corporation has not paid. What will happen to these late fees after the loan payments are completed?

Normally, the late fees are paid with the next regular payment on the loan. The fees will appear on your next bill document. If for any reason you believe a late fee is not justified please advise Gayle E. Wyckoff promptly or with your next payment.

In any event, the mortgage will not be released unless all late fees have been paid.

The Problem Chapter

When a chapter's disciplinary procedure breaks down to the point where the International Fraternity, or the local alumni, recognize that the institution is desperate and significant changes in the chapter must be made; one or both of the former groups must first decide to:

- A. Suspend the charter, remove all members, and start over on that campus; or;
- B. Do a selective membership review, and develop a multifaceted long-range plan of reorganization for that chapter.

There are pluses and minuses to either option taken. Neither offers an easy solution. Which option results in the fastest, most successful outcome, depends entirely on the local circumstances, and the individual ability and commitment of the adviser, alumni, and the chapter itself.

If option "B" is taken, here is what some of your adviser peers have found to have worked for them:

1. Allow only those willing to sign a Membership Contract (available from GHQ) to remain in the chapter.
2. Learn which members have control of situations and chapter opinions. They may not be officers.
3. Establish and use local bylaws.
4. Pay closest attention to the Phikeia program and to the freshman. Develop a program that is virtually identical year to year.
5. Establish a working relationship and communication with local officials (school, IFC, etc.)
6. Let your conduct and attitude be the example.
7. Don't play favorites.
8. Never break your word.

Section 4

The Importance of Training a Successor

First and foremost, this workbook should be reviewed with the new chapter advisory board chairman. This will provide him with the basic essentials to begin working with his chapter. If material has been added during your tenure as chapter advisory board chairman, be sure to clearly explain this material as well. A clear understanding of the chapter advisory board chairman's job description, understanding the relationship between the adviser and the province president, and the relationship between the adviser and the General Headquarters pertaining to correspondence and resources are three areas of great importance in order to have the new adviser feel more comfortable with his recent appointment.

There are many areas that are going to be unique to your situation and this workbook will not be able to cover those issues. These experiences can only be shared by you, the current adviser, to the newly appointed chapter advisory board chairman. Also, everyone knows, a good education comes through experience. Your successor may not have many questions at the outset, but many will follow. Your guidance beyond your retirement can be as much assistance as your training is prior to taking on the new responsibility. Sharing your own personal experiences as well as offering your guidance, will be two excellent assets for the new chapter advisory board chairman.

Basic expectations need to be shared as well. Your feelings on weekly chapter meetings, executive committee meetings, and chapter retreats, are a few areas where clear expectations are required. Where do you fit in the chapter's social affairs? Sharing this information as well as covering liability insurance with the adviser will help a great deal. Reviewing the financial area of the chapter is another issue for expectations. The bare minimum is the Treasurer's Monthly Reports to GHQ, but on top of that, you will be able to share your experiences and pass on those expectations. The Province President is an asset that you may want to use in your training of the new adviser. He can assist you in defining the expectations of an adviser at your chapter and can help explain his position as well.

The Chapter Advisory Board Chairman's Relationship with the Campus Administration

Establishing a relationship between the chapter and the campus administration is often not taken as seriously as it should be. The administration plays a very large role in the existence of the chapter on the campus and the sooner the brothers realize this fact, the better off everyone will be. The campus administration may consist of individuals like the Greek Official, the Dean of Students, the Director of Residence Life, the Director of Student Activities, and even the President or Chancellor. These people rely heavily on perception and often our chapters are perceived the wrong way.

Is the only time you hear from the Greek Official when the chapter committed a violation? Does the Director of Residence Life only come around when the residence hall or chapter house is a mess? These are a couple of questions to answer for the chapter. These are sometimes the perceptions of our chapters. What can the chapter advisory board chairman do to help the situation?

Establish a relationship with the various school officials that play a role in your chapter's day to day operations. The Greek Official is the logical starting point. A regular meeting, perhaps once per month, with this individual will help keep the communication link open between the Greek Affairs office and the chapter. What is the university's perception of the chapter? How can the adviser help the situation? What is the chapter doing well? Assess the chapter's performance from both points of view and figure out an action plan to work on between meetings. From these discussions, a relationship will blossom and the chapter will be the recipient of the benefits. When everyone works on a level playing field, all parties benefit.

There exists another forum for chapter advisory board chairmen which is a regular meeting between the chapter advisers from the sororities and fraternities represented on your campus. This regularly scheduled meeting allows advisers to exchange problems and work together to formulate solutions. Quite often, advisers face the same problems within their respective chapter, but have no forum to express their concerns. This committee can assist in problem solving and make the campus' Greek community a whole lot stronger. On many campuses, this forum has been forged to form an Alumni IFC. If no such opportunity exists on your campus, consult the school's Greek Official to discuss the possibility of starting one.

Chapter advisory board chairmen, in this setting, can also discuss the big issues facing the Greek community and the campus in general during these sessions. Alcohol use and abuse, acquaintance rape, risk management, finances, scholarship, hazing, and membership recruitment, are a few examples of "hot topics" facing the undergraduate world currently. These are issues that an adviser must be aware of and these types of meetings allow for that to happen.

These sessions can also help to educate the administration on an "anti-Greek" campus. Administrations on any campus can learn from the chapter advisers. By inviting the university's administration to attend certain meetings, the communication gap is lessened and again, both parties will benefit.

Building a relationship with the Campus Administration is important for the chapter advisory board chairman, but more so for the chapter. Encouraging the chapter president to attend your meetings with the Greek Official every so often and having the president meet individually can only help with relationship between the administration and the chapter. The important thing to remember is: It is the chapter that will benefit from a good relationship between you and the Greek Official. Isn't that all that matters?

Establishing a Relationship with the Community

The surrounding neighborhood is another area that constantly needs attention but is often overlooked by our chapters. The citizens that walk by the chapter house or hear the social function on a Thursday night are the people that perceive fraternities to be the same group of men that are in the movies. The role of the chapter advisory board chairman in this situation is to merely raise the chapter's awareness. Do the brothers realize that the neighbors often dislike the activities associated with a chapter house? What can the brothers do to improve their image in the neighborhood?

A good approach is to participate in as many community service events as possible and advertise the fact that the brothers are working with the community rather than against the neighbors. There are a number of community service projects that can be organized within the neighborhood such as: yard work, snow shoveling, spring clean-up, painting, shingling, etc. These examples may not be suitable in all settings, but generally any effort at all is a big step to winning over the neighbors.

Advertising any upcoming community service events with posters on light posts or with brochures will aid in educating the neighbors on the positive qualities of a fraternity. If a canned food drive has been planned, one week's notice with a brochure to the neighborhood involved will not only have more people participating, but the benefits from the advertising will be immeasurable.

As for social events, the chapter should be aware of its surroundings at all times. The chapter advisory board chairman can help raise this awareness. Again, prior notice of the upcoming event will only help the situation. The neighbors will now know when the event is being held and can make arrangements to perhaps go out for the evening. It's often an oversight and it's just common courtesy.

The General Convention

The General Convention is held every two years in various cities throughout North America and serves our Fraternity as the supreme legislative and judicial body. It effects its own organization and elects the General Council to interpret and execute all of the laws of the Fraternity for the two-year period between conventions. Voting delegates include one delegate from each chapter, a delegate from each alumni club, and the general officers of the Fraternity. Many other fraternity members attend the convention and participate in its discussions and activities.

A special chapter advisory board chairmen's session may be held at each convention. This program is an abbreviated version of the chapter advisory board program that has been presented at past Leadership Colleges, including discussions on chapter operations and solving chapter problems. This session also provides an excellent opportunity for developing inter-relationships among the participating advisers.

Since the General Convention desires the participation of the chapter advisory board chairmen at the General Convention, the Fraternity covers the registration fees, hotel and banquet expenses. Travel expenses are the only fees not absorbed by the General Fraternity. Many of the past participating advisers have obtained additional funds from their chapter, the house corporation and local alumni clubs to cover travel and incidental expenses. Several of the past participating advisers have had their local alumni club name them their delegate, and thus, become a voting delegate to the convention.

The General Officers Conference

During a three-day weekend commonly in February, the general officers of the Fraternity hold their annual General Officers Conference to review the past General Council's decisions and interpretations of the laws of the Fraternity, and to discuss the current problems being encountered by the Fraternity and by the chapters. The conference provides your province president with an excellent overall view of what is happening within Phi Delta Theta and the interfraternity world. At the same time, the province president may be requested to present the progress of the individual chapters in his province.

A chapter advisory board chairman should be prepared to provide any requested information to the province president for his presentation. In turn, the province president will have information available for each of his chapters on current General Council decisions affecting their operations.

The Alumni Summit

From time to time, an Alumni Summit (Friday evening through Sunday morning) is held in conjunction with the General Officers Conference. The Alumni Summit has been designed to concentrate on housing issues, therefore, it is preferred that a house corporation president or other officer attend. However, future alumni summits may move to more of a focus on the Chapter Advisory Board. The General Fraternity will reimburse one alumnus representative from each chapter for travel, lodging and meals.

Leadership College: Emerging Leaders Institute

The Emerging Leaders Institute is a dynamic three-day (Saturday through Tuesday) program presented annually on the Miami University campus in Oxford, Ohio. Over 300 undergraduates and 20 to 30 chapter advisory board chairmen from across the United States and Canada, normally attend. This conference was held in 1987, 1989, and every year from 1991 to 2002. The format changed in 2004 to focus on the “emerging leaders” in each chapter which appropriately compliments the Presidents Leadership College held in January of each year.

The format for the undergraduates includes classes presented by Phi Delta Theta faculty members on various topics ranging from more effective chapter operations to an individual’s personal development and general presentations to the entire student body by selected speakers. The undergraduates are assigned to “chapters.” These chapters meet during the College and some of the most significant feedback and discussion occur in these chapter meetings. Sharing of Leadership College experiences as well as each individual’s home chapter experiences help round off the chapter meeting format.

The chapter advisory board chairmen have their own program which covers the role of the chapter advisory board chairman, chapter operations and discussions on current chapter problems such as hazing, alcohol-free housing, improving relations with college administrators, membership recruitment, finances, etc. The interrelationships developed among the advisers are an important element of the chapter advisory board sessions.

A portion of the chapter advisory board chairman’s cost for of the Leadership College is borne by the General Fraternity commonly including the conference registration fee and room and board. Advisers are encouraged to attend the Leadership College as many times as they like, and many advisers do return each year.

Presidents Leadership Conference

The Presidents Leadership Conference is a three-day (Thursday through Sunday) program of leadership training for chapter presidents that focuses on team-building, leadership techniques, goal-setting, risk management education and management skills, held annually in St. Louis during January. The conference enhances the individual leadership skills of the participants with a program that provides presentations on leadership, including the individual, chapter, and campus challenges. Team-building meetings with emphasis on leadership and goal-setting will also be offered. The conference provides a forum for one-on-one discussion opportunities for the participants to exchange ideas with one another and faculty to discuss individual leadership skills and techniques. The Fraternity provides for one representative from each chapter – the chapter president or president-elect.

The Role of the Province President

The realm of Phi Delta Theta in Canada and the United States is divided into provinces. Each province is a geographic area which contains 3-5 chapters and is under the supervision of an alumnus volunteer known as a province president. Typically, the Fraternity is divided into 40-48 provinces.

The province president serves as a deputy of the General Council when working with the undergraduate chapters. He visits chapters two or more times each year consulting with the officers and adviser. He appoints the chapter advisory board chairmen within the province. He often interacts with house corporation members. He also advises the Survey Commission about schools which do not have Phi Delta Theta chapters, but where the Fraternity may be interested in expanding. He sometimes plays the role of disciplinarian when chapters violate expectations.

He is the chapter's primary, direct link to the General Fraternity. This also holds true for chapter advisory boards. When problems or questions arise, most province presidents are eager for you to get in touch with them. They are well versed in the policies and statutes of Phi Delta Theta and can serve as an important resource. Similarly, when the Headquarters is contacted by a university or college indicating a problem with a chapter, the province president is typically the first person notified.

Often, province presidents attempt to conduct "province meetings." These meetings serve to be a resource for chapter officers and advisers as well as provide for general camaraderie. The topics discussed can be information of general concern to undergraduates, chapter management ideas, or discussions on Fraternity issues.

Province presidents are appointed by the General Council and approved by the chapters in their domain. They attend and have a vote at General Conventions. As their time permits, many also serve as faculty at the annual Leadership Colleges and Presidents Leadership Conferences. Other time dedicated to the Fraternity may consist of attending Founders Day activities and alumni club functions.

The province president is also vested with some authority and responsibility. He reports to the General Council after each chapter visit. He should be cognizant of the financial status of his chapters. He has the authority to render probationary status to chapters and members, yet some of his recommendations may have to be approved by the General Council.

PHI DELTA THETA FRATERNITY

POSITION DESCRIPTION

POSITION: Province President

DATE: October, 2002

REPORTS TO: General Council

The president of each province shall have special charge of the interests of the Fraternity therein, and it is his duty to encourage and aid all chapters within the province boundaries and promptly notify the General Headquarters of any matters which may require immediate attention. The Province President shall strive to fulfill the following objectives:

OBJECTIVES

1. Look after the interests of Phi Delta Theta within the province.
2. Promote, support and communicate the policies and programs of the General Fraternity.
3. Actively recruit, appoint, and train chapter advisory board members with administrative assistance from General Headquarters staff.
4. Attend the General Officers Conference.
5. Attend the General Convention.
6. Actively assist in establishing alumni clubs within the province.
7. Assist the Survey Commission in identifying expansion site opportunities within the province.
8. Ensure each Chapter Advisory Board is monitoring the financial well-being of their chapter.
9. Visit each chapter within province at least once during the academic year and represent the General Fraternity at Founders Day banquets, alumni club functions and Fraternity meetings in his province.

PERFORMANCE GOALS (in order of priority)

1. Ensure each chapter has an active Chapter Advisory Board of no less than three members who regularly attend chapter and executive committee meetings. The Chapter Advisory Board will assist the chapter in the areas of finances, Phikeia education, recruitment, scholarship, and risk management.
2. Create an action plan at the beginning of each calendar year which outlines goals which are specific, measurable, attainable, realistic, and timely (SMART) for your province. Submit this action plan to the General Headquarters by the General Officers Conference of each year.

3. Write an evaluation report at the end of each semester which details the accomplishments relative to the goals set earlier in the year. Submit this evaluation report to the General Headquarters by December 1 and June 1 of each year.
4. Confer with the chapter advisory board chairman on a monthly basis to:
 - A. Review chapter progress in key operational areas
 - B. Monitor the CABs regular attendance at chapter and executive committee meetings
 - C. Identify problem areas and develop solutions
 - D. Monitor the monthly financial and recruitment activities of each chapter
5. Communicate on a semesterly basis with university/college officials, and if possible meet with them when appropriate.
6. Communicate with house corporation representatives at least twice a semester to discuss housing issues such as life safety, lease agreements, and insurance.
7. Visit each chapter location at least once every academic year, meeting with various undergraduate, alumni, and university leaders while on site.
8. Visit and cooperate with alumni clubs, help to organize new clubs, and ensure each club is engaged with a local undergraduate chapter when possible.
9. Arrange a Province meeting to conduct educational training with key chapter officers and alumni volunteers at least once each academic year.
10. Address such other things as called for by *The Code* or that the General Council may request.

PROVINCE PERFORMANCE MEASUREMENTS

The following items will be used to measure each Province on an annual basis and will be reviewed by the General Council at the fall retreat meeting.

1. Chapter Advisory Board Chairman in place and trained
2. Chapter Advisory Board with no less than three members in place and active
3. Chapter Minimum Expectations and Standards (ritual, size, conference attendance)
4. Chapter standing with the General Fraternity (good standing, probation, etc.)
5. Visit each chapter location once during the course of an academic year.
6. GHQ points and chapter reporting
7. GHQ accounts receivable
8. Chapter award submissions
9. Educational Foundation Scholarship Applications
10. Province President reporting including the annual action plan, the mid-year report, year-end evaluation, visitation reports and province meeting report when applicable