

VICE PRESIDENT RESOURCE GUIDE



PHI DELTA THETA
Become the greatest version of yourself

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Introduction

Welcome Brother Vice President!

Congratulations on your election to the position of vice president. As you are viewed as one of the top leaders within your chapter, you will now be called upon to fill one of the most important offices within the organization. You will find the job filled with many challenges and responsibilities.

The position of vice president is one that has the potential to drastically affect the operations of the chapter. Therefore, it is important that as vice president you understand the requirements of the office and the duties associated with it.

As the office of vice president has boundless possibilities, you will only be restricted by the amount of time and energy you choose to invest. Upon your shoulders rests not only the chairmanship of the executive committee, but numerous other responsibilities as well:

- Coordinate all officers and committees;
- Provide assistance to the president;
- Manage the chapter's officer file system;
- Plan and orchestrate chapter retreats;
- Submit chapter officer lists to General Headquarters;
- Supervise both chapter and Officer Goal and objective setting;
- And ensure the completion and submission of Initiation Records and membership updates in myPhiDeltaTheta.

Section 1

Vice President Duties and Responsibilities

1. Serve as the chairman of the executive committee.
2. Serve as the presiding officer at chapter meetings in the absence of the president.
3. Oversee, and in some cases, serve as the presiding officer for the standing and special committees within the chapter.
4. Monitor the performance of each elected and appointed officer within the chapter.
5. Ensure that all reports are submitted to the institution, the General Headquarters, etc., in a timely and professional manner. Take specific note of the Chapter Greatness Checklist. Prior to the prompt submission of required reports, check to ensure their completeness.
6. Assist in the planning and execution of an officers retreat. The purpose of which would be to establish broad chapter and specific officer goals and objectives.
7. Coordinate the development of written officer reports and permanent officer files.
8. Be familiar with parliamentary procedure outlined in *Robert's Rules of Order*.
9. Encourage each officer to use the manuals and other publications prepared and distributed by the General Headquarters.
10. Assign deadlines by which all officers and committee chairmen are expected to complete certain tasks. In addition, require these elected and appointed officers to submit formal written reports on their activities during executive committee and chapter meetings.
11. Make certain that there is optimum participation in chapter activities by each member.
12. Assist in the enforcement of the policies, rules and regulations of the Fraternity.

Techniques for the Vice President

The following are some suggestions that will greatly assist you in your job:

1. As chairman of the executive committee, schedule the meeting of the committee at least one day in advance of the chapter meeting so as to allow ample time to discuss necessary issues and perform necessary follow-up.
2. **Schedule weekly executive committee meetings** on the same day, at the same time, and in the same location.
3. **Require all elected and appointed officers to submit written reports** outlining their weekly activities.
4. **All motions to be made at the chapter meeting should be submitted in writing** to the executive committee for review prior to being presented at the chapter meeting.
5. Make certain that each committee meets regularly.
6. **Be familiar with the duties and responsibilities of each officer** and committee chairman.
7. Be proficient with your chapter bylaws, and the Constitution and General Statutes of the Fraternity.
8. **Review those goals and objectives established by the chapter** with each member and Phikeia.
9. On a weekly basis, meet with the chapter president to review what is planned for the upcoming week.
10. **Monitor the submission of required reports** to the institution and the General Headquarters. Consider collecting these reports in advance of the due date so that you may mail them yourself.
11. Inform the house corporation, chapter advisory board chairman, and faculty advisor of chapter activities.
12. Initiate the evaluation, revision, and updating of all chapter policies and practices which are no longer applicable to the organization.
13. Ensure that each committee member is fulfilling his specific job responsibilities.
14. **Assist in the planning and execution of an annual, all-member retreat** for the purpose of reviewing the chapter's performance from the previous year and the activities for the upcoming year.
15. Plan at least **two officer retreats each academic year**. One for the officers to discuss their particular duties and responsibilities. Another conducted midyear for the purpose of reviewing the performance and progress of the organization to date. Goal setting is the key to success.
16. Educate and inform the members and Phikeia of the services and resources available through the General Headquarters.
17. Be available and visible. When needed, climb into the trenches and pitch in to help with the work.
18. Be a good listener. Set the wheels in motion to correct mistakes and solve problems.

Section 3

Relating with Chapter Officers

- 1) **Open lines of communication.**
Make it known that your door is always open. Allow chapter members to come to you with chapter and/or personal issues.
- 2) **Get to know people.**
Make an effort to meet with individual officers and members at least once a week.
- 3) **Know the heart of the chapter.**
Have your finger on the pulse of the chapter. Whenever events are going on in the chapter, the vice president should be there. Learn to know when problems might arise before they ever come up.
- 4) **Praise in public, criticize in private.**
Give credit where credit is due and take blame when it is needed.
- 5) **Listen.**
Sharpen your listening skills. Listen more than giving advice.
- 6) **Roll up your sleeves and get dirty.**
Always be willing to get into the trenches with your chapter officers. Give them support and assist them with projects.

Section 4

How to Get Things Done

- **Plan ahead.** Every moment spent in planning saves three or four in execution.
- **Write it down.** It helps a great deal to make your plan on paper. Also you can make reminders for yourself and be referred back to if needed.
- **Don't get caught up in insignificant details.** If you do, you will never find time to tackle the real issues.
- **Delegate and divide.** Delegate as many tasks or details to others as you can. That's a cardinal rule for every good executive. Do nothing that an assistant can do. If they don't know how, train them. Keep yourself free for important things.
- **Don't procrastinate.** Don't waste time dreading a pesky job. If it needs to be done, plow into it. Otherwise it will take you twice as long later.
- **Budget your time.** Allot yourself the amount of time you feel you need, with diligent application, to accomplish each task. Do the job carefully and do it well, but don't waste time. Your time habits will become automatic.
- **Make habits work for you.** Establishing good habits will speed up your routine tasks.
- **Learn to say "no".** Popularity is a wonderful thing, but don't let it lure you away from accomplishing important tasks. When you're busy, excessive social conversation can be a great waste of time. Don't let socializing or others' responsibilities waste your time.
- **Relax and let your mind create.** The well-organized person can expect more leisure time as his just reward. And leisure time is a precious commodity.

4.1 *24 Ways to Help Others Get Things Done*

1. **Make members want to do things.**
2. **Know your brothers.** Study members in the chapter and determine what makes him tick.
3. **Be a good listener.** If you don't listen to others, why would they listen to you?
4. **Criticize constructively.**
5. **Criticize in private.**
6. **Be considerate.**
7. **Delegate responsibility.**
8. **Give credit where credit is due.**
9. **Avoid domination or forcefulness.**
10. **Show interest in, and appreciation of, others.**
11. **Make your wishes known by suggestions or requests.**
12. **When making requests or suggestions, be sure to explain the reason for it.**
13. **Let brothers in on your plans and programs even when they're in an early stage.**
14. **Never forget that the leader sets the model for his followers.**
15. **Play-up the positive.**
16. **Be consistent.**
17. **Have confidence in your brothers.** Show them you have confidence in them and that you expect them to do their best.
18. **Ask members for their counsel and help.** If you don't ask they won't help. A fresh opinion may be just what you need.
19. **When you're wrong or make a mistake, admit it.** If you don't admit when you are wrong neither will they.
20. **Give a courteous hearing to ideas from every brother.** Even if you don't think the idea is very good, it just might be right.
21. **If an idea is adopted, tell the originator why.**
22. **Give weight to the fact that brothers carry out their own ideas best.**
23. **Be careful what you say and how you say it.** Even if you feel like joking about an idea or person, don't. Eventually the exact people you don't want to know will find out. Plus if you make fun of him today, maybe it will be you tomorrow.
24. **Don't be upset by moderate complaining.**

Section 5

Delegation Guidelines & Meeting Checklist

The delegation of authority is the means whereby you extend your influence and control, and become capable of assuming greater and greater responsibility. Delegation is the function of organization.

Delegation

1. The best way to increase your authority is to delegate it. **To hoard your authority is to lose it.**
2. Once you assign responsibility, be sure you delegate the necessary authority to go with it.
3. Always work through channels.
4. Assigning responsibility **does not lessen your responsibility**; it merely gives you a capacity to handle greater responsibility.
5. Clearly define the responsibilities assigned to each officer and make this information known to others who work through him.
6. Once you have delegated, **follow-up** to make sure the job is being done. Be careful not to *over-supervise*.
7. If possible, delegate in such a way that the person receives instruction from **only** one person and is held accountable to only one person.
8. Never assign duties to another solely because they are distasteful or unpleasant to you.
9. When you delegate authority over others to an officer, be sure to back him up when the authority is questioned.
10. Be quick to support an officer if there are any complaints about him overstepping his authority.
11. Let every officer know just what decisions he has the authority to make. Have decisions made on the **lowest possible organizational level**.

Meeting Checklist

PLANNING

- I. Initial planning
 - A. Reserve meeting place
 - B. Notify members
 - C. Plan agenda
- II. Building the agenda
 - A. Officer Committee Reports
 - B. Items from last meeting
 - C. New business
 - D. Announcements
- III. Final planning
 - A. Type agenda & distribute
 - B. Check necessary meeting aids
 - C. Review objectives for meeting

THE MEETING

- I. Conducting the meeting
 - A. Begin on time
 - B. End on time
 - C. Speak clearly
- II. Presiding over the meeting
 - A. Follow *Robert's Rules*
 - B. Stick to the agenda
 - C. Be firm, but gracious
 - D. Involve the group
 - E. Allow for full discussion
 - F. Keep meeting "on track"
- III. Conclusion
 - A. Summarize information, decisions, assignments

FOLLOW-UP OF THE MEETING

- I. Immediately
 - A. Evaluate success of meeting
 - B. Develop plans for future
 - C. Complete, distribute minutes
 - II. Before next meeting
 - A. Define, assign, supervise "between meeting" tasks
 - B. Confer with other officers
- ... Minutes written
... Minutes distributed
... Correspondence (thank you's, etc.)
... Written assignments of tasks with deadlines

The Committee System

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 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 committee 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.

Is your chapter having problems with membership involvement? Committees can help.

Why have committees?

- Size: A small group is able to meet more easily, work more efficiently, and discuss issues more effectively.
- Freedom of discussion: There is no limitation on the number of speakers or the length of debate.
- Select make-up: Members are chosen for their expertise, ability, and interest in the committee's function.
- Training: Committee membership provides excellent officer training experience.
- Involvement: Committees get the whole chapter involved in fraternity affairs.

Common purposes of committees:

to plan activities

to share tasks

to brainstorm ideas

to evaluate the value of a project

to decide on action

to carry out an assignment

to follow through and complete a job

to present programs, ideas, and policies

to focus on a specific issue

to assess the status of an issue

to increase involvement of members

Step-by-Step Analysis of a Committee

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 a 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 work-load should be distributed equally among the active members who comprise 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 divide 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 for 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:
 - Gather the necessary information or perform the designated task before the chairman conducts the second meeting;
 - Use all possible resources;
 - Prove and record results rather than guessing at conclusions;
 - 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. It is imperative to provide detailed, concise information and constructive suggestions while maintaining a professional attitude. A professional approach, detailed, but to the point, with information and constructive suggestions are a must when presenting to the chapter.
 - The formal report should be type written on a fileable copy.
 - All sources from which information was obtained should be listed.
 - 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.

“Committees won’t work at my chapter.”
Chances are if you tried and failed with committees in the past, they were not set up properly to ensure success.

6.1 ***Committee Development, Organization, & Operation***

Developing a committee:

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 concise.

Is something holding your chapter committee back?

- Lack of organization and direction
- Lack of time
- Poor use of talent
- Attempting too much
- Domineering member
- Working only at committee meeting
- No delegation
- No one knows their duty
- Poor communication
- Committee never meets

Any of the above items are the likely source of your committee problems. Realizing that there is a problem in time to make the appropriate changes is a sign of a good leader. Let members know they can come to you if they have suggestions.

Organization of the committee:

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.
 - Present the general project to the potential committee member.
 - Show how the prospective member can help the project, while also showing how he can benefit from it.
 - Encourage committee membership by giving emotional reasons to join (*i.e.*, special talents, friendship, etc.).
 - 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 generated.

A great way to get some new ideas and at the same time help a new member learn more about chapter operations, is to include the Phikeia on committees.

Brainstorming with no holds on input offered is the method of developing ideas and cultivating the enthusiasm of the committee members. Creative imagination makes this process work. As idea after idea is suggested, the "freewheel" is permitted to keep turning. **No criticism of the ideas presented** is allowed while brainstorming. The opportunity to judge ideas will

come later. No matter how unusual or outlandish the idea, consider it. The key is to produce as many thoughts as possible. Often times, one idea leads to another; let the committee go freely. Later, when you are evaluating and reviewing the ideas, the decision on whether to pursue them or not can be made.

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's 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 interrelated 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:*

- Exactly what task he is expected to complete;
- To whom he is to report;
- What degree of authority he has.

Always make sure each person knows his role on the committee and what he is responsible for completing.

4. **The Time Table:** 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.

Committee operation:

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 success of the project is a matter of following through with 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 as an acting committee member to jump in at any time to assist. Finally, arrangements should be made to give interim reports to the chapter members on the progress of the committee and a final report at the conclusion of the work.
2. **Follow-up:** It is equally important for the committee chairman to perform the appropriate follow-up tasks:
 - Recognize and praise each of the committee members;
 - Make sure the minutes and notes of the committee's activities are in proper order;
 - Forward "thank you" letters to all who participated, contributed support, or provided assistance to the effort.

Duties & responsibilities of a committee member:

- attend all meetings
- participate (share ideas, ask questions)
- assume responsibility
- bring new ideas
- be an alert listener
- follow through with tasks on a timely basis
- arrive at meeting prepared and with work done

Duties & responsibilities of a committee chairman:

- arrange meeting times and notify all involved
- ensure committee has established, written goals
- appoint a secretary to record minutes
- know the deadline for completing goals
- be democratic (think/say "we," not "I" or "you")
- follow through, coordinate, check-up
- continually evaluate progress toward goals

6.2 Types of Committees

There are several committee possibilities within the chapter. The specific members, 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.

Executive Committee

Standing Committees

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 broad 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 agendas 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.

The executive committee, although performing the same function, has different nicknames at different chapters. Which do you use? ex-com, executive board, board, exec, e-board, e-com, etc.

- **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 cannot deliver yourself.

- **Membership**

Though the configuration of the executive committee varies from chapter to chapter, there are several officers 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 represents both the internal and external facets of chapter operations. The following officers may also comprise the executive committee: secretary, Phikeia educator, recruitment chairman, alumni secretary, house manager, social, scholarship, and risk management chairmen. Including these offices reflects the issues typically discussed by the executive committee: membership education, 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 during the Chapter Meeting should be reviewed first by the executive committee. This will help to avoid

Suggested officers on the executive committee: *president, vice president, treasurer, secretary, Recruitment chairman, alumni secretary, phikeia educator, scholarship chairman, house manager, social chairman, risk management chairman, warden, awards chairman*

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 meeting. In fact, debate and compromise are healthy. During Chapter Meetings, however, the executive committee must present a unified image to the members.

Specific Responsibilities of the Executive Committee

- Direct all activities of chapter operation. Develop policies regarding chapter activities.
- Coordinate all officer programs. Oversee committee activity to ensure agreement with chapter policies.
- Make recommendations to the president for creating other committees charged with specific functions.
- Establish and pursue overall chapter goals.
- Monitor the performance of each executive committee officer and non-executive committee officer.
- Hold weekly meetings prior to the Chapter Meeting to review all proposals/motions to provide specific recommendations to the chapter.

Improving your meetings

- *keep meetings short, about 1 hour*
- *keep all members involved*
- *as chairman, ask others to answer questions; don't be the focal point*
- *keep meeting organized and on task*
- *if one topic is taking a lot of time state an allotted amount of time for further discussion or set-up a special meeting*
- *have a typed agenda for all members*
- *remind members of the meeting well in advance*

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 refer to the recommendations beginning on page 6. Generally, the officer responsible for the respective area of chapter operation serves as the committee's chairman. Examples of such committees are outlined below.

Scholarship Committee

Charged with the duty of designing and implementing a scholarship program and cultivating and encouraging academic excellence within the chapter among brothers and Phikeia. This committee may also retain authority in cases of scholarship deficiencies by reviewing the academic performance of the members of the chapter.

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.

Finance Committee

Chief responsibility of this committee is to design and implement a sound financial policy for the chapter. Duties include the development of a budget, collection of accounts receivable, work with the house corporation, and creation of fund raising ventures. The finance committee should review all purchasing procedures and unnecessary expenses.

Phikeia Education Committee

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 refers issues to the *Pallas Committee* for cases involving performance of the Phikeia.

Recruitment Committee

Oversees the membership recruitment program of the chapter. It is responsible for designing the recruitment program, conducting recruitment workshops and all other details involved in the process.

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 Headquarters. Activities can include preparing press releases for the media, distributing holiday cards, corresponding with the Greek community, etc.

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.

Judicial Committee

Upholds and enforces the chapter bylaws and the rules of the General Fraternity. In the event that a member commits an infraction against the rules and laws of the chapter or General Fraternity, this committee conducts an investigation and hearing on the matter.

Awards Committee

Responsible for the preparation and submission of all award reports/applications for which the

chapter is eligible from the General Fraternity and the institution.

Pallas Committee

A structured body responsible for reviewing the progress and performance of the Phikeia. While serving as a board which administers discipline in an appropriate fashion, the committee also commends individual achievement, reinforces positive behavior, establishes performance incentives, and determines fulfillment of initiation requirements (see *The Phikeia Program* manual).

Social Committee

Charged with the duty of implementing a comprehensive social program within the chapter which may include exchanges with sororities, brotherhood events, date functions, etc. Further, the social committee is designed to ensure the *Risk Management Policies of Phi Delta Theta* are properly enforced.

Risk Management Committee

It is the duty of this committee to assist in the education of the chapter on risk management issues in all areas of operation. The committee helps to identify possible risks and reducing or eliminating them. Members of the committee consist of the chapter president, social chairman, house manager, and the house corporation president and is chaired by the risk management chairman.

Conducting a retreat provides a chapter

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.

Bylaws Committee

The primary function of the bylaws committee is to review the chapter bylaws and make appropriate recommendations for their revision once a year.

Founders Day Committee

The Founders Day committee is responsible for coordinating all phases of the chapter's Founders Day celebration.

Greek Week Committee

The Greek Week committee's duty is to coordinate the participation and sponsorship of Greek Week activities.

Parents Weekend Committee

The chief function of the Parents Weekend committee is to develop and organize the chapter's Parents Weekend Program.

Homecoming Committee

Charged with the responsibility of organizing an overall program for the chapter's participation and sponsorship of homecoming activities.

Initiation Committee

The committee is responsible for the planning of the initiation ceremony, inviting alumni, review of ritual and all other aspects associated with initiation.

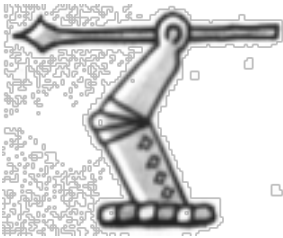
Section 7

Conducting an Effective Meeting

As Vice-President, your primary vehicle for communicating with your officers is the executive committee meetings. Major decisions affecting the chapter will be made at these meetings. Therefore, you need to ensure that your executive committee meetings are both efficient and interesting.

7.1 Conducting Effective Executive Committee Meetings

- Prepare the meeting's agenda beforehand. Just as the chapter meeting needs an agenda, so does the executive committee meeting. Your agenda should consist of all officer and committee reports. Should certain officers be required to report on a specific item(s), be sure the information is gathered before the executive committee meeting. This will ensure that profitable discussion and action can occur. Any items deferred from the previous executive committee or Chapter Meetings should be included as well. Lastly, any new business that needs to be addressed should be discussed.
- Always schedule the meeting at the same time and the same location. Brothers who are aware of a regular meeting time can more easily work it into their schedules. Start your meeting on time as well. Similarly, encourage punctuality among your officers.
- Be familiar with the Constitution and General Statutes of the Fraternity, as well as your own chapter's bylaws. Have a copy readily available during your executive committee meetings. On occasion you may need to refer to them when certain questions arise.
- To ensure officers are well prepared for the executive committee meeting, require each officer to complete a written officer's report. This will require the officer to give thought to his report before the executive committee meeting. If he is prepared during his portion of the meeting, productivity will follow. Also, a written report will create an additional resource material that can be added to his officer file.
- Strive to preserve order during the meetings. Although all meetings need not be as formal as a Chapter Meeting, an unruly meeting is not productive. Try to keep the questions and discussions flowing.
- As you conclude the meeting, review the notes you have taken. Summarize for the group all points made and what actions will be taken by whom. Recapping decisions will help ensure that everyone knows the meeting's results.



"The best executive is the one who has the sense enough to pick good people to do what needs to be done, and self-restraint enough to keep from meddling with them while they do it."

7.2 *Other Meetings*

As the vice president, you will serve as an *ex officio* member of each of the chapter's committees. The vice president is also charged with the responsibility of chairing the Chapter Meeting in the absence of the president. Therefore, you should be familiar with some other general tips on the art of running an effective meeting. These can be applied to any meeting you participate in or attend.

1. Come prepared. Know what is to be discussed and what you want to achieve as a result of the meeting.
2. Create an informal atmosphere. If it is a committee meeting, use circular seating to maximize eye contact.
3. Strive to promote free debate. Do not force your own ideas upon the group. Help those in attendance reach their own conclusions.
4. Restrict discussion to new opinions about the motion. Promote relative debate only on the issue at hand.
5. Do not let one or two people dominate the discussion. Try to involve less aggressive members to the best of your ability.
6. As soon as the point is adequately covered, move to close debate, ask for conclusions, and summarize.
7. Be diplomatic and considerate. Listen and respect all points of view.
8. Praise people. Congratulate members on a good point. Let them know you appreciate their input. A pat on the back helps everyone to work a little better.
9. Avoid direct criticism or correction. Chastising someone in public will only serve to build resentment.
10. Keep the meeting moving with discussion. Stick to your agenda. Try not to get sidetracked on trivial matters.
11. To help a member who has difficulty expressing himself, casually restate his answer.
12. When ending the discussion, summarize all points made to reiterate the results with the members.

How to bridge the gap between meetings

The common problem

Many organizations vegetate between meetings. There is little or no follow-up of decisions reached at the previous general meeting and the next one is likely to have a "no report" from chairmen or members. The vigor and movement forward of an organization is often more closely related to what happens between meetings, than what takes place at the meetings themselves.

Keeping the membership informed

Most members are not interested in reading copies of minutes. Newsletters and bulletin boards offer an excellent opportunity for keeping members informed and in an interesting way.

Newsletter Give a calendar of coming events Name people doing important work Outline decisions that affect the chapter Fraternity clipart. Illustrations add impact New members can be identified

Bulletin Board Display photos, brochures, news articles Updates can be posted, notifying people Notes can be posted for specific members Sign-up sheet can identify interest Members can get info even if you are busy

Some practical tips for meetings

1. Study the Constitution, bylaws, and Robert's Rules of order. Have copies of them readily accessible if necessary.
2. Guard the spirit of democratic procedure. Work to (1) promote free debate; (2) guarantee the rights of minorities; (3) procure the majority will; (4) establish equal rights of members; (5) avoid time wasting procedures; (6) keep tone of the meeting impersonal; (7) take definite action.
3. Work out the agenda before the meeting. See that responsibility is assigned where reports are necessary, or where information must be found before profitable discussion and action can occur.
4. Preserve order, i.e., don't let the meeting get away from you.
5. Discourage legal sparring and exhibitionism.
6. If in doubt, ask for a vote or for the opinion of someone who knows.
7. Recognize speakers fairly. In case of doubt give preference (1) to one who hasn't spoken; (2) to one who speaks infrequently; (3) to alternate sides, etc.
8. Remember that before any subject is open to debate, it is necessary, first, that a motion be made by a member who obtains the floor; second, that it be seconded (with certain exceptions); and third, that it be stated by the chair.
9. If a member ignorantly makes an improper motion, do not rule it out of order, but courteously suggest the proper one. If his motion is not in order at all, tell him when it would be in order.
10. Insist upon relevant debate on clearly phrased motions. Keep the chapter clearly informed as to what is pending.
11. Identify the motion to be voted upon. Say, "The vote is to close debate on the motion to... (or) Those in favor of ending debate, say aye..." Avoid such ambiguities as, "Those in favor of the previous question..."
12. When putting a question up to vote be sure the members will understand what the outcome will mean.
13. Avoid ambiguous instructions, such as "make known by the usual sign." Say: "Those in favor say aye...those opposed say nay..."
14. Always take a negative vote, even if the affirmatives seem to have carried. Also consider calling for abstentions.
15. State clearly whether the motion is carried or lost.
16. After announcing the result of a vote, explain what question, if any, is pending.
17. In the meetings where the social side appears, divide the meeting into business and social portions.
18. Distinguish between hearing a committee report and accepting it. Only financial reports need be accepted. If a report contains recommendations for action, these should be put in the form of motion and distinguished from mere information.
19. Amending motions. Often motions can be withdrawn by general consent, and presented in a different form, thus avoiding complications in the amendment process.
20. Refer to committee. When discussion is muddled, commit the matter to a standing or special committee to straighten out things and report later.
21. Limit debate. Sometimes a small group of people will talk repeating the same idea, whereas limitation to one speech and for a fixed time may in the end get a more democratic presentation.
22. Close debate. If most of the members want to vote, but a few insist on talking, going over old issues, then a motion to close debate may save time.
23. No motion is necessary to close debate if no one wishes to speak.
24. Table motions that do not need immediate action and should be deferred.

Section 8

Member Accountability

Sections 153, 154, 155, and 156 of *The Code* explain the articles for Loss of Membership, Discipline by Chapter, Cause of Discipline, and Procedure for Discipline by the Chapter. Each of these and the remaining sections under Title XVI should be carefully reviewed before an individual is disciplined by the chapter.

There must exist a well structured process, with outlined standards for brother's behavior and expectations for that behavior. Membership Contracts and The Standards for Brotherhood Program can help a great deal.

A strong judicial process is imperative in all chapters. There must exist a well structured process, with outlined standards for brothers' 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. If a committee believes a member should be suspended or expelled it must be brought before the chapter in accordance with Sections 153-156 of The Code.

A true reflection of the quality of an organization is how well it handles its problems.

8.1 *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 (see “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.
 - i) Proper investigation should occur by contacting any brother that might have witnessed the infraction or behavior in question taking place.
 - ii) The board may then interview both the brother requesting the hearing and the accused brother.
 - iii) 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.
 - iv) 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.
 - v) 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 membership**, 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*.