

THE GARNET BOOK:



Chapter Operations Guide

PSI UPSILON FRATERNITY

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The Garnet Book: Chapter Operations Guide

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SECTION I
Leadership and Motivation

Mission Statement

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Elements of A Successful Organization

Principles of Leadership

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Five Keys to Motivation

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Six Ways to Make People Like You

Nine Ways to Win People to Your Way of Thinking

Seven Ways to Change People Without Giving Offense

Goal-Setting

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MISSION STATEMENT

The mission of the Psi Upsilon Fraternity is to provide its members with:

- Individual development of the highest educational, moral, intellectual, and social excellence;
- The commitment to a lifelong brotherhood of firm and enduring friendship;
- The opportunity for the development of leadership skills that can be utilized in an undergraduate environment and throughout life;
- The commitment to contribute to their educational environment, their community, and their country throughout their lives.

As a leader of the Fraternity, it is ultimately your responsibility to see that your chapter is striving to achieve the goals set out in the mission statement. The mission of the Fraternity is your mission as well. Excellence, brotherhood, leadership, and service are the guiding principles of the Fraternity, and at all times the elected leaders of the chapter must exemplify these principles. It is a significant burden, as the easy way is not always the right way. Your brothers may not be grateful, and you may not receive any recognition at all for your efforts. In fact, you may even be criticized for taking an unpopular position on certain issues. The reward is in the knowledge that, through your efforts, you will have improved the lives of those around you. Doing the right thing is its own reward.

This section contains advice and thoughts on the meaning of leadership in Psi Upsilon. In addition to the comments on the more esoteric aspects of leadership, you will find practical tips you can use every day to strengthen your chapter, your relationships with officers, and the bonds of brotherhood.

THE ART OF LEADERSHIP

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Adapted from Wilferd A. Petersen

THE ELEMENTS OF A SUCCESSFUL ORGANIZATION

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

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

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

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

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

Successful organizations are lead by individuals who:

- Are willing to make trade-offs
- Work from set goals
- Are effective communicators
- Are perceptive and sensitive to the group

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- Are good at integrating various interests and priorities
- Provide a positive role model
- Acknowledge the efforts of all

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

PRINCIPLES OF LEADERSHIP

Principle 1: Know your job.

To know your job thoroughly, you as a leader must possess a wide range of knowledge. You must understand the technical aspects of the operations of your chapter and the methods and procedures of organization, administration, instruction, and personnel. You also should possess a sound understanding of human relations. Further, you should have a working knowledge of the duties, responsibilities, and problems of your officers and members.

Principle 2: Know yourself and seek improvement.

It is your duty as a leader to evaluate yourself and to recognize your strengths and weaknesses. An individual who does not know his or her own capabilities and limitations can never hope to be a leader. Likewise, an individual who recognizes their deficiencies but makes no effort to correct them will fail as a leader. The study of leadership principles and practice of sound leadership techniques will develop your leadership ability.

Principle 3: Know the members and look out for their welfare.

As the leader of a chapter you will have a better understanding of how the officers and members will react and function under various conditions and will be able to administrate more effectively if you become personally acquainted with them, understanding their individual differences and sharing in their joys and sorrows. By assuring yourself that the members are as comfortable, well cared for, and contented as circumstances permit, you will win their confidence, respect, and cooperation. By neglecting their welfare, you indicate indifference and, as a consequence, forfeit the confidence and trust of the members.

Principle 4: Keep your members informed.

To be most effective, you must have the wholehearted cooperation of the individual. The member who is well informed about the mission, the situation, and the purpose of the task is considerably more effective than the individual who is not so informed. In order to develop pride in themselves, in the chapter, and in the

Fraternity, each individual should be convinced that they are making an important contribution to a worthwhile cause. This is achieved through understanding of events, conditions, policies, and official actions. Most members enter into training programs and other fraternity activities with vigor and enthusiasm if they know their purpose and reason. The leader anticipates conditions where information is lacking and supplies complete factual and timely data to offset adverse effects. Through these actions, the member develops confidence in the leader and trusts to follow him or her implicitly when information is lacking.

Principle 5: Set the Example

People instinctively look to you as their leader for patterns of conduct. The classic example of a fraternity leader is that of an individual whose appearance and conduct evokes praise, pride, and the desire to emulate. If you appear in an unfavorable light, it destroys the mutual respect that must exist with your followers.

Principle 6: Insure that the task is understood, supervised, and accomplished.

As the leader you must give clear, concise orders that cannot be misunderstood. Then, by close supervision, insure that those orders are properly executed. This is accomplished by effectively delegating responsibilities to the appropriate officer of the chapter.

Principle 7: Train your membership as a team.

Your duty as a leader includes the development of teamwork. Fraternities are complex organizations involving many different personalities, all working together as a team toward a common end. Each part of the chapter must understand where it fits into the common effort. If you fail to foster teamwork while training the chapter, you will not achieve the desired degree of cooperation and effectiveness.

Principle 8: Make sound and timely decisions.

The ability to make a rapid estimate of the situation and to arrive at a sound decision is essential to you as a leader. You must be able to reason logically under the most trying conditions. You must decide quickly what action is necessary in order to take advantage of opportunities as they occur. The vacillating leader will be unable to administer the chapter effectively and will create lack of confidence, hesitation, and indecision in the chapter itself.

Principle 9: Seek responsibility and develop a sense of responsibility among the members.

You, as the leader, must be quick to seize the initiative in the absence of instructions. The proper delegation of authority is a sound attribute of leadership. The leader then holds his officers and members responsible for results. Such action engenders trust, faith, and confidence. It develops initiative and wholehearted cooperation. Reluctance to delegate authority is often a mark of retarded growth and leadership.

Principle 10: Administer your chapter in accordance with its capability.

To employ the chapter effectively, you must have a thorough knowledge of the capabilities and limitations of your chapter. You must assign objectives that are possible to attain, properly evaluate time and space factors, and exercise sound judgment. To do any less than this may spell a failure in accomplishing any goal. Recurrent failure brings about a collapse of morale, esprit de corps, and efficiency. However, when a situation demands, some persons must be pushed without hesitation beyond their considered capabilities in order to achieve a rapid and extensive victory or avoid a costly defeat.

Principle 11: Take responsibility for your actions.

You as the leader must recognize and acknowledge responsibility on all occasions. Any effort to evade responsibility destroys the bond of loyalty and respect that must exist between you and the officers and members.

Principle 12: Be a visionary.

Use your imagination as a guide to see things the way they could be and work towards that ideal.

LEADERSHIP TRAITS

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

- Alertness is vigilance, promptness, and responsiveness.
- Bearing denotes desirable physical appearance, dress, and deportment.
- Decisiveness is the ability to make decisions when indicated and announce them authoritatively, concisely, and clearly.
- Dependability is doing one's duties with or without supervision.
- Endurance, both mental and physical, is necessary to continue and complete any reasonable task.
- Enthusiasm is the positive zeal or interest in the task at hand. It is easily communicated to followers.
- Humility is freedom from arrogance and unjustified pride.

- Humor is the capacity to appreciate the many amusing or whimsical happenings of everyday life, especially those that pertain to the leader him or herself.
- Initiative is the willingness to aid in the absence of orders and to offer well-considered recommendations for the improvement of the chapter.
- Integrity is the honesty and moral character of the leader that must be unquestioned.
- Intelligence is the intellect of the leader, which must be adequate to master the problems presented.
- Judgment is the power of the mind to weigh various factors and arrive at a wise decision.
- Justice is the equitable and impartial bestowing of favors and punishment.
- Loyalty must extend both up and down. The leader cannot expect loyalty unless he or she is habitually loyal.
- Sympathy is the capacity for sharing the feelings of those with whom one is associated.
- Tact is the ability to deal with subordinates and superiors in an appropriate manner without giving offense.
- Unselfishness is the studied avoidance of caring for or providing for one's own comfort or advantage at the expense of others.

LEADERSHIP TIPS

Occasionally you will need to address an individual officer's leadership abilities. The following are examples of the recommendations that you may need to make.

- Avoid giving inane or unsubstantiated orders. Such directives cause the officer to appear unintelligent and ineffectual and lessen their authority.
- Encourage others by crediting them with the "ideas" behind chapter successes. Let others know that their input is appreciated and considered. Develop a "listening" attitude and smile often when interacting with others. Such behavior will elicit interest and incentive to engage in chapter activities and improves relations with others. As long as the work is done, the recipient of the credit is immaterial.
- Avoid the dictator complex. Members resent officers who solely give orders. Lead by example. Initiate activities and get others to join in. Be the first to empty an ashtray, pick up empty bottles, etc.

- Before beginning and undertaking, solicit as much opinion, advice, and advance support as possible. Many mistakes can be avoided through thorough discussion with many members prior to action.
- Avoid deriding, criticizing, or gossiping about others in public. Be positive around chapter members. Save personal gripes, complaints, and negative responses for private.

FIVE KEYS TO MOTIVATION

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

- The ability to instill fear.

HINTS ON MOTIVATING PEOPLE

- Be a good listener.
- Criticize or reprove constructively.
- Praise publicly.
- Be considerate.
- Delegate responsibility to detail to members.
- Give credit where it is due.
- Avoid domination or forcefulness.
- Show interest in and appreciation for others.
- Make your wishes known by suggestions or requests.
- When you make a request or suggestion, be sure to tell the reasons for it.
- Let the members in on your plans and programs even when they are in an early stage.
- Never forget that the leader sets the example for the members.
- Play up the positive.
- Be consistent.
- Show your members that you have confidence in them and that you expect them to do their best.
- Ask members for their counsel and their help.
- When you are wrong or make a mistake, admit it.
- Give courteous hearing to ideas from members.
- If an idea is not adopted, tell the originator why.
- Give weight to the fact that people carry out their own best ideas.

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- Be careful as to what you say and how you say it.
- Do not be upset by little hassles.
- Use every opportunity to build up in members a sense of the importance of their work.
- Give your members goals, a sense of direction, something to strive for and achieve.
- Keep your members informed on matters affecting them.
- Give your members a chance to take part in decisions, particularly those affecting them.
- Let your members know where they stand.

SIX WAYS TO MAKE PEOPLE LIKE YOU

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

NINE WAYS TO WIN PEOPLE TO YOUR WAY OF THINKING

- The only way to get the best of an argument is to avoid it.
- Show respect for the other's opinions.
- If you are wrong, admit it emphatically and quickly.
- The high road to a person's reason is to begin in a friendly way.

- The safety valve in handling complaints - let the other do a great deal of talking.
- How to get cooperation - let the other feel that the idea is his or hers.
- Try honestly to see things from the other's point of view.
- Be sympathetic to the ideas and desires of others.
- Dramatize your ideas.

SEVEN WAYS TO CHANGE PEOPLE WITHOUT GIVING OFFENSE

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

GOAL-SETTING

If you do not know where you are going, any road will take you there. To avoid wasting time and effort, the Chapter should set goals for itself on a regular basis. To be of maximum effectiveness, Chapter goals should be:

- Determined by the entire membership. Remember, "People support what they help create."
- Concrete.
- Realistic.

- Put in written form; this makes the goal specific and visible.
- Progressive striving to maintain the status quo usually leads to backsliding.
- In some cases, a long range five-year plan forces the members to consider a Chapter's long-term destiny. It also requires a series of immediate goals that help insure the realization of the ultimate objective.
- Positively stated; for example, "Our associate member retention rate will be at least 90%," instead of, "Our drop-out rate will not exceed 10%."
- Limited to a deadline, achievable relatively soon.
- Of such a nature that the members will be able to visualize the results and recognize the benefits.

When the goals are formulated, all Chapter planning and activities should revolve around these goals. Progress must be constantly evaluated and every hint of progress should be praised.

TEN BASIC STEPS TO PROBLEM SOLVING

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

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

- Follow through.

Do not be afraid to modify your course of action following a reassessment. The final four steps may have to be repeated several times before the problem is resolved, but this is essential to success.

CONFRONTATION

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

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

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

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

Tools for Confrontation

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

- Personal feedback with the individual.
- Regular evaluations of each chapter member's behavior.
- A personal letter written to break the ice.

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- Mediation when an agreement cannot be reached.
- A court of honor or other form of judicial board or standards board.
- Expulsion, your ultimate recourse when behavior change has not occurred or the act is inexcusable.

Things to do When Confrontation Takes Place

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

- Show empathy, not sympathy.
- Be firm in the standards you set.

Confrontation "Don'ts"

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

Seven Steps for Confrontation

Step 1: Initiate Contact

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

Before this step, consider:

- Who is the best person to do the confrontation?
- Is more than one person required?
- Where would be the best place to meet?
- How will you "schedule" time with this person to do the confrontation?

Step 2: Establish Rapport

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

Before this step, consider:

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

Step 3: Identify the Issue/Problem

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

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

Before this step, consider:

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

Step 4: Problem is Agreed On

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

Before this step, consider:

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

Step 5: Attain Obtainable Commitment

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

Before this step, consider:

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

Step 6: Keep the Commitment

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

Before this step, consider:

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

Step 7: Praise Success

When success is realized, offer praise and positive feedback. Then obtain a commitment for further changes by returning to the fifth step and extending what was an attainable commitment. If the individual has not been successful, without being negative, again return to the Step 5 and reassess what might be an attainable commitment.

Before this step, consider:

- How would you praise someone without sounding false?

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

SECTION II

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OF THE
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Article XIII

AMENDMENT

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This edition of the Constitution of the Psi Upsilon Fraternity includes all amendments that have been made to the constitution through the 154th convention held in 1997.

PREAMBLE

We who are or were students in universities and colleges throughout the United States and Canada and who believe in similar principles of life and standards of human conduct consider that the existence of a fraternal bond among us is eminently calculated best to promote our educational achievements, the development of our personal character and happiness and the overall interests of the universities and colleges of which we are a part. We believe further that we may thereby better contribute to a continual improvement and expansion of the educational system of these two great nations.

Accordingly, we do hereby, in order to promote such purposes and the objects hereinafter set forth, adopt and solemnly pledge ourselves to sustain the following.

CONSTITUTION

Article I

PRINCIPLES

- Section 1.** The corporation shall be officially known and designated as the Psi Upsilon Fraternity, a corporation organized under the non-profit corporation laws of the Commonwealth of Pennsylvania.
- Section 2.** The motto of the Fraternity shall never be written, but with the grip shall be handed down traditionally.
- Section 3.** The objects of this Fraternity for which we stand united are (1) to make a significant contribution to the colleges and universities with which its undergraduate and alumni members are associated, to the communities in which its members reside, and to the great countries of the United States of America and Canada; (2) to promote the adoption of significant life goals by its members, together with plans for their fulfillment; (3) the promotion of the highest moral, intellectual, and social excellence and educational standards in all its members; and (4) the union of all its members in a firm and enduring friendship and true brotherhood for life.
- Section 4.** The formal meeting of the chapters of Psi Upsilon shall be attended only by members of our Fraternity. The minutes of such meetings shall be available only to members. The data prescribed in Article XI, Section 2, of this Constitution shall be known only to members of Psi Upsilon. The motto, the symbols, and the grip of Psi Upsilon shall never be disclosed to persons outside our Fraternity membership. The Constitution shall be disclosed only to members of Psi Upsilon, but the Preamble to the Constitution, the objects of the Fraternity set forth in Article I, Section 3, of the Constitution, and some of the methods of implementing these objectives outlined in Article I, Section 5, may be made available to others for the purpose of carrying on the business of the Fraternity. Appropriate portions may also be disclosed to groups who are being considered for the establishment of a new chapter prior to final commitment. Informal meetings may be attended by pledges, with full voting privileges, at which the agenda is limited to subjects affecting them directly and is not in violation of the preceding paragraph.
- Section 5.** In order to carry out the objectives stated in Article I, Section 3, the individual chapters of Psi Upsilon will make every possible effort to provide for their members at the lowest possible cost the following: room, board, and library and study facilities. In addition, periodic meetings of a literary, cultural, and educational character shall be provided.

Section 6. The official badge of the Fraternity shall be worn by members only.

Article II

GOVERNMENT OF THE FRATERNITY

Section 1. The Convention shall be the primary source of legislation governing the Fraternity. The Executive Council shall be the primary administrative arm of the Fraternity. The Executive Council shall likewise possess legislative power to deal with emergencies and conduct the business of the Fraternity between Conventions subject to the approval of the ensuing Convention.

Section 2. The Convention shall consist of accredited delegates representing the active membership and alumni of the Fraternity. It shall meet annually with one of the chapters as determined at a preceding Convention, or by the Executive Council in the absence of a decision at the preceding Convention, or if so delegated by the Convention. Factors influencing the selection of a Convention site shall include chapter anniversaries, the interval of time since chapters last hosted a Convention, geographic alternation, and benefits of maintenance or growth of a specific chapter or chapters and the Fraternity as a whole. Each chapter shall provide yearly funds sufficient to meet transportation and Convention costs for two active member delegates from that chapter to the Convention. The Executive Council, upon receipt by it of the annual reports required by Article VIII, Section 2, shall notify the chapters of the amounts of their assessments, and no chapter shall be entitled to voting privileges at a Convention which, ten days prior to the meeting thereof, shall not have paid all assessments and other money payable by it to the treasury of the Fraternity, unless otherwise provided by the Convention.

Section 3. Each chapter shall send to the Convention, with written credentials, two of its active members as delegates, who shall be the official representatives of such active chapter and shall cast its votes. The official alumni organization of each chapter shall send one duly accredited delegate to the Convention with the power to cast one vote. Each chapter in Convention shall be entitled to one vote for each accredited delegate in attendance except as provided for in Article II, Section 2, above. A quorum shall consist of at least one accredited delegate from at least two-thirds of the active chapters.

Section 4. The Executive Council shall designate three accredited delegates to each Convention, and each such delegate shall be entitled to cast one vote.

Article III

EXECUTIVE COUNCIL

- Section 1.** The members of the Executive Council shall constitute and also be known as the Board of Directors of the Psi Upsilon Fraternity. The Executive Council shall be composed of not less than nine or more than eleven alumni term members of the Fraternity, with the exact number to be determined from time to time by the Executive Council. There shall be no more than two alumni term members from the same chapter serving at the same time. Alumni term members of the Executive Council shall be elected by the Convention for terms of one to five years. Their classes of service shall be so arranged that two or more shall be elected annually to fill vacancies caused by the expiration of terms.
- Section 2.** In addition to the elected alumni term members of the Executive Council, two undergraduate members of the Fraternity shall be elected by the Undergraduate Advisory Board at its annual meeting for terms of one year each, and one alumni member shall be elected by the Alumni Advisory Board at its annual meeting to be held at the Convention for a term of one year.
- Section 3.** In addition to the alumni and undergraduate members of the Executive Council, all living past presidents of the Executive Council shall be life members with full voting rights. All retiring members of the Executive Council who have served fifteen years or more may be elected honorary life members of the Executive Council with full voting rights.
- Section 4.** The Executive Office of the Fraternity shall be situated in whatever location the Executive Council shall consider desirable for the Fraternity. The Executive Council shall elect a president, two or more vice presidents, a secretary and a treasurer, as well as an assistant secretary and an assistant treasurer, if desired; shall regulate its own proceedings and assignments of duty; and shall be empowered to employ one or more members of Psi Upsilon as administrative officers of the Fraternity or as Field Directors. The title, duties, and compensation of the chief administrative officer will be determined by the Executive Council. The Field Directors and other members of the staff shall report to the chief administrative officer and their compensation shall be determined by the chief administrative officer in accordance with a salary administrative plan approved by the Executive Council at its spring or summer meeting each year. The chief administrative officer shall be entitled to full voting privileges on the Executive Council. All other administrative officers and Field Directors shall serve as ex-officio members of the Executive Council without voting privileges.
- Section 5.** The Executive Council shall issue calls and make all arrangements for special Conventions, when requested so to do, in writing by at least five chapters; shall give official notice to all chapters of any measure requiring the consent of the chapters; and shall keep the Fraternity seal and all Fraternity personal property under its jurisdiction, including the official copy of the Constitution and Convention records, a copy of the by-laws of each chapter, and as complete statistics on them as possible. It shall have power under the regulations of each Convention to

make and collect assessments from the several chapters including taxes and membership fees; shall settle or defend general claims against the Fraternity as a whole; shall superintend the publication of Fraternity documents; and shall decide all points at issue between chapters when requested. The Executive Council shall fill its own vacancies for terms expiring with the next Convention and shall submit annually to the Convention a communication embracing a report of its actions, with recommendations with respect to the affairs of the Fraternity as it may deem proper. The Executive Council shall investigate applications for charters of the Fraternity and shall initiate inquiries into the expediency or desirability of establishing a chapter at any college or university. The Executive Council shall, at regular periods, arrange for the chapters to be visited by one or more of its own members or administrative officers. Concerns developing from such visits shall be communicated with discretion, conditioned strictly by an intent to serve the best interests of the chapter affected.

Section 6.

Whenever, as circumstances may require, an investigation must be made of conduct unbecoming a Brother of Psi Upsilon, the President of the Executive Council may appoint a Panel of Inquiry for the purpose of investigating the event in question. The Panel of Inquiry shall consist of three (3), five (5), or seven (7) members depending upon the severity of the matter in question. The Panel of Inquiry shall fairly investigate the matter in question and make a report in writing to the Executive Council and may also recommend a course of action or discipline consistent with the provisions of this Constitution. The Executive Council may accept, reject, or modify said recommendation as to action or discipline after considering the report. All parties to the inquiry shall receive copies of the report of the Panel of Inquiry at least fourteen (14) days before the Executive Council meets to consider the Panel's report. A written response or rebuttal may be submitted to the Executive Council by the chapter or member under consideration. Said response or rebuttal must be received at the International Office of the Fraternity at least two (2) days before the meeting of the Executive Council in order to be considered. Any chapter or member affected by a finding of a Panel of Inquiry shall have the right of appeal to the next Convention.

Article IV

ESTABLISHMENT OF CHAPTERS

Section 1.

This Fraternity shall be constituted of chapters which have been or may be established in colleges and universities. Each chapter shall be designated by one or more initial letters of some Greek word or words having appropriate significance. An active chapter shall consist of two bodies. One such body, the active membership, shall be composed of undergraduates and students attending graduate school, and the second body shall be composed of alumni. An inactive chapter may consist of only the alumni body.

Section 2.

The Executive Council shall be empowered to grant provisional chapter status to a group seeking to establish a chapter of Psi Upsilon upon recommendation of the administrative officers, whenever the Executive Council believes that the group seeking affiliation will have the

ability to meet the guidelines for a new chapter that have been established by the Convention. Upon being granted provisional chapter status, the Executive Council shall proceed immediately in person, if possible, or, if not, to direct some chapter to appoint a committee to meet the petitioners and pledge them to the Fraternity.

Section 3. Approval from three-quarters of the active chapters shall be necessary for the establishment of a new chapter of this Fraternity. When the Executive Council believes that a Provisional chapter has met the guidelines for establishing a new chapter, it shall instruct the administrative officers to prepare a report and recommendation and mail same to each chapter's active membership and to the governing body of the alumni association or corporation. Within fifteen days of such mailing, each body shall transmit to the administrative officers at the Executive Office of the Fraternity its approval or disapproval in writing. Approval of a chapter shall occur under any of the following conditions:

- (a) Two-thirds of the active membership and two-thirds of the governing body of the alumni association or corporation vote in favor of the proposal; or
- (b) Two-thirds of either body votes in favor of the proposal, and the other body does not respond within fifteen days of the date of the mailing concerning the proposed establishment of the new chapter; or
- (c) Neither body responds to the proposal within fifteen days of the date of the mailing concerning the establishment of the new chapter.

Section 4. Upon the administrative officers receiving approval from three-fourths of the active chapters for establishing a new chapter, it shall be the duty of the Executive Council to prepare an exact copy of the Constitution and an official certification of the vote of the chapters, and with these documents to proceed immediately in person, if possible or, if not, to direct some chapter to appoint a committee to meet the pledges immediately and to initiate them into the new chapter with the usual ceremonies of initiation, by which they shall be invested with all the rights of a chapter.

Section 5. When a chapter has been or shall be established upon application of undergraduate and graduate or alumni members, it shall be lawful for such chapter by unanimous vote to elect graduate or alumni members of such organization in good standing upon their written application and to initiate them in due form.

Section 6. A petition for the establishment of a chapter at a branch of the same institution wherein a chapter of Psi Upsilon already exists will be considered by the Fraternity in the same manner as that prescribed for any other petition.

Section 7. Only chapters defined by this Constitution as inactive shall be reactivated. The Executive Council, in cooperation with the alumni organization of an inactive chapter, shall attempt to create at that chapter an Owl Club consisting of persons that are qualified for and desire active membership in Psi Upsilon Fraternity. Such persons are to be pledged to the Fraternity. When the Executive Council, after receiving a recommendation from the alumni organization of that

chapter or after its own investigation, determines that the pledges are qualified for active membership in Psi Upsilon, the Executive Council shall initiate the pledges, thereby extending to them active membership. To this group and the alumni organization, together, shall then be granted the status of an active chapter.

Article V

TERMINATION OF CHAPTERS

- Section 1.** No chapter may dissolve or surrender its charter of its own volition. The active members of a chapter, its alumni organization, or the Executive Council may make a recommendation for the termination of a chapter's active status to the Convention.
- Section 2.** The Convention may, after receiving a report and recommendation from the Executive Council and by a three-fourths vote of accredited delegates, revoke the charter of an active chapter, therefore severing forever each and every tie with the active membership and the alumni organization, except for any outstanding financial obligations which may exist.
- Section 3.** A chapter shall be considered inactive if no living members exist and no other action has been taken by the Fraternity with regard to establishing their status.
- Section 4.** The Convention may, after receiving a report and recommendation from the Executive Council and by a three-fourths vote of the accredited delegates, relegate the chapter to an inactive status as defined in Article IV, Section 1, if a possibility of the chapter's future reactivation is deemed to exist.
- Section 5.** The Convention may, after receiving a report and recommendation from the Executive Council and by a three-fourths vote of the accredited delegates, suspend the charter of an active chapter for a specified period of time, removing all rights of active membership within Psi Upsilon until specific conditions are met.
- Section 6.** The Executive Council may act on behalf of the Convention with regard to any of the actions in Sections 4 or 5 above. The action of the Executive Council to relegate a chapter to inactive status pursuant to Section 4 above shall become final unless an appeal of that action to the Convention is received by the Executive Offices of the Fraternity within 30 days of the date of the official notice by the Executive Council to the chapter of its decision to relegate the chapter to inactive status. If a timely notice of appeal is received, the next Convention will consider and act on the appeal pursuant to Section 4 above.
- Section 7.** Where a chapter (a) lacks sufficient membership to sustain itself financially, or as a part of the university or college community, (b) lacks sufficient organized alumni support to keep itself as a healthy and contributing member of fraternity life on its campus, (c) finds itself in a financial

condition where it can no longer maintain its solvency, (d) fails to meet its assessment obligations to the Executive Council on a continuing basis, (e) fails to carry out on a continuing basis an effective rushing program, thereby failing to provide the chapter with the new members necessary to sustain its existence, or (f) is confronted with other serious conditions affecting the normal existence of a college or university fraternity chapter, and, furthermore, fails to correct any of the foregoing conditions after strenuous and organized efforts have been made to assist it, the Executive Council, upon finding any such condition to be present, may request Convention action.

Section 8. If the charter of a chapter is revoked or suspended, or if the chapter is relegated to an inactive status, all official Fraternity records, seals, official documents, and any material pertaining to the chapter's relation to the Fraternity as a whole shall be placed in the custody of the Executive Council.

Article VI

CHAPTER RIGHTS AND RESPONSIBILITIES

Section 1. Each chapter shall have power to provide for its own organization and proceedings in such a manner as it may see fit, so far as such provisions do not conflict with this Constitution.

Section 2. Each chapter shall take action as early as possible on the receipt of the records of any Convention upon all measures which require such action, and within one week thereafter shall notify the Executive Council of the result.

Section 3. The alumni body of each chapter shall incorporate itself and shall hold at least one meeting a year to which all the members of the chapter's alumni body shall be invited. At such meetings, an annual report of the operation of the chapter shall be rendered, covering the activities of the undergraduates and the alumni. A Board of Trustees, or its counterpart, composed of alumni of the chapter and at least two members of the active chapter, shall be established to conduct the business of the alumni corporation. The election of members to such a body, as vacancies exist or as terms of such expire, shall be held at such annual meetings. The purpose of such alumni corporation shall be (1) to conduct the business affairs of the corporation, (2) to aid in the financial operation of the chapter, (3) to aid in guiding the chapter's active members along the traditional Psi Upsilon procedures, (4) to cooperate with the administration of the institution where the chapter is located, (5) to hold title to and ownership of the chapter house where such is feasible, and (6) to generally accept their responsibility to oversee the chapter operations in order that they may be carried on in the best interests of the Psi Upsilon Fraternity and of the university or college with which it is associated and of the chapter itself. The Board of Trustees should meet at least four or more times a year with at least one such meeting to be held at their respective chapter houses. Such procedure will permit the Board of Trustees to maintain close contact with the affairs of the undergraduates and of the house and

to review communications between the Executive Council (or Convention) and the chapter in order to assure compliance with the mandates of the Fraternity.

Article VII

ACTIVE MEMBER LEADERSHIP

Section 1. Each chapter shall have for its officers an Archon, a Grammateus, a Thesauristes and one or more Angeloi and Epistolographoi, whose general duties shall be those of a President, Recording Secretary, Treasurer, Vice President, and Corresponding Secretary respectively, to whom also special duties may be assigned by the laws of the chapter. Special officers may also be elected by a chapter for the performance of duties peculiar to itself. These officers shall be elected by ballot at such times as each chapter may decide, provided that an election of all be held at least once a year.

Section 2. The Epistolographos or Epistolographoi shall communicate with each chapter at least once in every collegiate term; shall give due notice of all changes of officers, of all initiations, expulsions, suspensions, or deaths; and shall keep the Fraternity well informed of the state of their chapter, and their chapter of the condition of the Fraternity.

Section 3. In order that a continuous history of each chapter may be kept and thereby a history of the Fraternity as a whole, the Grammateus shall prepare at the end of each academic year a full report of the chapter and of its activities for that year, including the activities of both the undergraduate and alumni bodies of the chapter. Copies of such reports shall be forwarded to the officers of the Executive Council for preservation in the archives of the Fraternity, and to the officers of the chapter alumni organization.

Article VIII

CHAPTER REPORTS

Section 1. The Executive Council shall require the Chapters to report such information concerning each chapter's officers, pledges, initiates, and active members as deemed necessary by the Executive Council.

Article IX

MEMBERSHIP

- Section 1.** Membership in any chapter and payment to the Fraternity of the initiation fees shall constitute membership in the Fraternity. Members shall be called "Brothers." Each chapter may develop its own qualifications for membership, except that there may be no discrimination in membership selection prohibited by the laws of the applicable nation, but no chapter shall initiate any person or persons to membership who are not recognized as students in good standing by the Faculty and Trustees of the college or university in which the chapter is located.
- Section 2.** The election of any person to membership shall be in accordance with the regulations of the university or college at which the chapter is located. The qualifications for membership shall be determined by each chapter, such determination to take into consideration the candidate's qualifications with respect to the general standards of the Fraternity as a whole and to the standards set by the membership of that chapter.
- Section 3.** The members of each chapter shall be considered as active or alumni. The undergraduates and members attending graduate school shall constitute the active members. During a period in which the United States or Canada is at war, and until the expiration of one month after the first annual Convention following such war, any alumni members of a chapter may become active members of such chapter, notwithstanding any other provisions in this Constitution.
- Section 4.** The dissolution of a member's connection in any way with the university or college in which the member was an active member shall place the member on the alumni list, unless the member again becomes active.
- Section 5.** No person unconnected with the Fraternity coming from a university or college in which this Fraternity is represented by a chapter shall be anywhere elected to membership without taking into consideration the wishes of the former chapter, which will invariably be consulted.
- Section 6.** Any brother leaving the chapter into which initiated and becoming a student at any university or college in which there is or may be a chapter of this Fraternity shall be given preferential treatment in the last-named chapter.
- Section 7.** This Constitution recognizes no withdrawal from membership in the Fraternity and maintains that an undergraduate brother should remain an active member of the chapter while an undergraduate in the university or college where initiated or while an undergraduate of another institution wherein there is a chapter to which active membership has been granted. However, if an undergraduate member of the Fraternity indicates inability to meet financial responsibilities to the chapter, and if the active membership determines by a three-fourths vote to absolve such financial responsibility, then such undergraduate member may be granted inactive status. The Executive Council may, in its discretion, and for just cause, relieve any undergraduate or group

of undergraduates of any chapter, of their annual Fraternity dues to the Executive Council. If an active member, while in attendance, requests such relief of obligations to the chapter for any reason or reasons and insists upon being so relieved, after a full hearing before the chapter in a meeting called for this purpose, then inactive status may be granted, but only after every effort has been exhausted in encouraging the retention of active membership.

Section 8. Suspension, expulsion, or fines shall be the means of discipline within the active membership of all the chapters, under regulations to be established by themselves. The vote upon suspension or expulsion shall be taken by ballot after at least two weeks of consideration and shall require a three-fourths affirmative vote of all the active members of the chapter.

Section 9. Disciplinary action may also be taken by the alumni organization of a chapter or by the Executive Council. If any active member or alumni member or members of a chapter is or are reported by the university or college authorities, by alumni of such chapter or alumni of other chapters, or by responsible officers among the active members of such chapter or of other chapters, for conduct unbecoming a brother of Psi Upsilon and detrimental to the purposes and objectives of the Fraternity as herein set forth, the facts will immediately be investigated by responsible representatives of such chapter's alumni organization or by the Executive Council, with the active membership consulted and a full hearing afforded the member or members under consideration. A full report and recommendation will then be presented to the trustees of such chapter's alumni organization, or their counterpart, or to the Executive Council, either of which is empowered to take whatever corrective measures are necessary, including removal from chapter office, suspension, or expulsion from the Fraternity. Any disciplinary action shall be fully documented and immediately relayed to the entire active membership of such chapter. This decision may be reviewed by the annual Convention as the final authority, at the request of the affected member or chapter. Under no circumstances may disciplinary action be taken against any active member or alumni member or members of a chapter if such action is contrary to law or to the rules and regulations of the university or college where the chapter is located.

Section 10. Undergraduates or graduate students who are not active members of a chapter in a university or college where a chapter is located may be elected to social membership by such chapter's active members, if their participation is needed or desired to augment room utilization, meal quotas, or social activities. Social members are to be excluded from the privileges of active membership in the Fraternity specified in Article I, Section 4. Although the chapter is not subject to assessment by the Executive Council for social members, they shall be required to bear their full proportional share of the chapter's operating expenses for their degree of participation. If social membership is permitted to detract from the strength of a chapter's active membership, the alumni organization of such chapter or the Executive Council may terminate such a chapter's option of electing social members. Such decision may be reviewed by the annual Convention as the final authority, at the request of the affected chapter.

Section 11. In recognition of outstanding achievement and devotion to the Fraternity and its development and growth, a chapter may select from those not otherwise eligible for membership under this

Article, persons to be designated as honorary members. Such honorary members shall not be entitled to any of the rights and privileges provided under Article II, Section 2, and Article III, Section 1, of this Constitution, provided, however, that honorary members shall have the right to attend the chapter meetings.

Article X

INITIATION

Section 1. The Psi Upsilon Fraternity believes that a strong and constructive pledge education program lies at the heart of a good fraternity experience. It stands for a pledge education process that seeks to:

- a. provide a thorough and comprehensive orientation to Psi Upsilon - its history, international structure, philosophy, values and ideals, traditions, songs and programs.
- b. create a sense of responsibility and commitment to the college or university and to Psi Upsilon.
- c. develop a sense of unity and camaraderie within the brotherhood.
- d. provide a working knowledge of how the chapter operates, both as an organization and as a physical plant.
- e. develop a clear understanding of the pledge's future role in the chapter and the contributions the pledge can make as a brother.
- f. encourage and motivate the pledge to develop potential managerial and leadership skills.
- g. guide the pledge toward improvement as an individual and as a member of the community.

Section 2. Consistent with a constructive pledge education program, the Psi Upsilon Fraternity declares itself unalterably opposed to hazing in any form or under any circumstances. Hazing is defined as any activity of the Fraternity or of its individual members which:

- a. causes or is likely to cause mental or physical harm, discomfort, embarrassment, harassment, ridicule, damage or injury.
- b. disrupts an individual's academic interests and pursuits, adversely affects an individual's normal lifestyle, or asks an individual to violate any government laws or college regulations; or
- c. creates an impression that is detrimental to the public image of Psi Upsilon. The forced consumption of alcoholic beverages or drugs is strictly prohibited.

Section 3. Any chapter which violates these principles shall be subject to disciplinary action by the Executive Council or by a three-fourths vote at the ensuing Convention.

Section 4. All persons elected to membership in the Fraternity shall be initiated in the following manner:

An Angelos shall introduce the person (or persons) to be initiated into the room where the chapter is in session. The Brethren shall rise and the Angelos shall address them thus:

Brethren of the Psi Upsilon Fraternity: I introduce to you (*candidate's name*), who, desirous of partaking with us of that fraternal intercourse which is the bond of our friendly union, ask (or asks) to be initiated into our mysteries, and to become a member (or members) of our Brotherhood.

The Brethren then sit down, the Archon, Angelos, and the person (or persons) to be initiated alone standing. The Archon shall then address the candidate (or candidates) thus:

Candidate(s), your desire is reciprocated, and, in behalf of my Brethren, I inform you that you have been unanimously elected a member (or members) of the Psi Upsilon Fraternity, and you now come to unite your name (or names), your fortunes, and, we trust, most of all, your heart (or hearts) to a band whom the ties of kindred feeling, similar tastes, and mutual regard have bound together. We expect all who join our Fraternity to expel from their breast all distrust and jealousy and bring their warmest feelings to the common altar. As it is the bitterest curse of life that we so often seek in vain for those to whom we may confide our heart's best treasures, and from whom we may receive the solaces of friendship, to secure these objects, inestimable in themselves, and especially so when considered with reference to the position in life which we at present occupy, we have pledged to each other our sacred honor. We shall regard you with honest confidence and brotherly esteem, and shall expect from you the same warm offering. In connecting yourself (or yourselves) with this Fraternity, do you solemnly promise that you will obey its Constitution and its laws? That you will preserve its Constitution, its laws, and its transactions inviolably secret? That you will faithfully perform every duty assigned you; and that you will contribute all in your power consistent with honor and morality for the promotion of the interests of the Fraternity and of your fellow members? That you will console and support them in sickness and affliction, and that you will ever hold them as your sincere friends? Do you (*candidate's name*), on your sacred honor, promise these things?

The initiated having so promised, the Archon shall continue:

Thus you do covenant with us. You have now entered into obligations from which you

can never withdraw. The vows which you have made at this Psi Upsilon altar will ever be binding. Upon you now rests the responsibility of sustaining and promoting by word and deed the principles and objects of the association with which you have connected yourself (or yourselves). And in the same spirit of brotherly affection that you have manifested toward us in your pledge, we now receive you (all rising) as a fellow member (or members) of the Psi Upsilon Fraternity. On our badge are inscribed the objects of our association in the clasped hands, that ancient and sacred symbol of friendship, and in our motto, *(translation)*, you read them. To a full participation with us of that friendship and fellowship, which are the hallowed ties that bind us together, we heartily welcome you, and in token of our common feeling, we tender you the right hand of a brother.

The Fraternity and saying at the same The Archon shall then shake hands with the new member(s), giving the grip of time _____. The Angelos and each of the Brethren in turn shall follow.

Section 5. After these ceremonies the Constitution shall be read and signed by the newly initiated, who shall then be deemed admitted to full membership in and to all the privileges of the Fraternity.

Article XI

BADGE AND SYMBOLS

Section 1. The badge of this Fraternity shall be a lozenge-shaped breast-pin of gold, having in front, on a ground of black enamel, the clasped hands, with the letter " " above and " " below; and on the reverse the name of the owner, with the appropriate chapter characteristic, graduating class, and month and year of initiation. This shall be the only official badge of the Fraternity, but no prohibition is made with reference to the wearing of such other style badge as the chapter may procure.

Section 2. The officers and members of the Fraternity and of the chapters shall be designated by symbols in the following manner:

a. The symbols made use of to designate the Fraternity officers shall be taken from the Hebrew alphabet, as follows:

- i. The President of the Convention shall be designated by the symbol _____.
- ii. A member of the Executive Council by the symbol _____.

b. Officers of chapters shall be designated by astronomical signs employed in this order, viz.: Sun; Jupiter; Saturn; Uranus; Neptune; Vesta; Juno; and the signs of the Zodiac.

- i. Archon. The Archon in office at the commencement of the first regular collegiate term

shall be designated by the symbol _____. The Archon in office at the commencement of the second term, if there be a change, by _____. The Archon in office the third term, if there be a change, by _____. If only one Archon be elected in a year, he shall be designated by the first symbol.

ii. Grammateus. The Grammateus shall be designated by _____.

iii. Thesauristes. The Thesauristes shall be designated by _____.

iv. Angeloi. The chief Angelos shall be designated by; other Angeloi by _____.

v. Epistolographoi. The single or first Epistolographos shall be designated by _____ the first sign of the zodiac, viz.; a second Epistolographos by the second _____ sign, and a third Epistolographos by the third sign.

c. The symbols attached to the name of each member of a chapter shall denote the class, and the month and year of initiation. These symbols shall be three and shall invariably be written together. The first symbol, denoting the month, shall be a Greek capital or small letter beginning with M, _____, or N, _____, and reckoning to the corresponding extremes of the alphabet; the month of December being denoted by A, _____, or _____, _____. The second symbol, denoting the class of the member when initiated, shall be: for the freshman class, a small English letter; for the sophomore class, a small Greek letter; for the junior class, a large English letter; and for the senior class, a large Greek letter; no letter being selected which has the same character in both languages. A person initiated after graduation shall be designated in the same manner as a senior with the addition of the symbol (_____). If the names of members who neither are, nor have been, members of any institution of learning conferring degrees appear in the catalogue, the place opposite their names shall be filled by the sign (_____). The year of the Fraternity of the member's initiation shall be indicated in the third symbol by a large or small Greek letter, beginning at either end of the alphabet, and reckoning to the middle, i.e., M, _____, or N, _____, for the twelfth year.

The years of the second dodecade shall be denoted by the same letters with the addition of one of the three accents (_____, _____, ~), i.e. the thirteenth year by _____ (_____), À or ~A; or by _____, _____, _____, or ~ _____. The years of the third dodecade are designated by the same letters with one of the three breathings (_____, _____, _____); the years of the fourth dodecade by the same letters, with either the iota subscript, the diaeresis, or prime, i.e., the character which placed under a Greek letter increases its value a thousand-fold. The years of the fifth dodecade shall be denoted in the same manner as those of the first dodecade, the sixth in the same manner as the second; the seventh in the same manner as the third; and the eighth in the same manner as the fourth.

Article XII

FRATERNITY DOCUMENTS

Section 1. A directory of all the members of the Fraternity shall be published as often as may be deemed advisable, containing the full names of the brothers, their residences and any other items of interest.

Section 2. Collections of Fraternity songs shall be published whenever the necessities of the chapters shall demand them.

Section 3. Special care shall be taken to secure the writing of accurate histories of the Fraternity and its several chapters, to be published if deemed advisable.

Section 4. Copies of the records of every Convention shall be transmitted to each chapter. Every chapter shall keep each of the others informed of all laws adopted for its own government.

Article XIII

AMENDMENT

Section 1. This Constitution may be amended or superseded by a three-fourths affirmative vote of the Convention, and such action shall be binding unless objected to by one-fourth or more of the active chapters within two weeks in term time after receipt of the official records of the Convention by the chapters.

(INSERT YOUR CHAPTER'S BY-LAWS HERE)

SECTION III

Officers

General Officer Responsibilities

Chapter Leadership

Archon

1st Angelos

2nd Angelos

Epistolographos

Grammateus

Thesauristes

Committees and Their Responsibilities

Specific Chapter Problems

How to Have Successful Meetings

Officer Transition

Parliamentary Procedure

GENERAL OFFICER RESPONSIBILITIES

In addition to the duties set down in the chapter by-laws, you should understand the less tangible aspects of the post as well. Along these lines, the following checklist will aid you in addressing the leadership abilities of the Executive Committee.

- Officers are to set an example for proper behavior in all regards.
- Officers have the duty to maintain the dignity of their office.
- Officers should have a thorough understanding of the chapter's by-laws as well as the Constitution of the Psi Upsilon Fraternity.
- Officers should attempt to better the record of their predecessors.
- Officers have the duty to thoroughly explain their job to their successor. The maintenance of an officer notebook and continuity file is essential.

According to Article VII of the Constitution,

"Each chapter shall have for its officers an Archon, a Grammateus, a Thesauristes, and one or more Angeloi and Epistolographoi, whose general duties shall be those of the President, Recording Secretary, Treasurer, Vice President, and Corresponding Secretary respectively, to whom also special duties may be assigned by the laws of the chapter. Special officers may also be elected by a chapter for the performance of duties peculiar to itself. These officers shall be elected by ballot at such times as each chapter may decide, provided that an election of all be held at least once a year.

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

"In order that a continuous history of the chapter may be kept and thereby a history of the Fraternity as a whole, the Grammateus shall prepare at the end of each academic year a full report of the chapter and all its activities for that year, including the activities of both the undergraduate and alumni bodies of the chapter. Copies of such reports shall be forwarded to the officers of the Executive Council for preservation in the archives of the Fraternity, and to the officers of the chapter

alumni organization."

CHAPTER LEADERSHIP

All elected officers of the chapter have a responsibility to take part in the leadership of the chapter. Their most direct contribution will be doing a thorough and conscientious job in carrying out specific officer responsibilities. This projects a good, clear image of the chapter and helps develop each officer's own leadership potential.

Officers will also want to take an active part in the development of chapter goals, policy, and planning. By taking a genuine interest in chapter planning, operations, and activities, they will be able to assume increasing levels of leadership. Officers are in the position to listen, to interpret, and be heard.

Chapter leadership requires initiative and knowledge. Chapter officers will have the opportunity to gain the knowledge necessary for future leadership. What they accomplish depends on their willingness to work. Assistance is always available from the International Office, the chapter adviser, and other chapter officers. When a Field Director visits the chapter, make a special effort to talk with him both about specific officer duties and chapter leadership.

Chapter officers are also responsible for ensuring the preparedness of their successor. Have them read this guide and personally instruct them in the fine points of their new job. In this way, continuity between administrations may be maintained.

The full slate of officers includes:

- Archon
- 1st Angelos (Internal Vice President/PUMP Coordinator)
- 2nd Angelos (External Vice President)
- Thesauristes (Treasurer)
- Grammateus (Recording Secretary)
- Epistolographos (Corresponding Secretary)
- Ritual Chairman
- Recruitment Chairman
- Scholarship Chairman
- Steward (if necessary)
- House Manager (if necessary)

- Social Chairman
- Athletics Chairman
- Risk Manager

The **ARCHON** shall preside over all meetings and enforce obedience to the Constitution of the Psi Upsilon Fraternity and to the chapter by-laws; is an ex-officio member of all permanent and ad-hoc committees; insures that the chapter maintains good manpower levels and provides adequate services to its members; insures that the members have a creative, high-quality social life as well as a mature member education program, financial stability, alumni contact, and good reputation; is responsible for managing the house and seeing that adequate kitchen operations prevail; and insures that the initiation of new members of Psi Upsilon is treated with dignity and respect and that discipline is maintained even in the most difficult of times. The Archon chairs the Executive Committee.

The **1st ANGELOS** serves as the President in the absence of the Archon; is ultimately responsible for matters internal to the chapter as coordinator of the Psi Upsilon Membership Program; ensures that ceremonial and educational events are well executed and attended; and endeavors to provide an atmosphere and opportunity for growth and development for the chapter. The 1st Angelos chairs the PUMP Committee.

The **2nd ANGELOS** is the officer responsible for external matters; helps maintain an efficient system of communication among the brothers and ensures a sense of morale among the members of the chapter; and serves as coordinator for public relations, cultivating a genuine respect for the chapter through a program of campus involvement, service activities, social affairs, and general communications with parents, alumni, the university, the Interfraternity Council, other fraternities, sororities, campus groups and faculty. The 2nd Angelos chairs the Public Relations Committee.

The **THESAURISTES** oversees all financial matters of the chapter, collects all fees and dues, keeps complete and accurate records of all financial transactions, pays bills, deposits funds collected, prepares the chapter budget, and makes periodic reports on the chapter's financial status. The Thesauristes chairs the Finance Committee.

The **GRAMMATEUS** is responsible for calling the roll at the beginning of the regular meetings and for keeping complete minutes of both chapter and Executive Committee meetings; for maintaining a mode of in-house communication; for all chapter correspondence; and submits reports to the International Office and maintains accurate membership records.

The **EPISTOLOGRAPHOS** is responsible for all correspondence needed by the chapter, including acknowledgement letters to alumni, inter-chapter correspondence, submissions to the DIAMOND, and the chapter's newsletter.

The **RITUAL CHAIRMAN** maintains respect for the ritualistic ceremonies of Psi Upsilon. This officer shall be responsible for the preservation of the secrets of our Fraternity, as well as serving as trustee of the

Gold Book, emblems, and regalia. The Ritual Chairman shall plan and coordinate high level exemplifications of all ceremonies included in the "Gold Book"; have full charge of the installation of officers and the pledging ceremony; be responsible for the set-up of formal meetings; and be in charge of pre-initiation week. The Ritual Chairman shall insure proper decorum for all activities associated with the Ritual.

The **RECRUITMENT CHAIRMAN** plans a year-long recruitment program and presides over all activities; coordinates bidding; officiates at voting sessions; conducts membership recruitment workshops; and, with the permission of the Archon, has the power to impose penalties for failure to meet rush obligations. Chapters may have more than one Recruitment Chairman. The Recruitment Chairman chairs the Recruitment Committee.

The **SCHOLARSHIP CHAIRMAN** provides assistance and counseling for the members and pledges with scholastic difficulty and sets standards to maintain academic respectability. The Scholarship Chairman shall insure that the chapter is relevant to the needs of both the member and the academic institution. The Scholarship Chairman chairs the Scholarship Committee.

The **STEWARD** operates the commissary department, purchases food and equipment, maintains facilities, supervises help, and addresses other issues related to kitchen operations.

The **HOUSE MANAGER** maintains the house, establishes regulations to keep the house clean, organizes work projects and is responsible for the morale and pride associated with a well maintained, safe, and clean living environment. The House Manager chairs the House and Grounds Committee.

The **SOCIAL CHAIRMAN** is in charge of all social activities of the chapter, the goal of which is to complement and enrich the fraternity experience through the planning and coordinating of creative, imaginative, and varied activities. It is also his responsibility to ensure that Risk Management guidelines are followed during all social functions. The Social Chairman chairs the Social Committee.

The **ATHLETICS CHAIRMAN** coordinates the chapter's athletic events; posts schedules and rosters; pays entrance fees; and provides information concerning health and fitness to the chapter on a regular basis.

The **RISK MANAGER** ensures that the chapter is in compliance with Psi Upsilon's Risk Management standards. He will educate the membership on these standards.

ARCHON ***(President)***

(The majority of this information is taken from the "Handbook for Chapter Presidents.")

As Archon, you are a leader, a planner, a pacesetter - in other words, the chief executive officer of the chapter, responsible not only for its operations but also its personnel. Such responsibility includes seeing that every area of operation runs smoothly and that the members in charge of each operation are performing their duties.

You may never fill out a monthly financial report, but you are just as responsible for the figures on it as the treasurer. You may never write a fraternity education program or draw up a membership recruitment calendar, but if these are not done, they are a reflection on your job as CEO.

Your responsibility also includes setting the pace for the chapter through your actions and preparation. You must determine the goals to be attained, communicate them to the chapter, and convince the members to cooperate with you in achieving these ends.

As the chief executive, you will be exposed to many people from outside the chapter - presidents of other fraternities, the IFC, campus organizations, school officials, and alumni, to name a few. In the past, you were responsible solely for your personal conduct. You now answer for the conduct of the entire chapter.

You have been elected to the most important position in the chapter. You have agreed to undertake an enormous task. The following sections of this guide are designed to give you practical assistance on how to become a successful president. Hopefully, you will take full advantage of your opportunity and add to the development and growth of both the chapter and yourself.

Checklist of Presidential Responsibilities

1. Become familiar with all areas of chapter operations, including a knowledge of the duties of each officer. Appoint non-elected officers. Read the chapter by-laws and the Constitution of the Psi Upsilon Fraternity.
2. Periodically review the responsibilities of each officer and evaluate their performances. Along with officers, plan overall chapter goals and evaluate their attainment.
3. Become familiar with all areas of the International Fraternity, including its officers, staff, programs, and services. Read the Services of the International Office brochure.

4. Review the relationship with the International Fraternity, including representation at international and regional meetings and the promotion of inter chapter activities through officer meetings and social functions.
5. Preside at meetings of the chapter and Executive Committee. Long meetings result in poor attendance. Prepared agendas are very helpful. Have officers prepare reports in advance and handle routine matters in the Executive Committee in order to expedite chapter meetings. All members should be invited to attend Executive sessions to avoid the appearance of railroading and to broaden support.
6. Become familiar with *Robert's Rules of Order* to maintain order and decorum in chapter meetings. Meetings should be conducted at regularly scheduled times and places. At these meetings, summarize all the activities pertinent to the chapter.
7. Make all necessary reports to the International Office, the alumni, the IFC, and the Dean of Students. Assure chapter compliance with all the requirements of the International Office, Alumni House Corporation, IFC, and the Dean of Students.
8. Develop an organized committee system with well planned and publicized meetings. Coordinate and supervise all committees.
9. To combat apathy, involve members in committees through the use of understudies to each officer. Include both seniors and pledges and provide awards for scholarships, athletics, and participation.
10. Train incoming officers by arranging meetings with outgoing officers. Gather detailed reports from outgoing officers and present them to those incoming in a retreat. Study manuals, by-laws, and other publications.
11. Serve as the representative of the chapter in all official capacities, including interaction with the Dean of Students, the Fraternity Advisor, the IFC, other fraternities and sororities, campus activities and intramural sports. Act as liaison with the community.
12. Sign all official correspondence and co-sign all checks. Answer letters and file required reports promptly. Read *The DIAMOND* and all office bulletins and reports.
13. See to it that the chapter treats all guests in a polite and proper manner. Protocol dictates that the President personally greet all guests when possible.
14. Possess a thorough knowledge of the *Formal Initiation Ceremony* of Psi Upsilon so that it may be performed without error and so that it may be carried out with proper dignity and respect both by officers and members.

15. Enforce house and chapter rules. Review disciplinary procedures assuring that they are understood and rigidly followed. Cover the enforcement of university, fraternity, and chapter laws.
16. Speak with inactive members. Encourage involvement through participation in other chapter programs, goals, policies, and committees. If this fails, invoke disciplinary procedures as provided for in chapter by-laws.
17. Maintain a continuity notebook with criticisms of chapter operations, lists of committees and their members, lists of all contacts, and an overall calendar.
18. Foster chapter harmony and efficiency by bringing the problem of cliques out into the open. Act on impending problems.
19. Set an example in words and actions for the entire chapter.
20. Lead, do not command. Act on the confidence and cooperation of the chapter members. Be aware of the dictator syndrome.

Getting the Most Out of Your Officers

A unified group of officers that complement each other while working toward common goals can be a leader's dream. Anything else can turn into the worst nightmare.

Is your board of officers as effective as possible? Do they develop and work through ideas as a team? Are there personality conflicts between members? If you find yourself faced with these problems, several suggestions to help you improve the productivity of this most important group are outlined below.

1. **Meetings**

The time you meet alone with your group of officers should receive careful analysis. It is in these meetings that the most important planning and decision making should take place.

- a. Are you spending enough time with this group? If not, consider adding an extra meeting each week or an extra session every two weeks. Maybe what you need is to subdivide into smaller meeting groups. Select the leaders that are brought together by their responsibilities for these sessions. For example, if you need a meeting with your social chairman, include the treasurer if you will be addressing budget issues, and your secretary if you will be needing correspondence for this matter. These meetings will be very successful if the people in the room are limited to the essential group necessary to tackle the work. But do not let these subgroup meetings replace your general officers' meetings. If you do, you will be the only person with the big picture and your board will become fragmented.

- b. Complainers or problem solvers? You can keep your group of officers focused and effective by setting a rule to be followed each time you meet. Make it known that all complaints and criticisms are welcome - as long as they are followed by a workable solution. By stating this, you will keep the officers from wandering down unproductive paths. It is your job to encourage this positive action. There will be times when you have to interrupt the speaker and identify what they are saying as a complaint. But the benefits of more creative work oriented discussions are well worth the effort. Officers that have become professional complainers will now think twice before wasting valuable meeting time and are more than likely to become contributors. Remember that a complainer's main motivation is to have the floor. They will find a way to get their time even if it means they have to come up with something positive. Make certain that the secretary records all solutions that are offered, specifying who said what and which actions are to be performed by whom.
- c. Meeting Preparation. Make sure your own presentation of issues is geared toward solutions. Concise, effective meetings require homework. This means more than just drawing up an agenda. Study the meeting plan in order to anticipate as many questions as possible and make sure that you either have the answers now or know where to get them. Invite the Vice President to look at what is planned for the next officers' meeting. You will be getting a second perspective that should include issues and questions you did not see before. Problem solving meetings are exhilarating. On the spot decisions promote a sense of accomplishment and a feeling that time and effort were well spent. Improve the quality of your officers' meetings and the effects will be felt throughout the chapter.

2. Conflicts

Much of your progress as a leader will depend on the attitude that the chapter officers have toward each other. Hopefully, you will work well with the other members elected to lead the organization. You are all part of a selected team, but you are the one who will have to make all the players work together. If personal conflicts are keeping the board of officers from realizing their full potential, you need to take action.

First, analyze the split. If it is an isolated conflict between two people, let them know that you are aware of the situation and tell them that you believe it is handicapping the whole organization's effectiveness. Members will be more inclined to overlook personal differences if they are shown that their actions are holding up the progress of the group. Or you may choose to appeal to them on a more personal level, emphasizing that their split is affecting your own confidence in the group's capabilities, causing you to set lower goals and standards.

When dealing with a split between individuals, you will accomplish more by approaching each person individually. A meeting that includes both parties looks like a grade school reprimand. One-on-one meetings will be better received by those involved.

If a split divides most or all of your board, the same logic regarding negative effects will still apply, but you will need to address it in a group setting. This task of bringing two sides together may appear larger and more complicated, but it may be easier than the first example discussed. Splits between entire boards usually involve general attitudes as opposed to more personal feelings. Let the group know that, although your organization is strengthened by individualism, it is based in the principle of cooperation.

3. **Delegating**

Another crucial determinant of your success is your ability to delegate responsibility. A leader that does not recognize this will be busy doing more but actually accomplishing less.

The first person to look to is the second in command. Make sure that the Angeloi know that you trust them and rely on their input, effort, and judgment. Have you let the 1st Angelos run a meeting? This is an excellent way to demonstrate your confidence in them. Also, you will be exposing them to the true frustrations of running a meeting. They will be able to understand your position better and will most likely have some good suggestions.

Do not attend the meetings that they are leading. By handing them the gavel but then standing off to the side, you are saying "I trust you...sort of." Chances are you will be tempted to critique their performance and be frustrated by what you perceive to be their mistakes. Give them full rein for an evening, and then talk to them about their experiences afterward.

If this sort of trust becomes part of your managerial style with all officers, delegating in general will become an easier task. You will see the officers and chairs as efficient front-line managers and encouraging their own confidence and ability to produce at a higher level. This puts you where you should be - a manager of managers.

Committee Planning for the Archon

The transition of power from outgoing to incoming Archon is a delicate process. As the leader, you are expected to motivate members, make things happen, and ultimately take responsibility for the success or failure of the organization during your term. Although these demands seem overwhelming at the onset, you have a powerful resource to draw from. Keep in mind that as many as half the members of your group may be acting as committee leaders. You can easily put the magnitude of your position in perspective and tap the power of your chairpersons by effectively guiding these sub-leaders.

While many chapters are structured in such a way that the Angeloi are responsible for overseeing committee activities, as the Archon you must not disassociate yourself from participating at this level. In a sense, the chairpersons are the front-line managers, each with their own department. As the President you are charged with the responsibility of guiding them through effective delegation and coordinating their individual efforts towards the common good.

To lead effectively, your understanding must surpass a superficial background of how the house operates, for example:

- What committees are the most difficult to chair?
- Which require the greatest amount of funds?
- Which require more attention?
- Which are less important?

This knowledge will often be ingrained through several years of active participation; however, as Archon, these matters take a new light. The steps outlined below will help you get things off to a good start and avoid common pitfalls.

1. **Define**

Start by taking stock of what you have to work with. Analyze the chapter's structure by first listing all committees. Next, you should focus on each committee in terms of what you have seen and experienced. List your reaction in broad generalizations (e.g.: "Last fall's rush was the best on record" or "Our philanthropy last winter left much to be desired"). In some areas, where your knowledge may be lacking, consult one or more members of the executive committee. This process will give you an overview of the state of your chapter.

2. **Refine**

After defining what you have to work with, you should begin to look for ways to improve those elements that are below standard. You will most likely find that there are some elements, which are going along, as they should while others, are in a state of disrepair. Take the time to find out why things are the way they are. Again, consult other members. This can be a difficult process because you will have to be honest in evaluating the performance of others and possibly yourself. Be as objective as possible.

3. **Select**

Selection of chairpersons, whether by appointment or election, is a determining factor in how your chapter will operate in the coming year. Make certain that you have considered all applicants and that you go beyond favoritism. It is imperative to get the right person for the right position, making sure that all personality traits don't conflict with the demands of the position. Here again, you should remain objective and consult others before making final selections.

4. **Predecessor's Advice**

As President your first directive toward new chairpersons should be that they discuss with their predecessors several issues regarding the position. They should get answers to questions such as:

- What were your biggest successes?
- What were your biggest failures?
- How did you plan your budget?
- What would you do differently?
- Any additional advice?

This simple process will save your chairpersons much apprehension in assuming new roles and improve the learning curve by avoiding past mistakes. Set a deadline for getting these answers and schedule a mandatory chairperson's meeting to discuss these goals for the coming year.

5. **Consult**

As Archon you owe it to your chairpersons to be available as a consultant. You were elected Archon because the chapter knows you have much to offer. Let it be known that you are willing and able to hear ideas, give advice, and provide feedback to help them accomplish their goals at any level. A supportive Archon is an excellent motivating force, not just for the chairpersons but also for the entire chapter.

6. **Follow-up**

Within your first month of office, schedule a chairperson's meeting. The purpose of this meeting is to have all chairpersons present their ideas and goals to the organization. Let them know what you expect from them before the meeting. It is a good idea to allot time for each of them to speak during a formal presentation session. This serves three important functions.

- The chairperson commits to action.
- The leadership of the chapter begins to formulate plans for the entire year at single meeting.
- The chairperson invites feedback.

As chair of the meeting you should have the Grammateus take notes and keep them on file for future reference. You will find it easier to keep track of what is being planned versus what is actually getting done. Chairpersons have the tendency to be overzealous in their planning and expectations. If you can document what they have promised, you can help them stay on track.

At an interval of no less than once per semester/quarter, schedule a follow-up meeting to check the progress of all committees. This meeting is a good time to refer back to your notes and remind your chairpersons of their goals. Be sure to recognize the achievements of individuals and committees that accomplished what they set out to do. Do not avoid reprimanding those who are not holding their own, but avoid using names. They know who they are.

Remember not to alienate the Angeloi during these processes. By discussing with them the issues of importance and asking for their input, the Angeloi can be valuable tools in helping to manage committees and chairpersons.

By working smart with the Angeloi and following the steps above, you will be insuring the success of your committees and improving the results of your term.

The Archon and Public Relations

To govern is often to forego much popularity. To govern well is to earn the respect from those governed. As Archon you may be popular but, more importantly, you must be respected. Since respect is almost always earned, you must scrupulously cultivate your chief earning commodity, personal example. As the president of an organization that has many facets, such as a college fraternity, you are closely observed in all of your actions. The point may appear old fashioned, but the fraternity always gains in dignity and prestige when the President exhibits conduct and speech above reproach.

Relations with the College Administration

The contemporary college fraternity must in most cases effectively relate to the college administration. At a time when campuses are restive, a chapter can maintain and improve its working relationship with the college administration by judicious and sincere efforts. As the chief executive of the chapter, you must supply at least symbolic leadership while supporting any programs that the 2nd Angelos may be executing in the area of campus relations.

The most successful method in relating to the college administration is that the chapter request and not demand the administration's attention, sympathy, cooperation, and the like. With many priorities requiring attention, officials are usually prone to look first to the most thoughtful request.

You can do much to dissipate suspicion and promote positive cooperation if you will voluntarily request at least one conference every month with the Dean of Students or Advisor to Fraternities. Such meetings can result in important assistance to the chapter. Further, an atmosphere of trust and good feeling is engendered if the President, Dean of Students, and Advisor to Fraternities (and their spouses) are invited to all important chapter functions such as Founders' Day, Spring Formal, etc. Even if formal invitations are politely declined, the memory usually lingers and the first seeds of trust and goodwill have been sewn.

In a time of rising college costs, administrators are faced with many demands in providing services. The chapter can indelibly etch its reputation as an organization that is intent upon campus service if it will volunteer for projects in need of assistance and carry out its commitments. Particularly effective are projects that fund scholarships for needy students or resource materials for campus libraries.

Finally, some fraternity chapters have made the mistake of assuming expertise in camouflaging problems, especially where the excessive use of alcohol has caused a disturbance or where the noise level in the chapter house constitutes the breaking of an ordinance or where some members of the chapter cause problems. Your position as Archon does not blend with hypocrisy, a dual standard of behavior or a defensive attitude about a situation. Remember, although you may not see something wrong with a situation, if others perceive it as offensive, you should stop it.

Relations with the Interfraternity Council

Often one fraternity chapter on a given campus views another fraternity as a mortal enemy or a deadly competitor. Certainly it is true that fraternities compete for new members, in athletic contests, for scholastic superiority, etc. But the similarities exceed the differences. Fraternities use the same procedures to recruit members, conduct business, and share like difficulties in many areas. Therefore, since the fraternal experience is more similar than diverse, its members have common grounds for common organized effort.

Tragically, many Interfraternity Councils in no way recognize these fundamental sources of common understanding. Instead, their meetings are merely a ploy by one of the other fraternities for advantages in rushing and in campus politics.

Granting that this is not the situation with many other IFCs, the Archon will do well to follow these guidelines for effective chapter involvement with the IFC.

- Do not send as chapter representative to IFC meetings an individual who has received the position simply to occupy his or her time or because the position is a filler traditionally given to new initiates.
- The chapter representative should attend all IFC meetings for the purpose of representing and contributing. Avoiding the imposition of a fine is not a good reason for participating in IFC.
- Plan to propose for IFC action one major and two minor projects per semester or quarter. Preferably, such projects should be designed to enhance Interfraternity Council public relations. Volunteer for committees to execute these projects, the real substance of efforts to strengthen the fraternity system.
- By fulfilling the first three guidelines, seek political leadership on the council. When this is acquired, be certain to treat other fraternities with dignity and respect. This will enlarge the scope of the entire organization and will enhance the earned prestige of your

chapter.

- As a member of the IFC, boost and advertise the college fraternity system, but avoid exclusiveness and arrogance with respect to other non-Greek organizations. Years of careful cultivation of good will can be destroyed through a few instances of rudeness or aloofness.
- Live by the rules and the regulations of the IFC. If these appear oppressive and unjust, take the high road and change them through the democratic process. If other fraternities are gaining advantage by violating IFC regulations, do not hesitate to bring charges against them and enlist the support of other fraternities to enforce the regulations that were presumably enacted to serve and strengthen the entire system.

Relations with the Student Body

Fraternities are an integral part of colleges and universities and select their members from among students at these institutions. Accordingly, the continued existence of a fraternity chapter is somewhat dependent upon the goodwill of the student body. The following are guidelines for maintaining and developing such goodwill.

- The successful chapter demonstrates its concern for the campus community through tangible deeds.
- Such deeds usually take the form of service projects of a consistent rather than token nature with a creative and unique quality whenever possible. These projects should be directed toward the non-Greek student body in a dignified manner.
- Official chapter functions should never hint of arrogance or exclusiveness. Those who do not choose or are not chosen by fraternities will not tolerate such treatment and such conduct is completely contrary to any standard of human dignity.
- The perceptive chapter will also encourage participation in all meaningful student activities and campus events. This fosters healthy interaction with many facets of campus life.
- Goodwill and a sense of fair play are engendered when a chapter supports worthy projects or causes supported by non-Greek organizations. This becomes apparent when the chapter receives return support for one of its own projects.

Relations with the Community

Many chapters own or rent houses in primarily residential neighborhoods, and all chapters conduct business with local tradesmen. Accordingly, the President can readily see the need both for a good neighbor policy and an impeccable credit rating. Further, the chapter should seek to promote healthy relationships with such agencies as the police department, city government, and local news media. While each community is unique, there are certain guidelines that apply to all for creating practical and positive community relations.

- The chapter should confer with the appropriate civic officials on any social events which may not conform to noise curfews, fire regulations, etc. Advance discussion usually encounters receptive official attitudes on any reasonable request.
- A consistent public affairs and service program will tell a favorable story. Such a program is best channeled through local service groups such as the boy scouts, YMCA, churches, police, fire departments, and welfare agencies who are often in dire need of volunteer help. Cooperation with these groups usually results in easier accessibility to the news media.
- An invitation to prominent people such as the mayor to speak briefly to the chapter is an unusually effective technique.
- To the best of its ability, the chapter should live within the law, even though some individuals may not always meet the test. The stigma attached to an organization is always more severe, and the President must be prepared to exert the best judgment and the firmest stance where chapter observance of civil law is concerned.

Relations with Alumni

1. With the Chapter Advisor

- a. Build an official relationship with the advisor based on trust and mutual discussion by inviting him to private conferences at least twice a month. Discuss chapter matters openly and frankly. He or she can also serve as an escape valve for your own frustrations and problems.
- b. Be certain that the advisor is given notice of all Executive Committee and chapter meetings.
- c. Ask the advisor to report or offer comments at every Executive Committee or chapter meeting at which he or she is present. Accord him or her due recognition at all times.
- d. Treat the advisor with respect in all official and personal situations. Frequently such individuals donate time at the expense of other pressing matters or time which could have been spent with their families. Expressions of appreciation and consideration at proper intervals are more than appropriate.

2. With the House Corporation

Officers of the house corporation are also busy individuals who donate their valuable time. They guide the corporate body which owns the chapter house and supervise building and maintenance programs.

Usually the Executive Committee will represent the chapter in dealing with the House Corporation. You and the Treasurer will frequently represent the committee in routine transactions and may serve on the Board of Directors of the corporation. Thus, you will deal with the house corporation officers in many decisions and will often be called to task if, for instance, the rent payment is late.

Effective guidelines for relating to the House Corporation as Archon include the following:

- Where a chapter owns real estate, the President must be familiar with mortgage data, payment requirements, insurance coverage, property taxes, etc. Immediately following election, the President should contact the Corporation President and or Treasurer for this information. A written copy of this information will enable the President to take care of minor transactions without continually troubling corporation officers.
- The Archon should determine the due date for chapter rent payments to the corporation and then make sure that the Thesauristes is adhering to this schedule. If this is done consistently, a major source of trust and goodwill will be established between the chapter and corporation.

3. With other Alumni

Alumni not only provide the chapter with financial assistance but also with valuable interest and involvement. Since the student members are somewhat removed from most alumni in age and experience, it is not unusual to have them exhibit a lack of enthusiasm in alumni relations even though the chapter may have a structured alumni relations program. Here the President can provide very important leadership to the chapter. In your official capacity, you can inspire more positive alumni relations by the following actions:

- Greet visiting alumni warmly and accord every reasonable courtesy and exercise of hospitality.
- See that there is an updated file of alumni addresses and other information.
- A letter from the Archon to chapter alumni at least twice a year offers a personal and effective technique of communication.
- When speaking or writing to alumni, indicate that they are valued not only for their financial assistance but also for their sharing as participants in the chapter's fraternal bond.

- From time to time you will have problems dealing with alumni who cause problems (most of the time due to excessive drinking) or alumni who contradict a program such as fraternity education or pre-initiation week. When behavioral problems occur, you should be swift to correct them - do not worry about hurting your alumni relations. The individual is a guest in your home. In rare instances you may have to ask someone to leave.

The latter problem, where alumni are contradicting a good program, can best be solved by the educational approach. Sometimes a simple understanding of a program can correct the problem. Other times it may be necessary to appeal to this group of individuals to respect current undergraduate and general fraternity thinking.

If all else fails, the Chapter Advisor or Alumni Association President may need to talk to the individual. As a last resort, especially during pre-initiation week, it may be necessary to take a firm stand with this person, even at the risk of alienation from the chapter.

You are urged to educate your chapter on the critical importance of effective alumni relations. Perhaps this area is best compared to life insurance; one does not realize its value until it is too late.

1st ANGELOS ***(Internal Vice President/PUMP Coordinator)***

The 1st Angelos is responsible for the successful implementation of the Psi Upsilon Membership Program. To accomplish this, the Internal Vice President must be organized, motivated, enthusiastic, capable of delegating responsibility, and committed to the task of educating the chapter on topics that will be of relevance for a lifetime. As PUMP coordinator, the 1st Angelos will be responsible for the Orientation Program, oversee the activities of the Intramural Athletics Chairman and the Community Service Chairman, and will be responsible for all aspects of PUMP's monthly educational (enrichment) sessions. To be successful, the 1st Angelos must be experienced in the various aspects of chapter operations that will fall under his supervision and he must command the respect of the Chapter.

More specifically, the PUMP coordinator is required to:

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

It will be impossible for one officer to implement the whole program - its scope is too extensive for that. Each chapter will have to make a concerted, organized effort to make PUMP work. The 1st Angelos will work with the PUMP committee to implement the program. The PUMP Committee consists of:

- 1st Angelos (Chairman)
- Ritual Chairman
- Athletics Chairman
- Scholarship Chairman
- Community Relations Chairman
- Public Relations Committee Member
- Archon (ex officio)

The International Office can supply ready-made programs for use by your chapter. Supporting documents for PUMP can be found in the "PUMP Guide," and the "College Tablet." "The Gold Book: Ceremonies of the Psi Upsilon Fraternity" contains all ceremonies and the Fraternity's initiation Ritual required by the program.

What is PUMP?

PUMP is an acronym for the Psi Upsilon Membership Program. A comprehensive program which encompasses the whole of the Psi U. experience, PUMP is designed to guide each member of the fraternity towards achieving the highest standards in the classroom, in the Chapter, and in co-curricular activities, and to prepare all brothers for success in post-collegiate life. These goals are achieved through the new member orientation program, brotherhood building activities, and member development programs.

The bulk of PUMP programming is directed towards the non-academic education of the general membership of the fraternity. The program allows the Fraternity to achieve its mission of building better students, citizens, and leaders. The theoretical underpinnings of PUMP are found in standard theories of human development. The eight dimensions of human development addressed by PUMP are:

- intellectual development
- emotional development
- human awareness
- values
- physical development
- social development
- life planning
- community awareness

Following the model, PUMP calls for each chapter to address one of these developmental dimensions each month during the academic year as the "PUMP theme" for that month. One or two topics from that dimension will be covered during the course of the month through workshops, discussions, and/or planned activities. As a result, through PUMP all members will receive a thorough and constructive orientation to Psi Upsilon and a foundation in fundamental principles that will be useful throughout life. It combines ritual and programming into an integrated educational experience.

Rooted in the ideas of developmental psychology, PUMP successfully addresses the multiple issues Psi U's face during their collegiate years and those that they will confront throughout their lives. PUMP programming spans all four years of the college career.

Please refer to the Section IV of this manual for a complete description of the program and details on its implementation.

2nd ANGELOS ***(External Vice President)***

The 2nd Angelos is responsible for external matters and relations of the chapter. He serves as the chapter's public relations coordinator, cultivating a genuine respect for the chapter through a program of campus involvement, service activities, social affairs, and general communications with parents, alumni, the university, the Interfraternity council, other fraternities, sororities, campus groups, and faculty. The 2nd Angelos chairs the Public Relations Committee.

EPISTOLOGRAPHOS ***(Corresponding Secretary)***

The Epistolographos (from the Greek meaning "writer of letters") of the chapter has the important role to play on the management team. His job is divided into two major parts--contact with those outside the chapter and leadership within the chapter.

Traditionally, the Epistolographos has been the chapter's primary link with the "outside world." To a great extent your chapter is evaluated by your performance of your responsibilities.

The official duties of the Epistolographos are few in number but vital to the operation of the Fraternity. Throughout your term of office you should work closely with your fellow chapter officers so that you can readily collect needed information.

Duties

According to Article VII, Section 2 of the Constitution, "*The Epistolographos or Epistolographoi shall communicate with each chapter at least once in every collegiate term; shall give due notice of all changes of officers, of all initiations, expulsions, suspensions, or deaths; and shall keep the fraternity well informed of the state of their chapter, and their chapter of the condition of the Fraternity.*"

Membership Reports

Twice during the academic year you will receive from the International Office a computer printout listing the members of your chapter. These reports are sent at the opening of school in the fall and again in January. Specific instructions accompany each report to guide you. Prompt and complete report will save unnecessary correspondence and will ensure that your chapter's enrollment is up-to-date.

When you receive a Membership Report, you should meet with your Treasurer and Grammateus to determine the membership status of each of those listed on the report and to verify that all address information is correct. The five options for status are:

1. **Active (U):** Those members who are in school and are active dues paying members of your chapter and who are paying annual dues to the Fraternity.
2. **Pledge (P):** Those who have officially pledged themselves to the Fraternity but have not yet been initiated or paid their initiations fees to the Fraternity.
3. **Initiate (N):** Those who have been initiated since the date the last membership report was filed.
4. **Alumnus (A):** Those who have graduated from school or who have been granted alumni status by the chapter or Fraternity.
5. **Inactive (I):** Those who are still members of the Fraternity but are not active in the chapter at the time the report is filed due to study abroad, withdrawal from school, or other reasons.

From your membership reports the International Office compiles the enrollment of each chapter. Those who have been listed as "A" will be entered into your chapter's alumni roster. The Membership Reports are the basis for the Fraternity's "vital statistics" and are an important part of your job.

Expulsion

In cases where a trial results in the expulsion of a member, you must submit prompt notification to the International Office. The International Office must receive this information before the member's name can be removed from the rolls of the Fraternity.

Necrology Reports

When the chapter receives notice of the death of a member or alumnus, you should notify the International Office immediately.

Also, the Chapter Services Committee is chaired by the Secretary and includes a filing clerk and a calendar chairman. The responsibilities of the Committee are to:

- File all weekly correspondence and maintain clean and updated files.
- Type all minutes of the executive committee and chapter meetings.
- Mail all forms to the International Headquarters and handle all business correspondence.
- Post a master calendar and update it as necessary.

The DIAMOND

You are responsible for your chapter's contribution to "The Chapters Report" section of "The Diamond." Each spring you will be sent notification and special instructions concerning this crucial and convenient means of communication between your chapter, your alumni, and Psi Upsilon. In your chapter report article you should try to represent your chapter honestly and completely with special attention to news that will interest your alumni and members of other chapters. Topics to cover include community service, rush, alumni activities, new officers, and members who gain honors or are involved in sports or campus activities. It is best to refrain from recounting parties and inside chapter jokes and nicknames since these are of no interest to anyone but the chapter. Special emphasis should be given to any programs or ideas that might be helpful to other chapters. Prompt submission of your article will insure the chapter being represented in this section and let your alumni and other Psi U's know what your chapter is doing.

Chapter Publications

Newsletters, pamphlets, or brochures published by your chapter are of great interest to other chapters, the International Office, and the Executive Council. You will want to make a point of sending a copy of these materials to the International Office as soon as they come out.

Depledging

You should notify the International Office immediately when any pledge withdraws or is depledged.

Address Changes of Alumni

One of the services of the International Office is providing chapters with computerized alumni directories and self-adhesive address labels for use in alumni mailings. To keep these printouts accurate and up-to-date, you should forward all address corrections you obtain to the International Office. The corrected address will then appear on your next set of address labels or directory. You should also give changes of address to the Recording Secretary for the chapter's alumni address file.

GRAMMATEUS **(Recording Secretary)**

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

"In order that a continuous history of the chapter may be kept and thereby a history of the Fraternity as a whole, the Grammateus shall prepare at the end of each academic year a full report of the chapter and all its activities for that year, including the activities of both the undergraduate and alumni bodies of the chapter. Copies of such reports shall be forwarded to the officers of the Executive Council for preservation in the archives of the Fraternity, and to the officers of the chapter alumni organization."

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

Chapter Minutes

The records of many chapter meetings are very interesting reading. As chapter recorder, your job is vital to the well being of the chapter, but you have other important responsibilities that are often overlooked. All of your duties and responsibilities will be described in some detail. It will take a little effort on your part to see that they are done well.

Your most obvious duty, of course, is to record the minutes of chapter meetings. Each recording secretary has his own writing style and should record the minutes in an interesting, creative fashion. Remember, however, that chapter minutes are a permanent record of chapter proceedings and, therefore, should be correct, legible, and complete.

Minutes do not include every word spoken but, to be complete, they should include these essential elements:

The time, place, and date of the meeting and name of the presiding officer should be recorded.

- All topics of discussion should be noted according to offices, committee chairman, or item of business.
- Action taken or recommended should be noted fully.
- The main points of committee reports should be included.
- Names of the persons making and seconding motions should be stated with the exact wording of the motions and the results of votes on the motions.
- The main points of any guest speaker and the chapter adviser should be recorded.
- The time of adjournment should be noted.

During the chapter meeting you will take your notes and later translate your notes into a rough draft. The archon should read and approve your draft, and after the draft has been approved by the chapter (either as read or as corrected), you should copy the draft into the chapter's permanently bound minute's book. The minutes of one chapter meeting will not appear in the permanent minute book until after the following meeting, but do not delay in fulfilling your responsibilities. Immediately after chapter meeting complete your draft minutes and then enter the minutes of the previous meeting in the permanent record. While the minutes of the Executive Committee meetings will be less formal, they should contain the same basic information as chapter meeting minutes. Of course, Executive Committee minutes will be filed for future use and reference.

Membership Report

The membership report is one of those jobs which seems like it can always be put off until tomorrow. When this happens the register is often never completed and future chapter members are robbed of part of their permanent records.

Suspension and Expulsion

Another of your responsibilities as recording secretary is the maintenance of full and complete records of suspensions and expulsions from membership by your chapter. Full and proper recording of these proceedings are absolutely necessary to protect your chapter from legal action in the future. It is your job to take written notes of the proceedings or to record them on tape for the permanent record. These written notes should then be given to the Epistolographos who should send them to the International Office.

Address Files

Updating alumni files may be delegated to the alumni relations chairman, however you should lend him assistance in keeping the address files contemporary since you have the ultimate responsibility for the alumni files. Some chapters maintain a file for the Psi U. alumni in their immediate area, and one for the chapter alumni living outside the state in which the chapter is located. Such a dual file makes it easier for the chapter to contact nearby alumni for rush recommendations and alumni and other activities.

If you find that the chapter's alumni files are outdated, the best sources of information are the International Office and your school's alumni office. When you receive notice directly from an alumnus, the school, or any other source, of a change of address, you should send the change to the International Office through the Epistolographos.

Keeping current home addresses of the undergraduate members of the chapter helps the rush chairman coordinate a summer rush program and gives officers of the chapter needed information when they write to a member or his parents for any reason. In addition, the Epistolographos should refer to the addresses of chapter members when he completes the Initial Membership Report. You should publish a list of home and summer addresses for each member and pledge prior to the close of school in the spring. Each undergraduate member and pledge should be given a copy and one copy should be sent to the International Office.

Chapter Organization Files

Much of the continuity of chapter operations depends on how well organizational files are maintained. How well you are able to keep the files depends, of course, on how well individual officers and chairmen write reports.

In an undergraduate fraternity chapter, where major changes in membership and management occur annually, there is no area which needs more attention and emphasis than continuity. One of the best methods for a committee chairman to learn his job is to find out what has been done in the past. All this information should be maintained in one location--your files. As recorder of the Executive Committee, you should have no trouble collecting and filing committee reports. Some officers or chairmen may choose to keep their own files. In such cases, you must see to it that these officers are keeping adequate records.

All records should be turned in to you, along with final, analytical reports at the end of the year. Your last task before leaving office will be to file all reports and other useful information in a central repository, probably a file cabinet in the chapter office.

You may be able to add organizational innovations to your records, but the important point to remember is that you can have a great deal of influence on the continuity of your chapter by insisting that information be available for future reference.

Summary

How well you carry out your duties and how much influence you have on chapter operations is really up to you. There is nothing very difficult about your job, but being a successful recording secretary and chapter leader does require responsibility and conscientious effort.

THESAURISTES ***(Treasurer)***

(The majority of this information is taken from the "Handbook for Chapter Finances")

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

Duties of the treasurer

The treasurer is the treasurer of the active chapter and keeps the complete books of account including chapters where financial management is in the hands of a professional accountant, an alumni financial advisor, or an alumni board. His responsibilities are:

1. To collect all charges duly imposed upon actives and pledges by the chapter.
2. To deposit all funds so collected in the chapter bank accounts.
3. To act as trustee for fees and taxes collected for the International Fraternity, and to send those fees and taxes immediately to the International Fraternity. The treasurer is not to permit those fees and taxes to be used for local chapter purposes.
4. To pay promptly all chapter bills which are duly authorized and which do not exceed the chapter budget.
5. To make proper periodic reports of financial operation:
 - (a) Written report monthly to the active chapter, alumni financial advisor and International Office.
 - (b) Such reports as may be required by college or university officials.

6. To keep a full and accurate record of all financial transactions or to see that such record is kept by a professional accountant or a qualified alumnus.
7. To attest to the financial status of members by:
 - (a) Reporting to the Executive Council and posting on the bulletin board, the names of all actives whose accounts are at least 30 days old.
 - (b) Reporting delinquent members and associates to the proper college or university officials if the institution requires this or has a policy of withholding grades or transcripts for overdue accounts.

The office of treasurer is critical to the success of the chapter. The purse strings of the chapter are in his hands and upon his judgment and efforts depend the financial operations and stability of the chapter. It is a well known fact that financially weak chapters have difficulty attracting desirable members, with the result that there is accompanying weakness in scholarship, campus activities, and social prestige. A strong Psi Upsilon chapter *always* has a sound financial operation.

Whenever possible, the treasurer should have had some background in accounting or bookkeeping.

On assuming office, the treasurer should do the following things:

- Acquaint himself with the by-laws and policies of the Fraternity as they relate to finances.
- Insist that his predecessor turn over to him a balanced set of books, a reconciled bank account and a balanced cash account.
- Obtain from predecessor copies of all previously submitted treasurer Form #1.
- Promptly schedule a meeting with the chapter's alumni financial advisor. If the alumni association does not have such an advisor, ask them to find a competent alumnus who will meet with the treasurer on a monthly basis.
- If the chapter has an accountant, schedule a meeting. Have the accountant explain his present system. Don't let the accountant lock the chapter into his system. This manual is designed to give the treasurer a financial management system specifically designed for a fraternity chapter. Have the accountant adapt to this system.
- Provide the bank with the signatures of the president and the treasurer and whatever document is required to show that they are the duly authorized officers to sign checks for the chapter.
- Secure as much assistance as possible from his predecessor during the first month's operations.

- Have an assistant appointed who can help with the routine work (such as posting).

How to be a Successful Treasurer

- Meet with your alumni financial advisor monthly. This is the most important thing that can be done to make chapter finances successful. These meetings should be set on a regular basis, e.g. the first Monday of each month.
- Never let the work accumulate until the end of the month. Do a little every day and the workload will be much lighter.
- Deposit collections in the bank promptly. It is dangerous to keep large sums of money on hand, and checks may become un-collectible. Whatever system of bookkeeping is used, all receipts must be deposited and always deposit all cash on hand on the last day of each month.
- Give a receipt (made in duplicate) for every item of cash received.
- Do not pay out money without proper authorization from the president, and checking with the person in charge of a department, such as the steward, social chairman, house manager, etc. Take a firm stand against purchases being made by officers and members without the sanction of the treasurer. And adhere to the Chapter budget!
- If a member does make a purchase, make sure that the member presents a receipt for any thing purchased. This is the only way to ensure that money was spent in an appropriate manner.
- See that member's accounts are collected promptly. An aggressive policy here will pay dividends. Remember that a chapter can soon find itself in serious financial difficulties if members' accounts are not paid promptly.
- Pay the chapter's bills promptly. Establish a good credit record among tradesmen.
- Have the books balanced promptly at the end of the month. If an accountant is employed, turn all records over to him promptly.
- Adopt an active rather than a passive role in the financial management of the chapter. Be on the alert to guard the treasury, eliminate waste and extravagance and safeguard the chapter's property. This will require cooperation with the other officers.
- Show no favoritism. A good treasurer cannot have a double set of standards, one for the "good guys" and one for the "bad guys".

Practical Tips on Financial Operations

1. Who contracts for services or goods?

Within the budgeted allocation, the house manager is responsible for purchasing supplies and minor tools and contracting for minor repairs. The steward is responsible for the purchase of dining provisions, kitchen utensils and other supplies unless such authority has been granted to a cook or resident advisor, in which instance the steward would periodically check the activities. On general chapter needs, it would be the secretary who would order necessary chapter forms and supplies. And on the social front, it would be the social chairman who contracted for the dance band, refreshments and favors or other services and goods in connection with the social program. In like manner, if the purchases of ritual equipment were provided in the budget, the president would be responsible, the membership recruitment chairman for rushing expenses, etc..

In all instances, however, the treasurer, with the support of the Executive Committee, is the guardian of the chapter's funds, and is charged, by virtue of the office, with the responsibility for the disbursement of funds within the limitations of the chapter budget.

No member or officer not specifically authorized has the right to make any purchase or contract for any service in the name of the chapter, and should one do so, the chapter would be perfectly within its rights to invoke a proper penalty upon that person.

2. Who pays the bills?

The treasurer is responsible for the payment of all bills. In order to safeguard the position and also to observe the laws of the Fraternity, however, there should be a co-signer for every check drawn on the chapter account. Such co-signer should be the president or the alumni financial advisor, if the chapter operates with such an advisory system. All large accounts should be paid by check. Only minor disbursements should be made out of a separate petty cash fund.

3. Keep accurate records.

Not only the chapter records, but also the records given to members in the form of invoices and receipts are important. A sloppy treasurer who keeps inaccurate or insufficient records could easily embarrass many members of the chapter if, in later years, inaccurate records should fall into the hands of others and it appeared they had uncollected receivables.

4. Collect long distance charges.

Many hundreds of dollars are lost annually through uncollected long distance phone charges. The member who fails to pay for \$10.00 worth of long distance calls he made is no less a thief than the one who is caught stealing \$10.00 out of the cash box. In the latter case, the chapter would likely suspend or expel the member. Not so with the long distance thief. There are several solutions to this

problem:

- The best policy is to install a pay phone for long distance calls.
- Post a sign-up sheet next to each phone.
- When you get the monthly phone bill, post a list of the calls that have not been signed for. Give the members 48 hours to sign this second list.
- For each unclaimed call, put a call through to the long distance number not signed for. Find out who made the call from the person at the other end. Then charge the guilty member for both calls. In addition, levy a \$5.00 "service charge". (Don't call it a fine.)

5. **Handling "hot" checks.**

When a member bounces a check, give him the benefit of the doubt once. The members will insist the bank made a mistake. Thereafter, impose a \$20.00 hot check charge (don't call it a fine) for every bad check.

6. **What about fines?**

Probably the weakest form of punishment, but sometimes the only alternative. To be effective, a fine must fulfill these conditions:

- It should be timely. Require payment within 48 hours. If it's on next month's bill, it won't hurt so much as it will now (especially if Dad pays the monthly bill).
- It should be large enough to be a genuine punishment. Twenty-five cent and fifty cent fines are worthless. \$5.00 or \$10.00 will drive the point home.
- Pre-set fines, to be effective, must serve as a real deterrent. For raiding the kitchen, smoking in bed, destroying chapter property, etc., a \$25.00 fine is a real deterrent.

7. **When to raise charges.**

First, when you work up a budget that doesn't balance and you've cut estimated expenses as far as you can. Secondly, you should raise board and room charges every time the college raises these rates for the dormitories. The college employs experts to study costs, and when these experts find that it will cost "X" number of dollars more to feed and house a student next year than it did last year we should listen to them. Keep your rates competitive with the dormitories and other fraternities, but don't sell "cheap fraternity". Actually, charges that are average or slightly higher than average can be used as a stronger selling point than being the "cheapest fraternity on campus". It costs a little more to go first class. Besides, experience tells us that selling "cheap fraternity" attracts those for whom the necessity of paying bills is not a priority.

8. Pledge dues.

Should be exactly the same as active dues. Why not? The Pledge has the same social activities, sports and recreational facilities available as does the active member.

9. Charge a parlor fee.

Out-of-house brothers use the living room, chapter room, recreation room and other common rooms and should be charged a parlor fee (over and above dues) for the use of these facilities. The amount depends upon the individual chapter, but \$10.00 to \$20.00/month is not out of line.

10. Take your discounts.

Some suppliers will offer a discount of 1 percent or 2 percent if the bill is paid within 10-15 days. Check each statement and take all discounts. They add up. Conversely, some suppliers add a charge of 1 percent or 1.5 percent if a bill is not paid within 30 days.

11. List of suppliers.

Make up a list of suppliers, with addresses and phone numbers and keep it handy. Limit purchases to as few suppliers as possible and where you can get the best deals. Shop around and compare prices.

12. Purchase in quantity.

Discounts are always available in quantity lots. Find out where the price breaks are.

13. How many officers are paid?

The best policy is to pay none of the officers, elected or appointed. If the treasurer keeps all the books and makes up the monthly statement, he might receive board or room, or dues, depending on whether the chapter has a house and serves meals. (He should not take his compensation until after the monthly statements for the preceding month are completed.) If the chapter employs an accountant, the treasurer should not be compensated. Rarely do the house manager's duties warrant payment for the office; if payments are made, they should never be in cash.. Use a reduced chapter bill. Check the information later in this manual concerning withholding federal tax for paid officers.

14. Size of kitchen crew.

The number of members required to serve as waiters and dish washers will vary according to the number of people eating at the house. The correct ratio is 1:10, i.e., one kitchen crew for every ten people at any meal.

15. Should the kitchen crew be compensated?

If the chapter can afford it, yes they should. A paid crew generally performs better than volunteer help or actives and pledges who rotate the duty, and you don't have to train a new crew every week. It also saves wear and tear on the nerves of the cook. Some chapters "swap" kitchen crews with other fraternities, and in such cases, brotherhood doesn't get in the way of efficiency.

16. Reconcile the bank statement every month.

It takes only a few minutes. Instructions are included at the end of this manual.

17. Set up a petty cash fund.

This is for small disbursements.

18. Prepare for the Chapter Leadership Consultant's visit.

Before the Chapter Leadership Consultant arrives, post all your books up-to-date, and make all records available to him, including your budget and the latest financial report and bank statement. If you employ an accountant locally, schedule an interview for the Chapter Leadership Consultant's visit with him. On the day he arrives, please have the following figures ready for him:

- (a) Chapter budget and year-to-date actual;
- (b) Cash on hand;
- (c) Cash in the checking account;
- (d) Cash in the savings account;
- (e) Current accounts receivable (members in school);
- (f) Alumni accounts receivable;
- (g) Accounts payable;
- (h) Original mortgage on the house;
- (i) Present mortgage;
- (j) Market value of the property;
- (k) List of all current actives and pledges owing money and the amounts.

(Note: You will probably have to get the information for items (g), (h), and (i) from the house corporation treasurer.)

19. Contract for Cook and Resident Advisor.

This is always a good idea and frequently required by the institution.

20. Do not destroy voided checks.

All checks should be pre- numbered, and you must account for every one. If a mistake is made on a check, write VOID across the check and the check stub; tear off the signature portion of the check and destroy it; staple the voided check opposite the corresponding check stub.

21. Use of purchase orders.

Some chapters require that everyone making a purchase for the chapter should have a purchase order signed by the treasurer. This is a good idea and makes it easier for the treasurer to control expenditures. This is especially important where an employee such as a cook or resident advisor is making the purchases. Except in exceptional circumstances purchase orders should be used.

Professional Assistance

The International Office recommends that any chapter owning real property (that includes mortgaged) should employ a professional accounting service, or have the reports audited by an alumnus or faculty member. Please advise this person to send a copy of this monthly report to the International Office. Have them use the financial management system in this manual. In all chapters, an alumni financial advisor should be used in addition to a professional accountant.

Paying the International Fraternity

You, as chapter treasurer, must realize that all membership fees and taxes collected are for the International Fraternity. You are only a trustee of these fees. Collect them in a timely fashion and forward a chapter check to the International Office to cover the fees. Convention resolutions provide for an interest fee of 1% per month for each assessment not received by the International Office on time.

Until the International Office receives the fees, those initiated are not Brothers and are entitled to none of the privileges of membership. In addition, and because you are responsible, as a trustee, for the collection and payment of the fees and taxes, you could be held personally liable for your Chapter's bill to the International Fraternity if it is not paid.

Your Chapter's assessment in taxes and fees are due on *October 1st* of every year and the supplemental report and fees are due on *February 15th* of every year. Membership fees are due immediately upon initiation.

Often chapters use the International Office to prepare newsletters and perform other services. The chapters are then billed for the costs incurred. This bill should be treated like any other. It should be paid as promptly as the utilities and groceries.

Chapters also order jewelry and supplies from the International Office. Payment must accompany these orders.

At the annual Convention, any chapter in arrears to the International Fraternity will be denied their votes.

Coverage for General Liability Insurance Coverage is also provided for through the International Office. Premiums to be paid to the International Fraternity are due within 30 days of receiving an invoice.

Convention resolutions clearly state that premiums not paid on time can result in the chapter's finances being placed in the control of the International.

Budgeting

Budget (development and tracking) is the most important job of the chapter treasurer. The budget becomes the "road map" for your chapter. In developing the budget, you are telling the chapter just what programs can be financed and when (social, rush, quality/quantity of meals, alumni events, etc.). In tracking the actual expenses against the budget, you are showing the chapter where it has been and what adjustments must be made in the future.

The importance of budget development and tracking cannot be over-emphasized for the successful operation of your chapter. There are two situations that have led to a financial crisis at chapters:

Check Book Accounting: A chapter operates without a budget and only the balance in the checking account is considered. In this situation, the chapter tends to overspend on social activities when the balance is high. With a proper budget, the chapter would realize that the current high balance is needed to cover either future high expense months (utilities in January), or future low-income months (summer income). With a proper budget, a future crisis is avoided.

Full Year Budget Only: An adequate budget is prepared in September to cover the entire year. However, the budget is not broken down by calendar quarters. During the first few months, the chapter has absolutely no idea if yearly budget income will be obtained, or if yearly expenses are held in line. Only in the last two months will accurate tracking emerge. By this time, "red flags" go up all over the budget form.

Developing Your Budget

- Break out the total year budget into calendar quarters.
- Present this budget to the Executive Committee for review and comment. A written explanation of each item should be prepared for Council use. Revise your budget according to the Executive Council consensus.
- Present the modified budget to the alumni financial advisor and thoroughly review it with him; use his advice.
- Present the finalized budget and breakout to the Executive Committee for its approval.
- Present the final budget to the chapter for approval. Copies of the budget should be posted on the chapter bulletin board prior to chapter discussion and vote.

Budget expenses are usually divided into sections called *house* operations, *kitchen* operations and *chapter* operations. Room rents, parlor fees and a reserve fund are income allocated to house operations. Board income is allocated to the kitchen operation, and monthly dues and fees are allocated to chapter

operations. It is unwise to have special assessments unless the chapter votes to expend monies for items not provided in the budget. Only the Executive Committee, the Alumni Association or the Alumni Advisory Board should initiate changes in the budget. Expenditures voted outside the budget by the chapter must be met by assessment.

It is good practice to start by developing expense items first. Look to past chapter expenditures as a starting point. If the prior treasurer has provided you a good set of accounts, this will be easier. If not, take what records you can obtain (probably the check book) and break out these past expenses into the number accounts. Then add additional amounts for new or expanded programs. Remember to adjust for inflation, and for increases you know are coming like utility rate increases or property tax hikes.

Now take stock of your sources of income ---which include the various categories of personnel as to the services they receive. Some live at the house and eat at the house. Some may live out of the house but eat at the house. Some neither eat nor live at the house but use house facilities for study, recreation and social functions. Therefore, those who live at the house should pay room rent in relation to the portion of costs for that area of operations. Those eating at the house should pay board in relation to the cost of maintaining the boarding club, including the rental of floor space used for the kitchen, dining room and food storage space. All should pay a reasonable fee for use of general areas such as living room, library, recreation room and group study rooms. All should also pay reasonable dues to cover the cost of general chapter operations in connection with campus and social activities, membership recruitment and chapter business.

Budgets must be realistic. All of the elaborate computations and good intentions in the world will not alter a situation where anticipated income does not equal or exceed expense. When the various departmental expense totals are divided among the people who receive the benefits and the individual allocations appear to be too high there is a choice to be made. The chapter must either eliminate some of the expense by cutting back on variable expense items or it must increase membership in order to reduce per-member costs. If the latter choice is made, the individual charges still must be increased until needed members are secured and the income is being received. Good recruiting results will bring an immediate increase in income. Good fraternity education and scholarship will extend it, for in some cases they are necessary for initiation and continued association.

Budgeting Principles

A fundamental principle in budgeting is to **ESTIMATE INCOME LOW** and **ESTIMATE EXPENSES HIGH**. It is wise to budget house residency at something less than capacity, e.g., for 40 people paying room rent in a 45-bed house; if the chapter normally takes 30 new members, budget for 25, etc..

A second principle is to budget for a 10% gain in operations. If you make it, you're in good shape. If you don't make it, at least you should break even.

It may be necessary to revise the budget at some time during the year in order to take into account new and unforeseen factors. The fact that an expense item is in the budget does not mean that amount must be spent. Changed conditions may not warrant the expenditure at a later date.

A well-kept file of monthly financial reports, past budgets and other statistical data on cost will make it

possible for future treasurers to draw up their budgets with comparative ease.

Calendar Quarterly Breakout

After the Total Year Budget is prepared, it needs to be broken out by calendar quarters. Only through this breakout will future tracking of the budget be productive.

Most of our chapters begin school the last week of August. Therefore, your first quarter may be a week or so longer than three months. Start with the beginning date of school.

Example: School begins August 23

Term 1 Budget	- August 23 to November 30
Term 2 Budget	- December 1 to February 28
Term 3 Budget	- March 1 to May 31
Summer Term Budget	- June 1 to August 22

In preparing the quarterly budget, look to past experience for both income and expenses.

Insurance Coverage for Chapters

This will give you a basic idea of various types of insurance; some coverage you will need and others you won't. Each state has its own set of rules and laws governing your situation and the person who best knows this is a qualified agent in your community. Since there is little difference in cost by the various companies, it would be wise to choose an agent of long standing and give him your confidence.

Building and Contents - All Risk Coverage: Most people recognize the need for fire insurance and especially so should there be a mortgage or other lien on the property as it would then be required. Check with your alumni advisor regarding this insurance.

All-Risk Coverage covers all perils except for those that are specifically excluded. Two common exclusions are earthquake and flood coverage. Therefore, such coverage should be endorsed if the property lies on a fault zone or in a flood plane.

Most such policies have in the contract a clause referred to as the coinsurance clause. It might show any of several percentages; however, either 80% or 90% is usual. In simple language, this means that the owner (assured) agrees to carry coverage in an amount equal to 80% or 90% of the value of the property so insured. We recommend having the co-insurance clause waived through an agreed amount endorsement. This typically can be done at little or no cost.

Property Insurance can cover either the actual cash value of the property or the replacement cost of the property. The actual cash value takes depreciation and physical obsolescence into consideration. Chapters should consider purchasing replacement cost coverage for buildings and contents. It is important to get coverage that does what you want it to do.

Failing to carry enough insurance can be very costly in that at the time of loss, the owner finds out he will collect only a part of his loss. Therefore, it is very important to be sure of the values being used, and most importantly to employ an agent who fully understands your problem. You should consider the Psi Upsilon property insurance program that is managed by James R. Favor & Co. A representative may be reached at (800) 344-7335. Contents of these buildings are usually insured in the same way and under the same contract. Very important and valuable objects of art, silver, jewelry, camera equipment, etc., can be individually insured and it is recommended that when this situation exists you should consult your agent or broker.

Where a building is occupied, but not owned, Fire Legal Liability might be necessary in order to protect the tenant or occupant against a possible subrogation claim by the primary carrier of the building coverage. This could easily be the case where the occupant, who through carelessness or otherwise, caused the loss. If by chance you are making major alterations or constructing a new building, it is further recommended that a competent agent, a consultant, a company engineer, and the local fire authority review all such plans before actual work is begun. Many tips from these sources have saved many a dollar in premiums over the long run.

Rents, Glass: Also in this category you can cover your expected Rents in case of fire, etc. Since most houses are usually supported by room rents as a major source of income, it is recommended that such coverage be secured and in amounts expected to do the best job for you. Many modern buildings have a lot of glass, both structurally and plate. This can be insured specifically and should be. We are not talking about the average windowpane, but expensive plate glass.

General Liability: This kind of coverage is as important in many ways as the Physical Damage coverage. In August 1988, the Executive Council of Psi Upsilon and the General Convention agreed to purchase this type of insurance for the Fraternity. All chapters, therefore, are required to have this through the International Office. Only chapters that are required by their college or university to have a policy through them do not have to participate in Psi Upsilon's General Liability Policy, but must offer coverage to the International Office and its officers and directors. The limits of Psi Upsilon's General Liability coverage are \$1,000,00.00 per occurrence subject to \$2,000,000.00 per location.

The Commercial General Liability policy (CGL) provides protection for bodily injury and property damage for which you might become legally liable and agrees to defend and protect you against all suits, regardless of their merit or foundation, subject to policy exclusions. Coverage is described in the **Psi Upsilon Risk Management Program**. It also covers liability, which might be imposed on you because of the negligence of an independent contractor if you should be joined in a suit against such an independent contractor.

Auto: Non-ownership Automobile Liability Insurance is most necessary and while not overly expensive, it can be worth every nickel paid and more. Limits should be just about as high as can be obtained. Once the base is paid for, the increased limits come rather inexpensively.

Workers' Compensation: (Also known as Workman's Comp.) Most states have laws covering

hired help usually referred to as workman's compensation laws. In New York and Pennsylvania, if an assured has three or more employees, it is required that the assured obtain workman's compensation coverage. The premium is based on the employee's compensation and classification of job that he holds. This policy should also cover employer's liability. A common limit maintained by many chapters is \$500,000.00.

In very simple language, the workers' compensation policy agrees to pay all employees for any injury, regardless of negligence, as required by law. Benefits are prescribed and scheduled with all such payments being the maximum that the employee may collect from the employer for injuries.

Any chapter that has one or more employees should have a workers' compensation policy if it is available in your state. Again, a competent agent or consultant is your best source of advice and information on this subject.

Other Property and Casualty Exposures: The above coverage would be considered to be essential or basic; however, there are many other types, should they be applicable to your particular needs. Below are named some of these other types for your information.

- Time Element Coverage - similar to rents cover.
- Business Interruption Insurance - for those who have large payrolls and business expenses.
- Fidelity Insurance and Safe Burglary
- Accounts Receivable Coverage
- Improvements and Betterments Coverage - for those who rent and add substantial value by painting, fixing, etc.

Federal Taxes in Chapter Operations

- The Psi Upsilon Fraternity and its active chapters are exempt from Federal Income taxes under Section 501 (c) (7) of the Internal Revenue Code.
- The Psi Upsilon Fraternity and *each* active chapter with gross annual income exceeding \$25,000 must annually file Informational Form 990.
- Active chapters *are* liable for tax under the Federal Insurance Contribution Act (FICA). This tax is commonly known as the Social Security Tax and must be collected and paid on all classes of employees earning more than \$50 per calendar quarter. All chapters must also pay the Medicare tax.
- Chapters are not required to withhold income taxes from wages paid for domestic services in the chapter house. This exemption *does not* apply to chapter officers who receive any type of compensation exceeding \$83.33 per month. If your officers exceed this figure, withholding is necessary.

Federal Income Tax Return

The treasurer of each chapter and colony must annually submit Federal Income Tax Form 990 to the Internal Revenue Service. A letter from the IRS indicates that failure to file such a return by the due date will subject the chapter to a penalty of \$10.00 a day for each day the return is late, up to a maximum of \$5,000.00.

Your chapter is generally exempt from income taxes. However, if the chapter has investment income you may be required to file a Form 990 T.

You must file your return **before the 15th day of the fourth month after the close of your accounting period**. Accordingly, if you are on a calendar year basis (January 1 to December 31), you must file the return by April 15th. If, on the other hand, your fiscal year is July 1 to June 30, your return must be filed by November 15th.

Here is what you must do:

1. If your chapter has filed Form 990 in the past, you should receive a Form 990 automatically every year from IRS. Affix the pressure-sensitive label that has your chapter name, address, and employer identification number on the form, complete the form and mail as indicated.

You should make three copies of the report. We suggest you keep one completed copy for your file, send one copy to your alumni president, and send one to the International Office, c/o Director of Administration. Some of the instructions that follow may be helpful to you, so we suggest you read them thoroughly. We strongly urge you to get a professional accountant to assist in preparing your return.

2. If your chapter (or colony) has not filed Form 990 in the past, follow these instructions:
 - If you have any employees for whom you have been filing Social Security returns (FICA), you probably already have an Employer Identification Number, which must be inserted in the proper place on Form 990. If you do not have an Employer Identification Number, you must apply for one, using Form SS-4. You can obtain a copy from your local IRS office. List your name as "____ of Psi Upsilon Fraternity". You are a "Nonprofit Organization". If necessary have a public accountant help you in preparing the form.
 - When you receive your ID number, insert it in the proper place on Form 990.
3. Instructions for all Chapters and Colonies:
 - Enter exemption Code paragraph 501 (c) (7). This means you are exempt from income tax under the provisions of paragraph 501 (c) (7) of the IRS Code.
 - Complete the form, following the instructions in the Instruction Booklet. Note that different sections

may apply to you, depending on the amount of your gross receipts.

- Date and sign the return and, if an accountant prepared the return, he should date and sign it and list his address in the appropriate place.

Mail as indicated; keep one copy and mail one to your alumni president and one to the International Office, c/o Director of Administration.

Again, we urge all chapters and colonies, as we have in the past, to employ professional accounting services to keep the financial records and to file the proper IRS and Social Security forms (where the chapter has one or more employees). The failure of one treasurer to submit Form 990 during his term of office could result in a penalty of \$3,500. The cost of an accountant is far less.

For additional information regarding taxes, contact the nearest office of the IRS.

Social Security Taxes (FICA) and Medicare

More and more people are being stuck with big payments of back taxes and penalties for failure to pay Social Security taxes for their household help.

Tax on maids, cooks, resident advisors, etc. Social Security officials report that more than 21,000 people and organizations each year are being assessed back taxes as their former maids, cooks and other employees reach retirement age and apply for benefits. The total is rising rapidly as more household workers reach the age at which they can draw pensions, and more become aware of their rights to retirement payments.

Part-time workers. Most of the cases, officials say, involve workers who were employed on a "day basis" -- working only a day or two a week for each of several employers. Many employers fail to realize that payments of as little as \$4 a week amount to more than \$50 of wages per calendar quarter, the minimum amount on which Social Security taxes must be paid.

Penalties. When an employer has failed to pay Social Security taxes, he not only must make up the back payments, but also is subject to a penalty of 25% plus interest on the unpaid amount of tax. There's no limit on how far back the Government can go in collecting unpaid Social Security taxes.

Key Rules. Social Security officials emphasize these rules on the payment of taxes on wages of your household employees:

You are responsible for sending in both your share and the worker's share of the tax. This tax is subject to increase periodically, and you should always check to see that you are withholding and paying the proper rate.

Even if your employee objects to having his or her share deducted, you must deduct it.

Tax must be paid regardless of the age of the household employee. Thus, it must be paid for those already drawing Social Security -- if the wages amount to as much as \$50 in a calendar quarter.

The FICA and Medicare taxes to be paid to the IRS must be reported quarterly on Form 941. Form 942 may be used if the only employment by the active chapter is for domestic services performed by *other* than enrolled students. These forms and instructions are available from the nearest IRS office.

In addition, the chapter must supply the employee with a W-2 form at the end of the year, showing total earnings and Medicare and FICA taxes withheld.

Withholding of Employees Income Tax

Chapters of college fraternities are not required to withhold income taxes from wages paid or allowed for "domestic service" performed in a chapter house provided both the employer and employee agree. The term "domestic service" is defined in Treasury Regulations as that of a "household nature" performed in or about the rooms of a chapter house and is said to include "services rendered by cooks, waiters, butlers, maids, janitors, laundresses, furnace men, handymen, gardeners, housekeepers and housemothers". This exemption would apply to a student member of the chapter who serves as a waiter in the chapter house.

The domestic service exemption may not apply if the chapter house is used for the purpose of supplying room and board to students, without regard to whether such students are fraternity members, and the number of non-fraternity residents is significant.

The domestic service exemption *does not*, however, apply to compensation given either in cash, allowances, or credit, such as for room rent, meals, dues, etc., to treasurers or other chapter officers for their services. Where remuneration for these services, paid in any medium, exceeds \$83.33 monthly, or \$1000.00 yearly, withholding is necessary and IRS will provide withholding tables.

Accounts Receivable

Bill collection is the most universal problem found in our chapters. You as treasurer must make the difference. A chapter could have a good budget that is tracking very well, yet there is no cash for operations because some brothers are not paying bills. The following recommendations can help improve your bill collecting.

- Have a signed housing contract for live-in members. Have outside members sign a form that states what amounts are due and when. Send a copy to every member's parents. This allows the brothers to know in advance exactly what is due and when.
- Post all house bills promptly on the first of each month. List each member, what is due, and when. Make a special note beside each member with an old receivable; mark off each as paid.
- Make sure your chapter has a workable by-law dealing with receivables. Loss of social, voting and eating privileges should be automatic.
- Announce at each chapter meeting the names and amounts past due.
- Get promissory notes signed.

- Use alumni help.
- Post accurate records of bills and payments. These records will be needed if future legal action is necessary.

In no area of financial operations is there more misunderstanding about brotherhood than in collection of accounts receivable. One of the earmarks of a good brother is the willingness to accept and discharge responsibilities that come with membership and an important one in the chapter and throughout life is the matter of financial responsibility. Sometimes chapters permit a few to disregard their obligations and thereby contribute to a false concept that will plague these members for the rest of their lives. In our social order, one fortunately has many advantages and benefits and also the privilege of choosing among them. It is understood also that where there are benefits there are costs in services or money. No matter where the college student eats, he must pay for his food. No matter where he rests his head, he must pay for his bed. No matter what social organization one may join, there are certain activities, services and supplies one must pay for and in participation, a fair share of the obligation must be his. A fraternity is a brotherhood, not a charity.

If the obligation is not met, the member is a free-loader and someone else must pay the bill, or others who are paying receive less than their rightful share. Members of Psi Upsilon are expected to pay their bills when due and, should a member not discharge his obligation, the chapter should use every device available to secure payment of his account. All accounts over 10 days old should be posted on the bulletin board and all members owing accounts more than 10 days should be required to sign a promissory note with a thirty day due-date on the note. If the note remains unpaid, the member should be suspended.

In case of genuine hardship, the chapter may waive any local dues and fees. But this applies only in cases of acute financial distress.

An effective method of speeding up the payment of members' and pledges' bills is to send a copy of the statement directly to the parents. Where college or university policy permits the withholding of credits and grades or the prevention of pre-registering while fraternity bills are outstanding, the chapters should avail themselves of this valuable service.

A fundamental fact to remember is that "when it becomes more convenient to pay than not to pay, payment is forthcoming". If suspension is enforced impartially and without exception, the accounts receivable problem will disappear.

Many chapters have adopted a system of "rewards" or "penalties" in collecting accounts. The first is a "discount" system, whereby the monthly house bill is set \$5.00 higher than is required to meet the budget. If the account is paid by the 5th or the 10th, a "discount" of \$5.00 is given to the members. The psychology of this reward system is obvious. The opposite system provides for a penalty of \$5.00 or 5% or 10% added to the bill if not paid by the 10th.

Neither system will work if it is not enforced; *neither* system will work if a chapter won't back up the officers. But then again, no fraternity chapter will ever work, really, if the undergraduate actives will not back up the chapter officers in acting and enforcing sound fiscal policies. If you are in fiscal anarchy, you are not really operating a fraternity chapter but a low-grade boarding house.

Another highly effective plan is to pro-rate the unpaid accounts among all members. In a 50-man chapter, this provides 50 bill collectors to assist the treasurer. In some chapter, a deposit fund of \$10.00 per man is set up at the beginning of the year and uncollected accounts are paid from this fund at the end of the year, the members being refunded only their share of the unused fund.

It should be noted that there are good, honorable means for an undergraduate in temporary financial difficulty to solve his room, board and dues problem. Almost every college and university now has student loan funds for short, temporary loans or longer term loans payable after graduation. They may easily be obtained at nominal rates of interest. It is these loan funds that are set up to do the job that too many fraternity chapters have been doing to their ruination. There is nothing dishonorable about taking out a loan through the proper channels; it is dishonorable to illegally borrow from fraternity brothers who can ill afford to provide such a loan. If you enforce collection procedures and fraternally point out the accessibility of such loan funds to your members, you may very well find out that the vast majority of those who have been slow in paying are glad to have this information in order that they may make arrangements for the proper loan and remain respectable fraternity brothers.

Historically, the worst offenders for unpaid bills are the graduating senior or those members who may be leaving the school and chapter at the end of the school year. Once they have left the campus, there is little opportunity to collect the past due bills. In the event that a brother is unable, for good reason, to pay his bill before leaving school, and he is granted an extended time to do so, the proper thing to do is have this brother sign a promissory note certifying that he does owe the amount of money stipulated. This signed statement is prima facia evidence at a later date of the ability to collect the payment. If the brother has signed the statement, then at no later time can he claim that he does not owe the bill.

Alumni Accounts Receivable

If your predecessors have not been conscientious in the matter of accounts receivable, you will likely inherit a sizable number of alumni receivables. Don't be taken in by the philosophy that "if we try to collect we will lose his good will as an alumnus". This is nonsense. He is already lost as an interested alumnus and you can only increase his good will by getting him back in good standing.

COMMITTEES AND THEIR RESPONSIBILITIES

No thorough examination of a chapter's internal operations is complete without a review of the chapter's committee structure. The importance of the committee system cannot be stressed enough, for it serves two critical functions, the first of which is total member participation. Every chapter has the responsibility to provide a variety of activities for its members. Every member has the ability and talents to provide for the betterment of the chapter. Utilizing these capabilities by involving as many members as possible in committees will motivate the member as well as benefit the chapter.

A second reason for a well-oiled committee machine is its importance to the successful execution of chapter operations. If officers desire to do a proper job, they will find that working individually will cause both academic responsibilities and chapter operations to suffer. However, if the officer uses a competent committee to aid in carrying out assigned duties, all jobs are completed in time, all goals are met, and academic responsibilities of the officers and individual members do not suffer.

Breakdown of Committees

The purpose of this section of the handbook is to provide a suggested roster of standing committees and outline some of the specific duties and responsibilities of these committees.

1. The **Executive Committee** is first and foremost among the standing committees. It is composed of the officers of the chapter.
 - Meet weekly. Report the minutes of each meeting at the next regularly scheduled chapter meeting.
 - Formulate short and long range plans for the chapter; insure that chapter operations are carried out in accordance with the planned programs. In conjunction with this duty, the committee shall consolidate the plans of respective officers into a master operational plan for the chapter.
 - Recommend necessary house policies. Review established policies, and suggest needed changes.
 - Aid the Archon in preparing the agenda for each chapter meeting.
 - Review the progress of the chapter in functional areas and make necessary adjustments to direct the chapter towards established goals.
 - Establish a "Chapter Activities Calendar." Insure that officers perform their duties in a manner that will allow completion of the commitments noted on the calendar.

2. The **PUMP Committee** is chaired by the 1st Angelos.
 - Assign and coordinate a Big Brother Program. Make weekly visits to both big brothers and pledges to insure sufficient contact between the two
 - Conduct educational workshops to orient the pledge to Psi Upsilon, the

chapter's operations, scholarship standards, membership recruitment, fraternity history, leadership, fraternity law, external chapter relations, and member responsibilities.

- Conduct a pre-initiation seminar to inspire the brothers-to-be and evaluate the fraternity experience.
- Follow the guidelines of PUMP, the Psi Upsilon Membership Program.
- Members of the PUMP Committee must include the Ritual Chair, Scholarship Chairman, Recruitment Chairman, the Community Service Coordinator, and the Intramural Chairman.

3. The **Public Relations Committee** is chaired by the 2nd Angelos.

- Insure that the campus and the community learn about the constructive achievements and contributions of the chapter and its membership.
- Maintain records on the chapter and campus activities of each member and pledge.
- Plan, schedule, and organize alumni events.
- Meet monthly and report the minutes of each meeting to the chapter.
- Furnish editorial aid to the Recruitment Committee in the preparation of publications and literature.
- Arrange career interviews for those graduating members and other members leaving school.
- Establish a working public relations budget in accordance with funds allotted to the committee from the master chapter budget.
- Members of the Public Relations Committee must include the Social Chairman, the Thesauristes, and the Epistolographos.
- Establish and maintain relationships with alumni through newsletter publication.

4. The **Finance Committee** is chaired by the treasurer and requires members in charge of bookkeeping, billing, collecting, and chapter accounts.

- Post all bills each month and issue statements.
- Collect all accounts, maintain records of all accounts, and report delinquent accounts to the Executive Committee and the alumni board.
- Maintain all books.
- Maintain a ledger of operating expenses to prevent the chapter from surpassing budget expectations.
- Establish a realistic operating budget based on expected income, proposed expenditures, and the objectives of the chapter.
- Prepare financial reports.
- Recommend and enforce approved disciplinary measures against those members and pledges whose bills are in arrears and insure all fines and special assessments are paid into the treasury.
- Undertake fundraising efforts.

5. The **Membership Recruitment Committee**: chaired by the Recruitment Chairman or Chairmen.
 - Develop a comprehensive and up to date list of prospective members.
 - Make initial contact with prospective members through telephone conversations and establish a set time and place to visit the prospective member.
 - Follow through with the initial visitation appointment and maintain records of the progress made.
 - Reinforce the visit through mailings of brochures or The DIAMOND or send a personal letter. During summer rush distribute bi-weekly newsletters to keep prospective members abreast of activities.
 - Perform a membership recruitment workshop to educate the chapter in procedures and skills of recruitment and to prepare them for upcoming recruitment periods.
 - Develop a tasteful and effective bidding procedure.
 - Assign an individual to keep tabs on the newly pledged to insure that the transition is being made smoothly. Assign temporary big brothers if necessary and see to immediate needs.
 - Plan and coordinate recruitment functions. Develop visual aids to facilitate the conversation process.

6. The **Scholarship Committee** is headed by the Scholarship Chairman.
 - Maintain an atmosphere conducive to good study. Maintain a file to provide academic guidance to members. Maintain accurate, up to date records of members' and the chapter's grades.
 - Provide counseling to members in academic difficulty, utilizing tutors, incentive programs, and big brothers.
 - Establish academic goals based on past performance and relative standing among fraternities and the campus at large.
 - Promote applications for Psi Upsilon Foundation scholarships.

7. The **Social Committee** has the Social Chairman at the helm.
 - Plan and purchase all food, beverages, and decorations for all social affairs.
 - Promote the social event.
 - Provide the entertainment by hiring bands, setting up tapes, etc.
 - Ensure strict compliance with Risk Management guidelines as they pertain to social events.
 - Provide a variety of events, including non-alcoholic functions.

8. The **House and Grounds Committee** is chaired by the House Manager with the aid of a few brothers.
 - Coordinate details on work projects.
 - Purchase and issue house maintenance equipment.
 - Perform house improvements and maintenance.
 - Ensure that the physical plant meets all necessary building, health, and fire codes.

SPECIFIC CHAPTER PROBLEMS

Just as you must be an organizer of efforts and motivator of individuals, you must also be a diagnostician. While a fraternity chapter is certainly an extremely complex example of group behavior and close interpersonal relationships, it does tend to exhibit types of special problems that can be studied objectively. Since nearly all chapters confront these special problems at some point in their history, they are listed here with their probable causes, and a discussion of approaches that might lead to their eventual solution. These problems are complex and usually not conducive to ready made answers. In fact, in many cases there is no one best answer.

Participation

The recurring theme of lack of participation has been widely discussed on college campuses. Where all members do not participate in all activities at the same time, you are probably dealing not with apathy but with a diversity and variety of interests. This is usually the mark of fraternal health. But where you observe a continued reluctance by many members to participate meaningfully in at least one of several major chapter activities, a problem is apparent.

What causes a lack of participation? Certainly campus mood, difficulty of academic curriculum, and even political or international events may be valid contributory factors. But other internal trends may also be at work in the chapter. These could include:

1. **Ineffective Fraternity Education** - Pledges should be appointed to working committees to make participation a habit.
2. **Sophomore Slump** - Appoint new initiates to working committee posts immediately after initiation to avoid allowing them to take a breather from the period of fraternity education - a break which may well last until graduation.
3. **Lack of Programming** - Without planned, definite programs in writing, many members feel little stimulation for sustained participation. To combat this, have programming copies distributed to all members and keep them apprised of progress at chapter meetings.
4. **Lack of Idealism** - The chapter may not have the vital impetus for growth and service to those external to it. Usually planned goals are absent in this situation. If a chapter lacks idealistic goals, hold a chapter retreat - away from campus - and develop consensus among the membership on the goals desired and place them in writing. Be sure that the goals reflected in written officer programs.
5. **Too few are doing too much** - Except for a few officers, most members are neither asked nor expected to participate. Establish a working committee system as described earlier. When the first flash of chapter enthusiasm has worn thin, continue to insist on regular reports, regular meetings, and planned projects. Do not let up on the pressure from above - insist on results.

6. **No effective working committee system** - No structure or consistent procedure is available to members for participating in chapter affairs. Make it clear that extraordinary participation and effort and excellent results are noticed. Create a committee on awards and incentives to determine creative means by which excellence is uniquely and publicly awarded. Be sure that these awards are difficult enough to attain that they are satisfying to receive.

Morale

The morale and good spirits of a chapter are contingent on many factors. The following are usually the most prominent.

- Financial instability or heavy chapter indebtedness usually curtails programs of a social, recreational, or unique nature.
- Inadequate, unsafe, or unsanitary physical conditions in the chapter house can be a major factor in poor morale.
- Lack of definitive, written programs contribute to low chapter morale, especially in the area of fraternity education. Where written policy and law do not exist for given programs, personal interpretation and personality conflicts inevitably determine the several directions such programs may take.
- The one-man show is devastating to chapter spirit. Leadership is designed to motivate greater personal achievement in all members; it is not effective if it does for others what they should be doing themselves. Thus, the officer both directs and does leads the members of a chapter into dependence and mediocrity.

Factionalism

In a sense, the fraternal experience is a daring and unique experiment in human relations, for many diverse and individual personalities voluntarily associate in areas of common endeavor, usually under a single roof. The goals of harmony and unity in such a setting would not seem easily attained.

It is probably natural for several groups of members within a chapter to form tightly knit friendships on the basis of common interests and similar personalities. A problem exists when sources of contention between several such groups exceed the common sources of unity and harmony for the entire chapter.

Factionalism, as was the case for participation and morale, is the result of complex and multiple causes.

- Occasionally, two or more groups will crystallize over a major policy decision. Involve both groups in the administration of the final decision.

- Worthy of mention but rare in occurrence is the chapter split resulting from a heated clash between two groups of members determined to mold the fraternity into the image of their own specific interest, for example an academically oriented group versus an athletically oriented group. When reason and democratic compromise fail to resolve the split, it is best to call in a third party.
- A more frequent source of chapter split is over new member education. Fraternity education programs stressing class unity result in striated membership.
- The issue of drugs can seriously split a chapter into two groups. The Executive Committee is charged with enforcing the policy on illegal substances. It should never compromise on that policy. From time to time, enforcement of that policy may result in hard feelings. If the members can be taught that the use of illegal drugs in the chapter house is detrimental to the well being of the chapter, then they will more readily accept the enforcement of the policy.
- Once in a while, alcohol will become a serious problem in the chapter when a few members who choose to drink do so irresponsibly. In most cases the individuals may be totally unaware that they are acting in an offensive manner. Confront the members on the inappropriate nature of their behavior.

Chapter membership may include individuals with a variety of attitudes regarding alcohol use, ranging from heavy consumption to moderation to total abstinence. Rarely are these problems, but when the chapter becomes preoccupied with the social aspect and loses sight of other things in the fraternity, then a split may surface. Programming should then be redirected and diversified.

Excessive Introversion

A healthy chapter has usually developed a harmonious balance between external and internal activities. A chapter with no programs relating to other groups on and beyond campus will eventually suffer from excessive introversion. This weakness can be diagnosed when it becomes evident that there is no sustained public affairs programming, very few individuals are involved meaningfully on campus, and there is a preoccupation with the partying aspect of the social program. Such a chapter has lost its fraternal depth, its willingness to share with others, and has become merely a social club.

- A well-written and defined program for chapter public affairs and public service projects will combat excessive introversion.
- Establish a small committee on campus activities to alert members of available positions on campus organizations and committees and to counsel new members and pledges as to which activities and positions might best meet their interests and talents.
- A year-round recruitment program will keep the members in tune with the student body and other fraternities.

- A cultural program will broaden the individual and develop leadership and communication skills.
- A social calendar should be developed with a proper balance of dating functions, exchanges, and other activities that will bring members into contact with people other than brothers.

Individual Discipline

Every chapter will occasionally find it necessary to discipline an individual member. Because of the sensitivity of this operational area, it is treated as a special chapter problem.

The fraternal experience is a living reality of pure democracy and is based in great measure upon rational behavior. Accordingly, fraternal life must be grounded on individual rights and responsibilities. This suggests that an ideal fraternal disciplinary policy is that of self-discipline, where every member considers their actions in the light of any negative effect which it might have upon other members.

Occasionally the charge of unfraternal dictatorship will be leveled when officers invoke discipline upon a clearly offending member, some brothers apparently feeling that true fraternalism is the mere exchange of sentimental kindnesses. Brotherly love, however, is founded upon justice as well as mercy.

With the advantages of a private, informal hearing, the adjudicating body may pursue several courses of action, depending on the nature and severity of the offense.

- All necessary facts should be made available and analyzed, specifically the date, time, place, persons, and specific charges.
- The member should be given adequate time and attention so that their side of the story can be given. Absolute fairness is not only a legal necessity but will in the end receive the respect if not the confidence of the member being charged.
- The member should be informed of the effects of the action in question.
- If the offense is moderate or minor, an appropriate action might be that the member make an apology to the parties affected by the offense, that the member issue a written or verbal promise to avoid repetition, and that the members serve on a committee which works constructively in the area of offense.
- If the offense is severe and/or chronic, more stringent action is required. Available penalties include a fine, social or total probation, specified work detail, removal of all voting privileges, temporary suspension, and indefinite suspension.

Group Discipline

Though usually a rare situation, a single offense committed jointly by several members is a matter of serious consequence to the chapter. Such an offense may range from a mere ill-mannered prank to actions performed under the influence of alcoholic beverages or drugs. Generally, offending members can be examined individually.

The special difficulty with several individuals being disciplined for the same offense is that a political or legislative turmoil may sometimes occur when officers or members try to execute their responsibilities. If this rare occasion should develop, fraternity laws should be firmly adhered to and the judicial decision should be firmly stood by.

If minor or moderate guilt is indicated on a first offense, therapeutic measures may be considered, such as required work details in constructive projects in the area of offensive behavior. Also in a group offense, motives such as feeling forgotten or out of the picture should be weighed.

In a major chronic offense, the chapter may have no choice but to invoke suspension or severe probation. Aside from the need for discipline commensurate with the offense, continued group behavior of this type tends to spread malignantly, especially if it appears to be condoned.

High standards of chapter discipline, firmly enforced, and healthy chapter morale are unquestionably and positively correlated. In such situations, self-discipline is fostered and practiced. But where individuals cannot rule their spirits and ignore or disregard those laws designed to help them to do so, there one finds confusion, drift, and the vague pain of mediocrity. Such chapters have rarely achieved success.

HOW TO HAVE SUCCESSFUL MEETINGS

This section will answer the questions people may have on the running of a successful meeting. It takes a team of people who are all actively exchanging ideas to accomplish goals that a group hopes to complete.

To achieve success the group members should first understand the purpose of the meeting. The group members need to exchange information with each other, express their thoughts on subjects, react to others' ideas, and combine information from all people to come up with a solution.

There are many different kinds of meetings that can be held. Some of the goals that are to be accomplished at these meetings include:

- exchange of information
- solving of a problem
- making a decision
- sharing of a concern
- explaining issues facing the group

Participation

Why is it important for me to participate in the meeting? Why can't I just sit back and wait for the meeting to end, so I can go do something else? These issues do not involve or affect me.

Do these comments sound familiar to you? Everyone should be encouraged to be involved in the meetings. Their ideas, comments, and suggestions can be very beneficial to the meeting and can shed new light on a subject.

Active and positive participation can help the group:

- Achieve the goals of the meeting
- Promote the group's objectives
- Improve teamwork and morale

Meeting Preparation

To help the meeting run smoothly and effectively, each member must do his homework prior to attending the meeting. Members need to:

- Know the purpose of the meeting so that they can contribute to the success of the meeting.
- Review the agenda of the meeting so that they will be acquainted with the specific issues and items that need to be discussed.
- Research any available background information before the meeting so they can make informed comments and suggestions.
- Ask questions before the meeting if there are items which they do not understand. Questions show your concerns for the meeting's success.
- Understand why they are being invited to the meeting. They will most likely participate more if they know what is expected from them during the meeting.

Meeting Attendance

When you are to attend a meeting, you should always practice good meeting manners. Proper meeting etiquette can help to ensure that the goals of the meeting will be met according to schedule.

- Arrive on time. Latecomers will delay the meeting and may create confusion or break the flow of the meeting.
- Avoid unnecessary interruptions. In most cases, phone calls, messages, etc., can wait until after the meeting is completed.
- Observe specified time limits. This will allow for all members to speak and will ensure that all areas on the agenda are covered prior to the end of the meeting.
- Refrain from distractions. This includes doodling, talking to your neighbor, shuffling papers, etc.
- Stay until the end. Important wrap-up plans are usually made at the end of the meeting.

Communication

As we mention in other parts of this manual, communication is very important in the running of a meeting. You should listen carefully to others, be courteous to their opinions, treat them, as you want to be treated, and consider any ideas they may have on a subject.

When you speak you should make sure that you express yourself clearly to others using proper pronunciation and speaking techniques. You should make sure that you summarize your remarks as needed, especially before the end of your speech. You should try to include other members of the group in your speech, as this will enhance interaction among the group and make them feel as though you're speaking to each and every one of them. Finally, you should offer suggestions and advice to the group that will benefit them later on.

Bringing the Meeting to a Close

People appreciate a meeting that ends when it is scheduled to end. We should not cut items out of an agenda unless it is completely unavoidable, but make sure that you do not make people upset by cutting out an item they were there specifically to speak on. No meeting should come to a close without the following items being taken care of:

- Tie up all loose ends. It may be impossible to get to all items on the agenda, but do not make hasty decisions on items just to get the meeting over with. Hasty decisions may be regretted later on. If needed, table items until the next meeting.
- Follow-up on decisions. To help guarantee that action is being taken on an item, it is important to know who is responsible for carrying out the decision, what is to be done, how the action is to be carried out, and when the work should be completed.
- Summarize the decisions that were made in the meeting. This will help to refresh the memories of the group members and provide a recap of the decisions that were made and the actions to be taken.
- Plan the next meeting. Set a place, time, date, and possibly a preliminary agenda for the next meeting.

OFFICER TRANSITION

After every election there is the danger that programs must be reinvented because the chapter may have poor officer transition and little or no continuity between officers. Regardless of how good an individual officer builds his program, it can be ruined in a very short period of time if the details of the program, and the office, are not adequately communicated to his successor. After your chapter elections, be sure that you are following all of these steps:

- Have each new officer meet with his predecessor to discuss the direction of the office. This meeting should be no less than one hour in length, and more time (perhaps with multiple meetings) will be required for most offices.

In doing so, the incoming officer should ask the following questions:

1. What is your view of this office? What is it all about?
 2. What did you enjoy most about the office? Least?
 3. What do you feel were your major problems in holding this office?
 4. What were your goals for this office? Which ones did you accomplish? Which are still left to do?
 5. Do you have any work in progress (especially involving third parties) of which I should be aware?
 6. What was your greatest achievement in office?
 7. What was your biggest failure?
 8. What do you see as the proper relationship between this office and other chapter officers?
 9. If you could hold office for another semester, what would be the logical continuation of your programs? Where do you think I should take the office from here?
 10. What are any other recommendations that you have for me in taking this office?
- Each new officer should immediately get all resource materials (manuals, files, notebooks, etc.) from his predecessor. The two of them should review all of this material together extensively.
 - The new and old president should coordinate an "Officer Transition Retreat" for all incoming and outgoing officers. This retreat should be no less than a full day in length, and should focus on the new Executive Council's goals as a group and as individual officers for the next year.
 - Above all, it is vital that each officer set his goals. Goals should always be written and they should constantly be reviewed and updated by the individual officer and by Executive Council. They should be in keeping with the overall goals and desires of the entire chapter membership. Effective goals are realistic, measurable, and attainable.

- In drawing up calendars and designing programs for the new semester, the outgoing officer should be the chief architect. After all, he is the one with the job experience and know-how to get the job done right and plan accordingly. The new officer will find that it is easier to get the hang of things when he has to follow. He will always have the chance to make his own plan for the following semester, as well as for the semester he leaves office - for his first semester he will have the benefit of experience!

The new officer should schedule regular follow-up meetings with his predecessor during the first semester of his term of office. In this manner, progress can easily be tracked and any questions can be answered.

Smooth transition and continuity can make the difference between a mediocre chapter and a great chapter. There is no need for the chapter to reinvent the wheel after every election. Officers should keep a log of what they did as a chapter officer in order to record the highs and lows of the officer's tenure. The transition plan will eliminate many of the problems that arise from the "up and down" cycle that plagues many chapters over the long run as it allows the new officer to pick up right where his predecessor left off. The outgoing officer must realize that his responsibility does not end when he leaves office; he still has a duty to the chapter to make sure his work endures. Likewise the incoming officer must sacrifice some of his ego to ensure that programs are solid and flow smoothly from year to year in a constantly ascending fashion. The outstanding officer places his duty to the chapter above his own personal desire for success. This program is somewhat time-consuming, but the steps are simple and are a major ingredient present in every excellent chapter of Psi Upsilon.

PARLIAMENTARY PROCEDURE

In a chapter meeting, parliamentary procedure functions to give every member their proper chance to express their views, keeps meetings moving smoothly, prevents long-winded dissertations, discourages hot tempers and generally tends to get business performed quietly and with dispatch. It has the value of giving the individual practice in the arts of impromptu speaking and diplomatic appeal, considering the viewpoint of others and adjusting his or her policies in minor particulars to gain a major end, that fairness may be done to all and progress expedited.

1. **Terminology**

Probably the best-known and most widely used manual of parliamentary procedure is **Robert's Rules of Order and Parliamentary Procedure**. Some of the more common terminology is as follows:

- **Quorum.** The number of members that must be present for business. The actual number is stated in the by-laws.
- **Motion.** A proposal that the assembly takes a stand or takes action on an issue. Members can present, second, or vote on motions.
- **Main Motions.** Introduce subjects to the assembly for its consideration. They cannot be made when another motion is before the assembly. They yield to privileged, subsidiary, and incidental motions. For example, "I move that we purchase..."
- **Subsidiary Motions.** Change or effect how the main motion is handled. These are voted on before the main motion. For example: "I move that the motion before the assembly be amended by striking out..."
- **Privileged Motions.** Urgent concerns about special or important matters not related to pending business.
- **Incidental Motions.** Questions of procedure that arise out of other motions. They must be considered before other motions. For example, "I move to suspend the rules for the purpose of..."
- **In Order.** A motion must relate to the business at hand and be presented at the appropriate time. It must not be obstructive, frivolous, or against the by-laws.
- **Amend.** To change a motion.
- **Second.** A verbal signal from a member that he or she wishes to consider a motion just made.
- **Question.** A proposition or motion after discussion and after it has been placed before the

meeting for action by the Chairman. To "move the previous question" is to demand that the chairman take a vote on the motion being discussed.

- **Pending.** A question is pending when it has been stated by the chair but not voted upon. The last motion stated by the chair is the first pending. The main motion is always the last voted on.
- **Table.** A motion that is often used to "kill" a motion by delaying action on it. It literally means "to lay on the table."
- **Postpone Indefinitely.** A motion that allows members to dispose of a motion without making a decision for or against. It is useful in the case of a badly chosen main motion for which a yes or no would have undesirable consequences.

2. **How to Present a Motion**

With this vocabulary understood, it is now time to look at the proper procedures for presenting a motion to the assembly and then voting on it.

- **Obtain the floor.**
 - Wait until the last speaker is finished.
 - Rise and address the chair. Say "Brother Archon."
 - Give your name. The chair will recognize you by repeating it.
- **Make your motion.**
 - Speak clearly and concisely.
 - State your motion affirmatively. Say "I move that we..." instead of "I move that we do not..."
 - Avoid personalities and stay on the subject.
- **Wait for a second.**
 - Another member will say, "I second the motion," or the chair will call for a second.
 - If there is no second, your motion will not be considered.
- **Expand on your motion.**
 - Mover is allowed to speak first.
 - Direct all comments to the chairperson.
 - Keep to the time limit for speaking (as stated in the by-laws).
 - You may speak again after all other speakers are finished.
 - You may speak a third time by a motion to suspend the rules with a two-thirds vote.
- **Putting the question.**
 - The chairperson asks, "Are you ready for the question?"
 - If there is no more discussion, a vote is taken.

- Or motion for the previous question may be adopted.

3. The Method of Voting on a Motion

- **By Voice.** The Chairperson asks those in favor to say "aye" and those opposed "no" (for majority votes only). Member may move for an exact count.
- **By Roll Call.** Each member answers "yes" or "no" as his or her name is called. For use when a record of each person's vote is needed.
- **By Show of Hands.** Members raise their hands as sight verification of, or as an alternative to, a voice vote. It does not require a count. Member may move for exact count.
- **By Ballot.** Members write their vote on a slip of paper. Done when secrecy is desired.
- **By General Consent.** When a motion is not likely to be opposed, the chairperson says, "If there is no objection..." Members show their agreement by their silence. If someone says, "I object," then the matter must be put to a vote.

If, in the heat of discussion, questions arise as to proper procedure, consult Robert's Rules.

SECTION IV

PUMP

Preface

Job Description

Introduction to the Psi Upsilon Membership Program

Fraternity Education and Pledging

New Member Orientation

PUMP Monthly Fraternity Education Sessions

Brotherhood Building

Suggested PUMP Calendar

The three components of *PUMP* are

- **New member orientation**
- **Monthly enrichment programs (member development)**
- **Brotherhood building**

PREFACE

(The majority of this information was taken from "A Guide to PUMP: Handbook for the 1st Angelos.")

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

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

JOB DESCRIPTION:***1st Angelos (Internal Vice President) / PUMP Coordinator***

The 1st Angelos (Internal Vice President) is responsible for the successful implementation of the Psi Upsilon Membership Program. To accomplish this, the 1st Angelos must be organized, motivated, enthusiastic, capable of delegating responsibility, and committed to the task of educating the Chapter on topics that will be of relevance for a lifetime. As PUMP Coordinator, the Internal Vice President will be responsible for the Orientation Program, oversee the activities of the Athletics Chairman and the Community Service Chairman, and will be responsible for all aspects of PUMP's monthly educational (enrichment) sessions. To be successful, the Internal VP must be experienced in the various aspects of Chapter operations that will fall under his supervision and he must command the respect of the Chapter.

More specifically, the PUMP Coordinator is required to:

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

INTRODUCTION TO THE

PSI UPSILON MEMBERSHIP PROGRAM

It will be impossible for one officer to implement the whole program - its scope is too extensive for that. Each Chapter will have to make a concerted, organized effort to make PUMP work. The 1st Angelos will work with the PUMP committee to implement the program. The PUMP Committee consists of:

- 1st Angelos (Chairman)
- Ritual Chairman
- Athletics Chairman
- Public Relations Committee Member
- Scholarship Chairman
- Community Service Chairman
- Archon (ex officio)

The International Office can supply ready-made programs for use by your Chapter. Supporting documents for PUMP can be found in *A Guide to PUMP: Handbook for the 1st Angelos* and the *College Tablet. The Gold Book: Ceremonies of Psi Upsilon Fraternity* contains all ceremonies and the Fraternity's initiation ritual required by the program.

A suggested calendar is included to demonstrate PUMP's integrated approach to membership education and development.

What is PUMP?

"PUMP" is an acronym for the Psi Upsilon Membership Program. A comprehensive program which encompasses the whole of the Psi U. experience, PUMP is designed to guide each member of the Fraternity towards achieving the highest standards in the classroom, in the Chapter, and in co-curricular activities, and to prepare all brothers for success in post-collegiate life. These goals are achieved through the new member orientation program, brotherhood building activities, and member development programs.

The bulk of PUMP programming is directed towards the non-academic education of the general membership of the Fraternity. The program allows the Fraternity to achieve its mission of building better students, citizens, and leaders. The theoretical underpinnings of PUMP are found in standard theories of human development. The eight dimensions of human development addressed by PUMP are:

- intellectual development
- emotional development
- human awareness
- values
- physical development
- social development
- life planning
- community awareness

Following the model, PUMP calls for each Chapter to address one of these developmental dimensions each month during the academic year as the "PUMP theme" for that month. One or more topics from that dimension will be covered during the course of the month through workshops, discussions, and/or planned activities. As a result, through PUMP all members will receive a thorough and constructive orientation to Psi Upsilon and continue to receive exposure to fundamental principles that will be useful throughout life. It combines ritual and programming into an integrated educational experience.

Rooted in the ideas of developmental psychology, PUMP successfully addresses the multiple issues Psi U's face during their collegiate years and those that they will confront throughout their lives. PUMP programming spans all four years of the college career. The details of each component of the program are outlined in the following pages.

Benefits of the Psi Upsilon Membership Program

- Your Chapter can become more **unified**. The Fraternity Education program serves to unify the Chapter in all areas because of the emphasis on "all Chapter" relationships.
- The **commitment** level of a new member is more genuine. Since the new member is totally integrated into Chapter affairs by attending meetings and voting, he is truly a part of the organization. Because the pledge is contributing in a meaningful way through total involvement, his commitment is genuine.
- **Pride** and **respect** for the Chapter and for others is nurtured in a positive environment. The standard applied to conduct, behavior, and responsibility is universally applied to all. The new member has no personal conflicts over a dual standard. When every member operates under the same code, pride, respect, and desire are reinforced.
- **Enthusiasm** is sustained after initiation. In a chapter using the PUMP orientation program a newly initiated member has participated in positive and exciting experiences that were constantly seeking to inspire and build true fraternalism. Since the contrast between pledgeship and active membership has been so subtle, the new initiate is better able to sustain his enthusiasm for the fraternity and not relax his standards after initiation.
- A **positive cycle** is created as new members nurture a positive environment. The new initiate becomes a product of a fair and positive Fraternity experience and reciprocates in that same fashion to the newer members. As the cycle repeats itself, the Chapter will experience greater and greater benefits.
- There is **no major letdown after initiation**. Since we are de-emphasizing the "earning of initiation" and creating a normal atmosphere for member development with natural things occurring, we encourage long-term involvement. The initiation is not looked upon as a "breather" from pledgeship.
- **Total involvement** becomes more realistic. A Chapter may not achieve 100% participation, but the concept of PUMP does aim for it by creating totally equal and fair relationships. Divisions are discouraged and efforts are made to unify people. Enforcement of policy is uniform.
- **Individuals develop** a more secure feeling in the Chapter. The major flaw of pledgeship is that it uses pledge class structure as a key element in development of the group and, at times, leaves out the individual. Fraternity Education makes a conscious effort to seek out and develop individuals and provide each member with a different experience.

Role of Ritual and Ceremonies

Throughout this program, rituals and ceremonies will play a significant role as a means of reinforcing the ideals and aims of the fraternity. All rituals and ceremonies are contained in the companion volume *The Gold Book: Ceremonies of Psi Upsilon Fraternity*. Ritual provides ongoing education in the tenets of the Fraternity.

A ritual is a pattern of behavior repeated in a prescribed manner, reminiscent of a religious ceremony. Rituals are as old as man and are usually associated with religious observance, a rite of passage, or both. Much ritual in the Western world can be traced to the ancient Greeks, who were then copied by the Romans, who spread such ceremonies throughout Europe.

Fraternity ritual, albeit with roots in ancient history, can be traced more directly to the Society of Free Masons. The Masons began in the early eleventh century as a society of skilled stone workers. Their group evolved into one providing mutual assistance and brotherly love. To induct new members into their society, and to acknowledge and celebrate each rite of passage within the group, the Masons developed ritualistic ceremonies. The roots of these ceremonies can be traced to the ancient Greeks and Hebrews, and early Christians. Masonic ceremonies, when performed well, are extraordinarily beautiful and thought provoking. They satisfy the three basic requirements for any successful ritual:

- The ceremony must be related to, and explain, the goals of the organization.
- The ceremony must be conducted like a play, where everyone has a part, including the initiate. Such a ceremony should not be merely a recital of speeches. It must require the actual participation of the initiate.
- The ceremony must be conducted with an air of seriousness and secrecy

In all the ceremonies, whether produced from memory or from the printed word, practice and knowledge are essential. Those who have parts in the various ceremonies should practice reading and speaking their parts; they should practice timing and performance where necessary to attain good cooperation among all participants. The meaning and pronunciation of the words should be learned since many are not common in everyday language.

The importance of a dignified and meaningfully performed ritual cannot be overstated. Each year the officers of a Chapter change, so it follows that usually all of the initiation and pledge ceremonies must be read from the Ritual. This does not mean that no part should be committed to memory. As much of each ceremony should be memorized as is possible. Rehearsals are important to make sure that logistical problems can be worked out in advance. At the very least, the opening and closing speeches of the Chapter meeting should be delivered from memory.

The Chapter room or meeting room should be in keeping with the dignity of the activities conducted therein. Ideally, it should be a room designed with the ritualistic ceremonies and meetings of the Chapter in mind. The fixtures, furnishings, lighting, and decorations, should all be especially arranged to accomplish efficiently and thoroughly the exemplification of our principles.

In all of these ceremonies, the atmosphere, surroundings, timing, and scheduling have a significant impact on achieving the desired result - a thoughtful, dignified, and meaningful expression of our fraternity. These principles, when incorporated into our daily lives, exemplify the true distinction between Psi Upsilon Fraternity and other organizations.

The ceremonies that must be performed by each Chapter of Psi Upsilon are the *Founders' Pledge, Big Brother Ceremony, Initiation, Covenant and Code Affirmation, and Adamantine Chain Ceremony*.

FRATERNITY EDUCATION AND PLEDGING

In 1833, the term "PLEDGE" did not exist. In fact, pledgship did not begin to develop until the late 1800's. At that time, the number of fraternities on each campus was rapidly expanding. Prior to that, groups of students were initiated as they became close friends with the brothers, but the expanded fraternity systems forced each Chapter to rush to get new members. Hence, the development of the term "rush" and the creation of a new problem; if the brothers could only recruit students they barely knew, then there would have to be some sort of waiting period before they were initiated - a pledge period.

Pledge training developed in response to this need for a waiting period before initiation. Psi Upsilon's first formalized Pledge Education program was developed in the 1960's when it became clear that the Fraternity could no longer tolerate certain illegal and counter-productive hazing practices which had arisen in our Chapters. But despite efforts to the contrary, hazing has persisted in Psi Upsilon. Meanwhile, knowledge of our history, traditions, and ideals has become less commonplace. *"The promotion of the highest moral, intellectual, and social excellence"* was the foremost ideal held by the founders of Psi Upsilon. Unfortunately, some present day Brothers seem to believe that in order to understand and appreciate this simple and elegant ideal, a pledge period must include physical and mental harassment.

But these tests do not determine whether or not someone will be a good brother. *In most cases, he is initiated regardless of his "performance" during the pledge period. This indicates that the real purpose of such tests lies not in their ability to demonstrate a pledge's merit, but rather for the selfish enjoyment of many brothers. The idea that we can develop greater brotherly love, trust, and mutual respect through physical and mental pain is ludicrous.*

Elements of Good Fraternity Education Program

- Artificially contrived distinctions are completely eliminated. There are no distinctions between the initiated member and the pledge member; those that do exist are natural ones dealing with age and years in college. The rights, privileges, and responsibilities are distributed equally and fairly. The only distinction in the fraternity is that one has been initiated while the other has not. In short, it is the mutual respect of two brothers - one older and one younger.
- The period of orientation for a new member is brief. This period lasts no longer than six to eight weeks. In addition to a comprehensive orientation to the fraternity, the pledge is totally integrated into the mainstream of the Chapter. Instruction is handled through a series of conferences and workshops using concepts of group discussions, case studies, and individual development rather than the traditional classroom approach. Big Brothers, acting as mentors, figure heavily into the orientation and education of the pledges.
- Because the development of a strong Chapter is the ultimate objective of all of the fraternity's programs, the focus of the orientation period is always Chapter unity. The emphasis is not on "pledge class unity." This affords the new member an opportunity to build a strong fraternal base from the very start rather than building that foundation only with the other pledges. This not only reinforces a stronger Chapter, but it also eliminates or alleviates the possibility of horizontal divisions within the Chapter.
- Everyone shares work duties and other tasks. The clean up and upkeep of the Chapter house are placed squarely on the shoulders of each member of the Chapter. This builds responsibility and pride in all the membership, not just the pledges. Each brother and pledge accepts a house duty, whatever it may be. In much the same way, all-Chapter work sessions are planned frequently to tackle major projects.
- "Pledgeship" as criteria for initiation is discarded and replaced by new standards. This is the most radical departure from the traditional "pledge" concept because the standards of membership are redefined. Instead, as initiation approaches, one should ask the question, "Is this person desirous of being a member of our Fraternity? Will this person contribute to the Fraternity during the years in school and beyond?" The answer is demonstrated in the person's total commitment, which can be measured by more ethical ways - attendance at Chapter meetings, Chapter work sessions, social and philanthropic activities; participation and contributions to the Chapter; acceptance of the Chapter's policies and standards; treatment of the Fraternity, its initiates, pledges, alumni, and friends; and conduct and behavior expressed to others.
- Positive member influence becomes the main approach when disciplining any member. If a problem develops with an individual, whether a brother or a pledge, it may entail action by the Executive Committee - if all else has failed. Upholding the standards and policies is done through member influence. Think of it as certain members, individually or collectively, being able to influence another

person's behavior, rather than subjecting a pledge to ridicule and harassment. Member influence can be coordinated to provide a more meaningful and more effective approach to a person's problem. Imagine the President of the Chapter sitting down with a new member to discuss his conduct; the Chapter Advisor sitting down with a new member to discuss his attitude; the Big Brother sharing privately the serious concerns of the membership; the Scholarship Chairman talking to the individual having academic difficulty; the executive committee talking out a concern or even reprimanding an individual - this is member influence. It is not solely reserved to an officer; in fact, it is every person's responsibility to use member influence, but always in a fair and equitable manner.

- There are no double standards. Probably one of the most difficult concepts for some people to accept is that the same standards apply to both brothers and pledges. If the elements of a Fraternity education program are to be effective in achieving Chapter unity and fair play for all members, one standard for all members must be set and upheld. To maintain two sets of standards is to maintain two Chapters.

As a result of this model for new member orientation, the definition of hazing and harassment activities is broadened to encompass forms of separation. The goal of PUMP's orientation program is to revive the traditional meaning of the word "pledge." The word has gone from being a very positive term, connoting a sacred honor, to a negative term, implying a position of subservience. This attitude is shown in programs that dwell on the treatment of pledges as second-class citizens and their separation in Chapter affairs.

The attitude of the Chapter is the key to the success of the Psi Upsilon Membership Program. The relationship is based on a fair distribution of responsibility to all members. Individual relationships may differ in natural ways - age, maturity, years in school, personal backgrounds, leadership roles, etc. - but they are never exploited to gain obedience and respect.

The Negative Side of a Traditional Pledge Period

- New members are subjected to a lower status of membership. While many fraternities have rid themselves of physical and mental hazing, there remain sharp elements of separation between brothers and pledges with sharp distinction between brothers and pledges. The "pledge" is generally given a lower status in this separation.
- The program is narrow in its appeal, long in its implementation, and short-termed in its effect. The new member is put through a period that lasts several months and is based on many negative, rather than positive, approaches toward education. There are many artificial distinctions and measures used during this period. The new member is trained to be a good "pledge," a role that is no longer relevant when the training period is over. Pledges are unprepared for taking their positions as good brothers.
- The major learning environment is "class" activities. The new members are grouped as a "class" and as a rule every member of the class is treated the same. There are "pledge class officers," pledge projects, and other similar activities. There is a strong emphasis on working for your "pledge class."

- There is an unequal sharing of work duties and other tasks. The pledges are assigned pledge duties and other tasks to perform for the brothers, collectively or individually. In some instances, they are asked to do personal errands for individuals. Examples of pledge duties include house clean-ups, work sessions, answering the phone, and wake-ups.
- The focus of the program is sometimes heavily slanted toward artificial distinctions and measurements. During the "pledge period" the new members must prove themselves to have earned initiation by fulfilling requirements that have been artificially created. Some of these include: completing signature books; line-ups; answering the phone; addressing brothers as "sir"; lighting cigarettes; carrying matches; wearing costumes.
 - Two standards exist. There are different groups in a "pledge education program" - the brothers and the pledges. The rules, limitations, and privileges are very different for each group. Pledges are scrutinized for everything they do, while brothers are not. A double standard, anathema to a democratic society such as ours, exists.
 - "Pledgeship" subtly encourages hazing without wanting to. Some of the artificial items established for pledges can definitely be classified as hazing activities. War games, calisthenics, screaming at pledges, and road trips are but a few of the items that are common to some "pledge education" programs. Other activities are subtler and revolve around separation and subservience.

Detrimental Side Effects of Pledge Education

- Horizontal divisions are created. "Pledge education" can create horizontal divisions within the Chapter because of the emphasis on "pledge" vs. brother relationships. Strong pledge classes become strong cliques upon initiation.
- There is a lack of real commitment. The new member is excluded from truly participating in Chapter affairs. The new member cannot attend Chapter meetings or vote on Chapter decisions. This causes a built-in lack of commitment to the Chapter.
 - A person can become disillusioned. Since a double standard does exist, there is also built-in inequity between the new member and the older member. The "pledge" is expected to clean-up (while the "brothers" never do); say "yes sir" and "no sir;" perform dirty jobs; be humiliated; and never say anything that will offend anyone. With a different standard of behavior for the brother, is there any wonder why a pledge may become disillusioned?
- After initiation the relaxation of standards becomes evident and hurts a Chapter. Since a new member must "drive" himself during pledgeship, once he has "proven himself" (after initiation) he relaxes his standards and in many cases his actions encourage apathy, non-involvement, and even misconduct.

- A negative attitude cycle is created and it stifles progress. There is usually a tendency for the newly initiated member to "get back" at future pledges. Hence, the cycle has begun once again and continues to be reinforced. No real progress is made and there is often much regression.
- Valuable time is wasted and energy is often misdirected. Because the pledgeship is extended into months with the creation of artificial programs, some very valuable time is wasted and energies misdirected.
- Members become addicted to the "pledge program." The addiction to pledges cleaning the house, sponsoring functions, raising money, and running errands becomes an unhealthy norm. Frequently, the initiated members discard their responsibilities as members because they are dependent on the "pledges."
- Total participation is never a reality. Because the "pledges" are not involved in meetings and votes, because of the emphasis on class structure because of the double standards, and because of the artificial and negative incentives used in a pledge program, total Chapter participation is never achieved. It is always fragmented and fragile.
- Individual needs are often overlooked. The very concept of "pledge education" deals with the new member as a part of group with little regard for individuality. "Pledges" are grouped together in a class. They are rewarded and disciplined as a group. Individual needs and contributions are disregarded.
- "Educational" tools often become instruments of subtle harassment. The use of "educational" tools can become the tools for acts of hazing. Signature books, "constructive line-ups," quizzes, tests, assignments, pranks, and walk-outs may in the end serve a "noble purpose," but that does not mitigate the nature of these activities as hazing.

The public stereotypes pledging as a negative side of fraternity life... as a rule, the "public" is a good and objective judge of the character and conduct of a chapter. To them and to college administrators, subservience, separation, and ridicule are not necessarily acceptable. When they see "pledge pranks", initiation drinking parties, ridiculously costumed pledges, and even "pledge class" service projects, the attitude of subservience, separation, and ridicule is transmitted to the public and the image and reputation of the Fraternity and chapter are damaged.

Comparison of Traditional and Membership Development Concepts/Programs

ASSIMILATION (Membership Development)	rites of passage (Traditional Pledge Programs)
<p>EMPHASIS IS ON THE INDIVIDUAL: Each person is considered to be unique - having different values, needs, goals, and skills. Each pledge is assessed individually, identifying talents and weaknesses as they relate to the Chapter as a whole.</p>	<p>EMPHASIS IS ON THE GROUP: Attitude of "What's good for one is good for all." Equal/same treatment based primarily on tradition and the convenience of the brothers.</p>
<p>CHAPTER UNITY IS STRESSED: Pledges already have so much in common (e.g. being new to the campus and the Chapter, living out-of-house, etc.) that they will naturally be attracted to one another. The challenge is to integrate them into the Chapter. They want to join the Chapter, not the pledge class, yet we seldom put our energy into providing opportunities for meaningful interaction with the brothers.</p>	<p>PLEDGE CLASS UNITY IS STRESSED: Chapter makes a "big deal" out of the pledge class as a single unit, requiring and encouraging group pranks, projects, etc. Meetings, discussions, and goals are separate from those of the brothers.</p>
<p>PLEDGES ARE DRAWN INTO "WHOLE CHAPTER" ACTIVITIES: If the purpose of a pledge program is to create good brothers, then help the new members get to know what the rights, responsibilities, and realities of being a member are, e.g. serving on committees, "tailing" officers, participating in the setting of goals, and helping to achieve goals.</p>	<p>PLEDGES PARTICIPATE IN MAINLY PLEDGE ACTIVITIES: In traditional programs, new members are "sheltered" or "protected" from participation in Chapter decision making and goal setting, for fear that they can't "handle it" or that it might "scare them away."</p>
<p>RESPONSIBILITY FOR THE SUCCESS OF THE PLEDGES FALLS ON EACH MEMBER: Each Chapter member exercises his right to vote to pledge new members and each is therefore responsible for helping throughout the assimilation process. The size of the pledge class may actually be determined by counting how many brothers will accept this responsibility fully and follow through with it.</p>	<p>THE PLEDGE TRAINER IS RESPONSIBLE FOR THE SUCCESS OF THE PLEDGES: After rush, active members generally wash their hands of responsibility for new members, and the pledge trainer is left alone, usually, to prepare the new members.</p>
<p>THE GOAL OF PLEDGE LESSONS IS NOT SIMPLY TO MEMORIZE THE MATERIAL, BUT TO UNDERSTAND AND BE ABLE TO APPLY IT</p>	<p>PLEDGE LESSONS ARE CHARACTERIZED BY ROTE MEMORIZATION</p>
<p>DEVELOPMENT CONTINUES FOR THE DURATION OF AFFILIATION: Members are aware that there are always new skills to be learned as "active brothers" and fraternity officers. Just because a person is initiated does not give him the right to "coast" or sit back on his proverbial "laurels" while others do the work. The Chapter provides members with opportunities for growth, e.g. workshops and seminars.</p>	<p>GROWTH AND LEARNING END WITH INITIATION: Initiation signals "you've finally arrived," "made it," and survived. Somehow pledges miraculously become acceptable overnight.</p>
<p>PRIME MOTIVATIONS ARE PRIDE, ACCEPTANCE, UNDERSTANDING, AND THE EMERGENCE OF SELF-RESPECT AND CONFIDENCE: Brothers are responsible for setting a good example for the pledges to follow. Expectations are explained and established early and regular individual pledge evaluations are used to assess progress throughout the pledge period.</p>	<p>PRIME MOTIVATIONS ARE FEAR AND INTIMIDATION: These tactics may have fairly good short term results, but in the long term breed resentment and animosity.</p>

NEW MEMBER ORIENTATION

Initial exposure to PUMP comes during the first days of association with Psi Upsilon. PUMP calls for a seven week period of new member orientation, starting with the pledging ceremony. The goals of the orientation period are to completely familiarize the pledges with the chapter and the fraternity and to fully integrate them into the chapter. During this time the new members will be expected to attend meetings and participate in the governance of the Chapter as committee members, in addition to attending a weekly pledge/house meeting and participating in all additional PUMP sessions.

Pledges shall pay the same chapter dues as any brother. Chapters shall convene weekly "House Meetings" in a public area of the chapter house. These meetings will serve as the forum for all routine business, including social and alumni events, and financial operations. Pledges shall be permitted to vote on all matters brought before House Meetings.

Chapters will still be able to have ritualistic brothers' meetings. These meetings may deal with any business deemed unsuitable for discussion with uninitiated individuals, particularly those matters relating to initiation and recruitment votes. In addition, chapters shall be required to place all pledges on a chapter committee. Pledges can also serve as officers in extenuating circumstances. There will be no "pledge class" officers.

PUMP is designed to help make members of Psi Upsilon better students, better leaders, and better members of society at large and of Psi Upsilon in particular. The orientation period provides the Chapter with its first opportunity to begin working towards these ultimate goals. The process of maturation and development is a process that goes well beyond the brief period of time spent as a pledge. The monthly PUMP programs and active member rituals will further help develop the individual members.

It is essential to remember that the experience had as a pledge will determine the type of brother the pledge becomes. If a pledge is treated disrespectfully, he will not respect others. If the pledge is not given responsibility, he will not accept responsibility. If the pledge is treated as a member of a pledge class, he will never emerge as an individual. If a pledge cannot trust his brothers, he will not trust his brothers.

Purposes of the New Member Orientation Period

The purposes of the orientation program, as prescribed by the Fraternity's Constitution, are to:

- provide a thorough and comprehensive orientation to Psi Upsilon - its history, international structure, philosophy, values and ideals, traditions, songs, and programs.
- create a sense of responsibility and commitment to the college or university and to Psi Upsilon.
- develop a sense of unity and camaraderie within the brotherhood.

- provide a working knowledge of how the chapter operates, both as an organization and as a physical plant.
- develop a clear understanding of the pledge's future role in the Chapter and the contributions the pledge can make as a brother.
- encourage and motivate the pledge to develop potential managerial and leadership skills.
- guide the pledge toward improvement as an individual and as a member of the community.

The above purposes, which include words like **responsibility, commitment, brotherhood, understanding, encourage, motivate, and guide**, are unachievable in a hazing environment.

Objectives of New Member Orientation in PUMP

- To integrate pledges into the brotherhood as smoothly and rapidly as possible.
- To completely eliminate hazing in Psi Upsilon.
- To provide a thorough and meaningful orientation of new members in 6-8 weeks.
- To replace pledge tasks and pledge work sessions with all-chapter work sessions involving both brothers and pledges.
- To include pledges on chapter committees and giving them a voice in Chapter affairs. To stimulate leadership skills, committee Chairmanships and Co-Chairmanships would be reserved for pledges and pledge class officers would be eliminated.
- To promote Chapter unity and de-emphasize pledge class unity is not considered since it tends to create horizontal divisions and cliques within the Chapter.
- To remove subservience as a component of orientation. Pledges are in no way subservient to active members and discipline of pledges is handled within the same framework of laws and policies, which govern the members.

- To instruct pledges through a series of conferences using group discussions, case studies, and individual development, rather than the traditional classroom methods.

The pledges will find that they are welcome and integral parts of the brotherhood. The distinction between brother and pledge is not emphasized and grows less important over time, culminating in initiation.

Hazing

Consistent with a constructive pledge education program, the Psi Upsilon Fraternity declares itself unalterably opposed to hazing in any form or under any circumstances. Hazing is defined as any activity of the Fraternity or of its individual members which:

- a. causes or is likely to cause mental or physical harm, discomfort, embarrassment, harassment, ridicule, damage, or injury.
- b. disrupts an individual's academic interests and pursuits, adversely affects an individual's normal lifestyle, or asks an individual to violate any government laws or college regulations;
- c. creates an impression that is detrimental to the public image of Psi Upsilon. The forced consumption of alcoholic beverages or drugs is strictly prohibited.

If you witness any hazing activity, you are required to inform the Executive Director of the Fraternity at 1-800-394-1833. Any chapter that violates these principles shall be subject to disciplinary action by the Executive Council or by a three-fourths vote at the ensuing Convention.

The 1st Angelos (orientation chairman), each pledge, and each member selected as a Big Brother are required to sign a statement saying that they have read and understand the Fraternity's position on hazing. All members are to be regularly instructed on the definition of hazing and the Fraternity's strict opposition to any acts construed as such.

The Founders' Pledge Ceremony

The pledging ceremony, or *Founders' Pledge*, is the new member's first glimpse at the ritualistic side of Psi Upsilon. It is essential that this ceremony be conducted with the utmost dignity and respect. The Founders' Pledge is the legacy of the Fraternity's seven founders and should be treated as a living link with the founders of the Fraternity. The *Pledge* is essentially a promise to keep everything related to Psi Upsilon secret. Secrecy was important in the early days of fraternities because members of the Greek societies were liable to be persecuted by faculty members, who felt the fraternities were undermining their authority. Secrecy is also a way of creating an atmosphere of trust within the group. At no time should any member or affiliate of Psi Upsilon be forced to compromise himself or his beliefs because of this vow of secrecy.

A discussion of the meaning of the *Founders' Pledge* Ceremony should be held as soon as possible after the ceremony takes place. Without this type of reinforcement, it is likely that much of the meaning of the ceremony will be forgotten in a short period of time. Reminding the pledges (and brothers) of the obligations they have assumed and the promises they have made will serve the Chapter well over time.

Big Brothers

Each pledge will be assigned a Big Brother to act as a mentor during the orientation period.

The first the order of business in the Orientation Program is to begin the Big Brother selection process. The Big Brother, working with the 1st Angelos, is the cornerstone of the orientation program. The Big Brother will speed integration and help with the training necessary to allow the pledge to become a fully functioning member of the Chapter. Selection as a Big Brother is an honor that carries with it much responsibility. It is his duty to teach the new member the meaning of "brotherhood" in Psi Upsilon. Big Brothers and pledges will be matched during the second week of the orientation program.

As 1st Angelos, you are responsible for the Big Brother program. You will need to gather academic information about the brothers, along with information concerning their extracurricular involvement. You will also need to hold several meetings before and during the Orientation program:

- Meeting of eligible brothers to assess willingness to serve as Big Brothers
- Orientation meeting for those selected to serve
- ***Big Brother Ceremony***
- Progress meeting mid-way through Orientation Period

The Role of the Big Brother

The Big Brother, working with the 1st Angelos, is the key to success of the orientation program. The Big Brother will introduce the pledge to the Chapter and educate him on the nature of the Fraternity, the brotherhood, and collegiate life. Moreover, the Big Brother has the responsibility to be a role model for the new member.

In addition to personifying the ideals of Psi Upsilon, the Big Brother has the following responsibilities:

- will spend 30 minutes to 1 hour with the Pledge each week to discuss material assigned by 1st Angelos

- will make sure pledge is kept apprised of Chapter events, including meetings and functions, and is responsible for pledge's attendance at these events
- will study with the pledge at least 2 hours each week
- will present the pledge with a pledge pin, then badge, in the appropriate ceremony

In addition, the Big Brother should:

- attend all pledge meetings with his little brother
- have similar fraternal and personal interests
- monitor academic performance
- assist in the Little Brother's social adjustment
- establish a relationship with the parents of his Little Brother through phone calls and letters
- act as a sounding board when needed
- give an introduction to, and explanation of, Chapter and Fraternity customs

The pledge will:

- demand continual involvement from his big brother
- discuss any difficulties and problems with his big brother
- use his big brother as a resource for fraternal, academic, and social issues
- expect his big brother to perform the responsibilities listed above

The Selection Process

The 1st Angelos will conduct a meeting at some time before the *Founders' Pledge Ceremony* with those brothers who are eligible, explaining obligations, honor of being selected, and will compile a list of those willing to serve as Big Brothers. There will later be an orientation meeting of those willing and eligible to serve.

There are both objective and subjective criteria used in the selection of Big Brothers. To be eligible, the following criteria must be met.

OBJECTIVE criteria include:

- perfect or near-perfect attendance at meetings (excused absences only);
- GPA above all-male average; and
- one of the following a) committee chair, b) involvement in a student organization, c) involvement in an athletic team.

SUBJECTIVE criteria are:

- leadership abilities;
- exemplary conduct; and
- knowledge of Psi Upsilon history, tradition, and principles.

Of those brothers who are eligible based on the above criteria, the 1st Angelos will develop a list of those willing to act as Big Brothers. This list must be approved by a majority vote of the members.

Big Brother/Pledge Matching

Matching of Big Brothers and pledges is to be done with consideration for the needs of the pledge and the strengths of the member. For example, a pledge with poor study skills would be paired with an honor student, or a future leader of the Chapter would be paired with a committee chair. With this in mind, matching will be done by the 1st Angelos, the Recruitment Chairs, and a group of not more than four Big Brothers.

BIG BROTHERS AND LITTLE BROTHERS ARE NOT DRINKING BUDDIES!

The Orientation Sessions

The Orientation Period gives the pledges a chance to learn what Psi Upsilon really is. True, history and famous alumni are important, but they do not define Psi Upsilon. Psi Upsilon is defined by the things we believe, the values we uphold, the ideals we strive to achieve every day. It is your responsibility to convey the real meaning of Psi Upsilon to the new members. If they do not learn about honesty, compassion, generosity, and courage, then they will be unable to fully live the ideals of the Fraternity.

At all times during the Orientation Period, the chapter must remember that the primary obligation of anyone affiliated with Psi Upsilon, brother or pledge, is to pursue academic excellence. If a pledge learns nothing else during the Orientation Period, he must learn the importance of achievement in the classroom. Under no circumstance should orientation sessions or other activities interfere with studying, classes, or other class work.

The orientation sessions give the pledges an opportunity to review what they have read in the *College Tablet*, to ask questions about the chapter and Psi Upsilon, and learn firsthand about the Fraternity from undergraduate and alumni Brothers. They are neither a time for quizzes nor a time for lectures. It is the joint responsibility of the pledge and his Big Brother to meet during the week to discuss the appropriate section of the *College Tablet*. The orientation meetings are to provide information or perspectives beyond the contents of the *College Tablet*. For example, the section on alumni could be enhanced by attendance at an Alumni Board meeting, or the text on "Psi U. history" could be supplemented by an all-Chapter Psi Upsilon trivia contest.

The following topics are covered in detail in the *College Tablet*:

- Introduction to the Orientation Period
- What is a Fraternity
- Responsibilities of Membership
- Organization of Psi Upsilon
- Chapter Organization
- History of Psi Upsilon
- History of the Chapter
- Role of Alumni
- Songs of Psi Upsilon

As has been done with this suggested program, the syllabus of the orientation period follows the order of presentation in the *College Tablet*, with songs spread throughout the seven-week period. Each pledge and big brother should receive a copy of the syllabus.

Suggested New Member Orientation Syllabus:

WEEK 1

- *Founders' Pledge Ceremony*
- Introduction to the Orientation Period
- Introduction to PUMP
- What is a fraternity?/mission statement
- Sign hazing statement/800 number/discussion
- Song
- *College Tablet* Sections 1 & 2 (The Orientation Period, What is Fraternity?)

WEEK 2

- ***Big Brother Ceremony***
- discussion of ***Founders' Pledge Ceremony***
- officer responsibilities
- song
- ***College Tablet*** Section 3 (Responsibilities of Membership)

WEEK 3

- discussion of ***Big Brother Ceremony***
- Convention, International Office
- Other Chapter
- song
- ***College Tablet*** Section 4 (Fraternity Organization)

WEEK 4

- song
- ***College Tablet*** Section 5 (Fraternity History)

WEEK 5

- song
- ***College Tablet*** Section 6 (Chapter Organization & History)

WEEK 6

- song
- ***College Tablet*** Section 7 (Role of Alumni)

WEEK 7

- ***Initiation Ceremony***

Initiation

Initiation is, by definition, the beginning. If the Orientation Period is conducted with this in mind, then the pledges will be fully prepared to assume the responsibilities and privileges of membership. They will be enthusiastic about the opportunities for leadership and growth that await them. They will be anxious to take responsibility in the brotherhood. Initiation must be neither viewed nor presented as simply the end of pledgship, a goal to be achieved. If this is done, the pledges will assume that the lessons learned only apply to pledges, not to brothers. The result will be apathetic members, lost seniors, "inactives." Initiation is not something that is earned. Pledges are chosen for the qualities they possess, qualities that will make them good brothers. They are already "good enough" to be initiated. But the pledge must be prepared for initiation so that it is meaningful and will truly mark the beginning of a lifelong commitment to the chapter and Psi Upsilon.

PUMP MONTHLY FRATERNITY EDUCATION SESSIONS

The bulk of the PUMP programming is directed towards the non-academic education of the general membership of the fraternity. The program will allow the Fraternity to achieve its mission of providing an opportunity for excellence. The theoretical underpinnings of PUMP are found in standard theories of human development. The eight dimensions of human development according to this model are:

- intellectual
- emotional
- human awareness
- values
- physical
- social
- life planning
- community awareness

Following the PUMP program, Chapters will address one developmental dimension each month during the academic year as the "PUMP theme" for that month in order to promote development in that area. One or two topics from that dimension will be covered during the course of the month through workshops, discussions, or planned group activities.

Dimensions of Development for all Brothers

1. Intellectual Development

The focus is on cognitive activity. Development of the intellectual dimension involves an increased ability to make judgments based on incomplete data; a recognition that there is frequently no right answer and that answers often generate more questions; an appreciation for the complexities of the reasoning process and for the complexities of the universe in which we live; an appreciation for the value and limitations of thinking and reasoning; there is a movement from concrete to abstract thinking and this change includes elements of excitement, curiosity, and creativity.

Sample Programs:

- time management
- Great Issues Series
- college bowl competition
- sponsor a study break
- sponsor academic achievement programs
- attend a concert as a Chapter
- attend a lecture as a Chapter

Resources:

- study skills office
- library
- faculty
- health center staff
- psychological services staff
- residence life staff

2. Emotional Development

The focus is on affective activity. Development of the emotional dimension involves an awareness and acceptance of your feelings. The emotionally healthy person not only recognizes personal emotional states but also is sensitive and responsive to the emotional states of others. Health in this dimension also includes recognition of personal limitations, a sense of autonomy, an ability to effectively deal with stress, and an ability to form satisfying relationships with others.

Sample Programs:

- stress management
- values clarification
- assertiveness training
- seeing myself as others see me
- death and dying
- effective confrontation
- Brotherhood Building activities: Pat on the Back, Chapter Connections, Let me In

Resources:

- psychological services
- campus ministers
- residence life staff

3. Values

The focus is on the search for the meaning of life. Development in this dimension involves a quest for a system of an internalized and integrated set of guiding principles or ethics by which life decisions are made. Personal philosophy and spirituality may be facets of this dimension.

Sample Programs:

- exploring dilemmas
- death and dying
- enjoying life

- developing a personal philosophy
- Confrontation 101
- Brotherhood Building Activities: What's a Brother, Where Will We Be, Meaning of Life

Resources:

- campus ministers
- philosophy faculty

4. Human Awareness

The focus is on a recognition, acceptance, and appreciation for differences in people. Ethnic, cultural, and lifestyle differences are included here. This focus includes examination of value differences and their impact on personal attitudes and behaviors, and an ability to see beyond one's own experience and celebrate differences and similarities between people.

Sample Programs:

- sexism
- racism
- world cultures
- gay/lesbian issues
- human rights
- foreign films series

Resources:

- off-campus studies office
- anthropology department
- sociology department

5. Social Development

The focus is on mutual interdependence in a community of others. Development in this dimension involves an increased ability to balance the needs of self with the needs of others. Socially healthy people strive for harmony and stimulation in their relationships; they appreciate a balance between being alone, being with a few others, and being in a crowd. This dimension includes developing social and interpersonal skills.

Sample Programs:

- special theme dinners
- What do I say after "hello"
- dependence/independence in personal relationships
- having fun and staying sober
- Brotherhood Building Activities: Mix the Cliques, Let Me In

Resources:

- student health center staff
- residence life staff
- health and physical fitness faculty

6. Physical Development

The focus is on encouragement of cardiovascular fitness, flexibility, and strength. This dimension also includes knowledge about food and nutrition and discourages the use of tobacco, drugs, and excessive amounts of alcohol. It encourages activities that contribute to high-level health including medical self-care and appropriate use of the medical system.

Sample Programs:

- safe sex
- AIDS
- intramurals
- diet
- alcohol/drugs

Resources:

- Intramural department
- health and physical education faculty
- student health center staff

7. Community Awareness

The focus is on the awareness, acceptance, and appreciation of one's role in the community. It involves an understanding of the balance between individual and community rights and responsibilities.

Sample Programs:

- clothes drive for charity
- canned food drive
- time with senior citizens

Resources:

- United Way
- Big Brother

8. Life Planning

The focus is on preparation for post-college years including avocational and vocational pursuits. This dimension involves career exploration, job search skills, the world of work, parenting, marriage and family, financial planning, and hobbies.

Sample Programs:

- resume writing
- insurance planning
- dress for success
- career exploration
- exploration of vocational interests

Resources:

- campus career development staff
- graduate students
- pre-career advisors
- alumni

Resources for PUMP Monthly Fraternity Education Sessions

The following resources are available from the International Office to assist you in planning your monthly PUMP educational program. They are grouped by theme for easy reference. Included with each video is a discussion guide to help you and your chapter get the most out of the session. The printed resources, such as handbooks and booklets, provide ideas and helpful hints upon which your session can be based.

Theme 1: Intellectual Development

- "TIPS to Improve Scholarship"
- "Excel"
- "GAMMA Guide" booklet - scholarship

Theme 2: Emotional Development

- "This Is My House" video
- "GAMMA Guide" booklet - relationships

Theme 3: Human Awareness

- "Campus Rape" video
- "What Women and Men Should Know about Date Rape" booklet
- "GAMMA Guide" booklet - Black/White Greek relations
- Intersections (NIC)

Theme 4: Values

- "This Is My House" video
- "Hazing on Trial" video

- "Hazing Lies" video
- "When 'No' Means Rape" video
- "Campus Rape" video
- "GAMMA Guide" booklet - values and ethics
- Challenges and Choices (NIC)
- Our Chapter, Our Choice (NIC)

Theme 5: Physical Development

- "Campus Rape" video
- "Your Alcohol - Responsible Drinking" video
- "Alcohol Awareness - Mike Green" video

Theme 6: Social

- "Anatomy of a Party" video
- "Improving Interpersonal Skills" booklet
- "Well, how do we do it then?" handbook
- "Ideas for Fraternity Programming" handbook
- "Testing Your Alcohol IQ" video

Theme 7: Life Planning

- "Handbook for Career Development"
- "About Time Management" booklet

Theme 8: Community Awareness

- "Handbook for Public Relations"
- CNN/Crossfire Fraternity Debate video
- "GAMMA Guide" booklet - campus/community relations

BROTHERHOOD BUILDING ACTIVITIES

In the organized hierarchy of the Chapter, much can be taken for granted in interpersonal relationships. This can lead to misunderstandings, hurt feelings, frustration, and organizational inefficiency. PUMP attempts to minimize these problems with Brotherhood Building Activities. The purpose of these Brotherhood Building Activities is to minimize the hazards of group dynamics by encouraging group interaction, breaking down barriers, and providing positive reinforcement for participation. These activities will make communication easier, enhance the Chapter's strengths, and allow for weaknesses to be addressed.

The activities can be used in many different settings and at all times of the year. New member retreats, recruiting functions, Chapter meetings, alumni functions, and orientation sessions all provide opportunities to strengthen the brotherhood. Most of the activities included here require little more than a little time and a willing Chapter.

PUMP requires that at least one of these activities be done each month during the academic year. Exercises included here are:

- Carousels
- Chapter Connections
- Electric Fence
- Gavel/Candle Pass
- Giving Directions
- International Fraternity
- Knots
- Let Me In
- Mix the Cliques
- Meaning of Life
- Numerical Order
- Pat on the Back
- People Platform
- Pin and Flag
- Where Will We Be?
- What's a Brother?

The exercises are taken from the National Interfraternity Conference publication "Brotherhood Building Activities." Others may be available from your Greek advisor.

Carousels

Supplies needed:

None

Suggested time:

30 minutes

Activity agenda:

All Chapter members should make one large circle. Instruct members to count off by twos. Ask all "1"s to step inside the circle and face out, thus facing one of their brothers on the outside circle. This step should form two circles. Make sure each has a discussion partner.

Instruct the men that they will be given a topic that they will discuss with their partner for 60 seconds. Each partner should speak for an equal amount of time. Let them know that you as the leader will let them know when time are up.

After the minute is up, instruct everyone to stop talking. Instruct the inside circle to move one person to their right. All members should now have a new discussion partner. Give them another topic. Continue through the following questions:

- Initially, what drew you to our fraternity?
- What is brotherhood?
- How do you define respect?
- I am most proud of this fraternity because...
- A brother is considering dropping out of school and the Chapter. What would you say to him?
- What is trust?
- What do you enjoy most about our fraternity?
- I feel closest to my brothers when...
- I am most frustrated with our Chapter when...
- The most important aspect of our fraternity is...

To conclude, take some time to discuss these topics as a group.

Chapter Connections*Supplies needed:*

Ball of yarn

Suggested time:

2 minutes for each participant

Activity agenda:

Ask all members to stand in a circle. The leader should hold the ball of yarn in his hand and inform the group that he is going to share how he plans to contribute to the fraternity. When finished he is going to gently toss the ball of yarn to another person while still holding onto the end of the string. That person should then continue by expressing his goals or contributions, holding onto the string, and then tossing the ball to another brother. The yarn should be held tautly between members.

When the entire Chapter has shared, you will have a large "web" of yarn in the circle. The leader should talk about the value of the contributions of each individual. If each person did not pull his own weight, the rest of the members would need to "pick up the slack" for him. To exemplify this, have several brothers release the string. The web will become slack, illustrating the extra work that will have to be done by others.

Close the discussion with a group brainstorming session on how the Chapter can encourage everyone to follow-through on their commitments, ask for help and support from their brothers, and how they can all pull their own weight in the Chapter.

Electric Fence*Supplies needed:*

Rope

Trees

Suggested time:

20-30 minutes

Activity agenda:

A rope should be tied between two trees at a height of four feet. Ask the participants to imagine that this is an electric fence with a force field from the top of the rope to the ground. The object of this exercise is to get the entire group over the fence.

The first person may not run and jump over the rope. He may not exit headfirst. The last person may not jump the fence, or otherwise exit under his power alone - encourage group work.

When going over the rope, participants may not touch the rope, the supporting trees, or break the plane under the rope. If members touch the rope or break the plane they "lose" the use of the body part that touched the rope. So, for example, if someone accidentally hits the rope with his arm, he has to hold that arm across his body and cannot use it to help others over, or use it to help him get over the rope later.

The facilitators must emphasize the importance of spotting and personal safety. Spotting rules:

- If they begin to step on the backs of others, remind them not to step directly on the spine or the neck, but to use the shoulders and hips if necessary.
- Only one participant will be moved at a time.
- The leader spots the first two participants over the fence. Thereafter, the group members are fully responsible for spotting.
- The leader will also spot the last participant out.
- The leader does not physically support the participants unless necessary in the instance of a fall.
- Spot until the person in transport is completely over the fence and on the ground.
- Be careful to spot the head and shoulders at all times.
- Do not let one person to be a step for too long.
- Heads and shoulders must always be above the feet.

When all group members have crossed the rope, process the experience by asking the following questions:

- Was the group challenged by this exercise?
- Was communication strained? Why?
- How did the group accept your ideas?
- Did you lead or follow during this exercise? Why?

- What type of positive or negative reinforcement did you receive?
- What would you do differently in your next attempt?
- How would you work better as a team?

Source:

Western Illinois University, Horn's lodge Teams Course.

Gavel/Candle Pass

Supplies needed:

President's gavel or large drip less candle

Suggested time:

2-3 minutes per member

Activity agenda:

Gather the membership in a circle. The president begins this activity by sharing why he values his membership in the fraternity. When finished, he passes the gavel to the next member. Whoever holds the gavel has the floor. No one can interrupt him (similar to Cabirean Rites).

Chapters have used this activity to air grievances, publicly praise their brothers one at a time, thank individuals, and close Chapter meetings.

Giving Directions

Supplies needed:

3" x 5" note cards

Suggested time:

30 minutes

Activity agenda:

Before you begin the activity, make five to ten note cards with simple tasks written on each. Some examples of tasks are:

- tying a shoe
- sharpening a pencil
- opening a carton of milk
- wrapping a package with paper and tape
- closing a jacket zipper

- opening a can with a can opener

Explain to the Chapter that this activity will provide experience in giving directions. One at a time, 10 volunteers should individually draw a card and read it. Using his own words, each person gives directions to the group without telling what the task is. Tell them not to use their hands with their directions.

See how many tasks the group can guess based on the directions given by each member. As a large group discuss the following questions:

- How could you tell if the directions given were correct?
- How could you tell if the directions were clear?
- How did you decide what information to include when writing the directions?
- How does this relate to appropriate delegation?
- What did you learn about giving proper guidance or direction in the Chapter?

Source:

Leadership Skills You Never Outgrow, Leadership Project Book I. Cooperative Extension Service, College of Agriculture, University of Illinois at Urbana-Champaign.

International Fraternity

Supplies needed:

A large map of the United States and Canada
Straight pins

Suggested time:

45 minutes

Activity agenda:

This activity is a good reminder for older members and a good learning tool for new members. Display the map(s) in a visible area. For each Chapter in the Fraternity, cut out a small pennant and write down the Chapter's Greek letter(s) and school name. Both new and initiated members should read the Chapter roll and pin a pennant where the school is located.

Conduct an educational program on the national organization, its history, founding principles, and international office.

Conclude the program with a song or by using the grip to symbolize being part of a larger whole.

Knots

Supplies needed:

None

Suggested time:

30 minutes

Activity agenda:

Break the Chapter into small groups of 8-10. The objective of this activity is for individuals to examine communication and teamwork in a group setting.

There should be one observer for each group to listen to statements, watch for the natural leaders, watch the members who don't give input, and oversee the general group dynamics.

The small group should form a shoulder-to-shoulder circle. Each person puts their right hand in the center of the circle and joins hands with one person across the circle. Each person puts their left hand in and joins hands with a different person (not next to him).

When the group has their hands in a tangle, they need to figure out a way to get untangled without breaking grips (there are four possible solutions; a circle, two separate circles, two interlocking circles, or two circles with an overhand knot in it).

When all groups are finished, gather them together for a large group discussion. Discussion questions:

- Was this challenging?
- What was most frustrating about this exercise?
- How did you approach this task? Act first, think second? The other way around?
- How do we approach problems in our Chapter?
- Was everyone in the group heard?
- Who was the immediate leader? Did he continue to lead throughout the exercise?
- Were there any good ideas lost?
- What did you learn about yourself through this exercise?

Source:

The New Games Book, edited by Andrew Fluegelman, Doubleday and Company, Inc., Garden City, New York 1976.

Let Me In*Supplies needed:*

None

Suggested time:

30 minutes

Activity agenda:

Ask one member to volunteer. Instruct the rest of the membership to form a circle and put their arms around each other, shoulder to shoulder. Instruct the single volunteer to try to use any method possible to get into the circle.

Ensure that the member does not hurt himself or other Chapter members. This exercise usually results in the single volunteer trying to push and shove members and attempt to tear apart the bonded arms.

After a few minutes ask everyone to take a seat. Allow the volunteer how he felt trying to get into the circle (expect answers like tired, frustrated, angry). Then ask the member "Why didn't you just ask your brothers to let you in?" Ask the volunteer, "Why did you immediately assume you had to fight to get into the circle?"

Ask these processing questions of the whole group:

- How does this activity relate to our Chapter?
- How does this activity relate to our Greek system?
- Let's look at the leadership positions in the Chapter. Do you think it is difficult to get these top positions? Why? Why not?
- Do you think we have cliques in this Chapter?
- How would this activity relate to cliques?
- How do we emphasize Chapter unity?

Source:

Alpha Gamma Rho, Pre-Initiation Activities

Mix the Cliques

Supplies needed:

None

Activity agenda:

These activities can be used as methods of mixing different groups of brothers in preparation for different Chapter activities or brotherhood building exercises. The purpose of these activities is to intentionally select groups that mix members from different cliques.

- Create groups by alphabet, first letter of first or last name
- Create groups by major
- Break into groups of in-house/out-of-house brothers
- Create teams by class year
- Mix by hometown or geographical area
- Group by lottery or random
- Create groups by birth month

Source:

Theta Xi, New Member Manual

Meaning of Life

Supplies needed:

None

Suggested time:

2-3 minutes for each participant

Activity agenda:

Ask each member to make up a metaphor for life. They can be in two categories: those that deal with food, and those that don't. Here are a few examples:

- Life is like eating a grapefruit. First, you have to break through the skin; then it takes a couple of bites to get used to the taste, and just as you begin to enjoy it, it squirts you in the eye.

- Life is like a banana. You start out green and get soft and mushy with age. Some people want to be one of the bunch while others want to be top banana. You have to take care not to slip on externals. And, finally, you have to strip off the outer coating to get at the meat.
- Life is like a jigsaw puzzle, but you don't have the picture on the front of the box to know what it is supposed to look like. Sometimes, you're not even sure if you have all the pieces.

Members should share their metaphor with the group.

Discussion questions:

- If you could vote for the person with the most creative metaphor, who would win?
- Which metaphor do you find most relevant?
- Is your metaphor for life similar to your views on the fraternity?
- If you could choose a different metaphor for your fraternity experience what would it be?

Source:

A Whack on the Side of the Head, by Roger von Oech.

Numerical Order

Supplies needed:

Blindfolds for each participant
A large, open space

Suggested time:

20-30 minutes

Activity agenda:

Inform members of the following rules:

- No talking
- No vision. If members are uncomfortable with being blindfolded, they can opt out of this exercise.

Groups will be made up of 15-17 people. Each individual will have a number (1-15) whispered into his ear. The facilitator will select one person who will have no use of his entire right arm. The task is for the group to arrange itself in numerical order without speaking and without the ability to see.

When the group feels it has completed the task, discuss the activity with the following questions:

- What was the most difficult aspect of this exercise?
- Did you have a sense of working together? Why or why not?
- How frustrating was it when you could not talk?
- How did you feel when you, or others, were not catching on to the form of communication?
- How does this relate to the Chapter setting?
- To the person with the physical limitation, how did you feel when trying to initiate an idea? When someone approached you?
- How did the group communicate without the use of speech?

Source:

The Wilderness Institute, Agoura Hills, California

Partner Stretch and Stand

Supplies needed:

None

Suggested time:

15-30 minutes

Activity agenda:

Ask members to find a partner. The presenter and another participant should demonstrate sitting and facing one another, toe to toe, feet flat on the ground, legs in front of them, knees bent. The two should clasp hands. The presenter should slowly lean back, thus stretching his partner's back. Switch. Practice slowly stretching back and forth.

Each set of partners is challenged to stand up at the same time, still holding hands. The pairs will find this very easy to do. Now combine two sets of partners so that there are four people in each

team. Again, ask members to clasp hands, sit toe to toe, and as a foursome, and stand up.

After they successfully complete the task, groups of eight are to attempt the task. The final challenge would be pulling two groups of eight together to form a group of sixteen. This done, gather the group together for a group discussion. The activity leader should ask the following questions:

- How did this exercise go?
- What was harder, the group of two, eight, or sixteen?
- What was significant about the different body sizes in the group?
- How did your role change as the group got larger?
- What worked in making it possible to complete the task?
- How did your strategies change as the group got larger?
- How does this exercise relate to the communication and planning needed to accomplish a task in the Chapter?

Source:

The Wilderness Institute, Agoura Hills, California.

Pat on the Back

Supplies needed:

sheets of 8 1/2" by 5 1/2" paper
pens for each member
tape

Suggested time:

20-15 minutes

Activity agenda:

Tape the half sheets of paper to each Chapter member's back. Members have 20-25 minutes to write personal thanks or something that you learned on the slips of paper. Continue the activity until cannot write any more in the space provided. Let the members read their sheets. Ask members to keep this sheet of paper and pull it out when they are having a tough time or a bad day.

People Platform

Supplies needed:

One 2' x 2' square of plywood supported by 2" x 4" blocks of wood

Suggested time:

20-30 minutes

Activity agenda:

Remind participants of the following rules:

- All body parts must be off the ground.
- The entire group (up to 16 people) must participate.
- There is a seven-minute limit to work together as a team and complete the task.
- They may not sit or stand on each other's shoulders.

Explain the spotting rules. There will be one observer who constantly moves, and alerts the group to any swaying. If the group begins to lean, the spotter pushes them back onto the platform. Do not allow people to "leap" away from the platform - it can cause injury to self or others. Maintain control of the group at all times. Keep communication lines open.

After the group creatively attempts this exercise, they must hold everyone off the ground for ten seconds. Use the following questions for a follow-up discussion on group dynamics:

- How was this exercise challenging?
- Who jumped in first and became the exercise leader?
- Did the time constraints affect proper execution?
- Ask the quiet members if their ideas were heard, or what contributions they made.

Source:

Western Illinois University, Horn's Lodge Teams Course

Pin and Flag

Supplies needed:

Fraternity flag

One member badge

Suggested time:

30 minutes

Activity agenda:

Candles should dimly light the room. All new and initiated members hold onto the edges of the flag with a fraternity badge in the center. The flag should be held taught to represent a strong Chapter. The facilitator should share the analogy of the flag and Chapter. The facilitator states some of the problems and challenges that the fraternity is facing.

For example:

- Have you missed a Chapter meeting?
- Have you skipped class?
- Do you maintain your room?
- Have you damaged the house?
- Have you pushed the leadership to break the rules?
- Have you missed a bill payment?
- Have you missed a rush event?
- Have you missed any philanthropic events?

If a member can relate to the statement he must let go of the flag. The facilitator should discuss how each area hurts the Chapter after each statement.

With each statement members will let go and the flag will develop ripples and sag. The facilitator should discuss the value of each member to the Chapter and how each member has to contribute to his full ability to make the Chapter strong. Each member should share how he is going to keep the fraternity going strong.

Source:

Adapted from Delta Chi BRIEF, Pre-Initiation

Where Will We Be?

Supplies needed:

Newsprint pad
Markers

Suggested time:

20 minutes

Activity agenda:

Have the members of your Chapter get in a relaxed position, close their eyes, and envision what their organization/Chapter house will look like in 10 years. The facilitator can prompt responses by injecting the following questions:

- What physical changes do you "see" (envision)?
- What types of members do you "see" (envision)?
- What programs are being sponsored?
- Are there any programs or activities missing?

After five minutes of this introspection, ask members to share what they "saw" and record their ideas on the newsprint. After these observations are recorded, ask the group what implications they may have on what we are doing today. This is a good exercise to do before a Chapter retreat or goal-setting session.

Source:

Jim Miner, Director of Student Activities, Western Illinois University

What's a Brother?

Supplies needed:

Paper
Pens or pencils
Newsprint pad
Markers

Suggested time:

30-40 minutes

Activity agenda:

Distribute paper and writing utensils. As a large group, members should brainstorm a list of 10 qualities they want in a friend. The facilitator writes these down on the newsprint so the entire

Chapter can see the list. This should take about ten minutes.

The members should then list those ten qualities on their own paper in their own order of importance, #1 being the most important, #10 the least. The group should then share their lists in small groups of 8-12.

After the small groups discuss their own priority list, re-group as a Chapter and use the following questions to lead a discussion:

- Why did you order the qualities as you did?
- Are these the same qualities we keep in mind during rush?
- What do you have to offer your friends?
- What does the Chapter have to offer prospective members?
- Are we good to our members? Do we take our friendships for granted?
- How do we keep our friendships in mind at all times, not just during rush?

Source:

Youth to Youth Conference training manual, 1987.

SUGGESTED PUMP CALENDAR

September

PUMP theme - intellectual development

- time management workshop
- ***Covenant and Code Ceremony***
- fall intramurals start
- formal rush/recruiting
- Chapter retreat

October

PUMP theme - emotional development

- presentation - dealing with divorce
- community service project
- ***Founders' Pledge Ceremony***
- new member orientation begins
- ***Big Brother Ceremony***
- homecoming

November

PUMP theme - social development

- alcohol/drug awareness workshop
- Founder's Day dinner
- ***Initiation Ceremony***
- team building

December

PUMP theme - community awareness

- soup kitchen volunteers
- 1st semester finals

January

PUMP theme - life planning

- resume writing/alumni careers day
- team building
- recruiting

February***PUMP theme - human awareness***

- ***Founders' Pledge Ceremony***
- Racism/multi-cultural film festival
- New member orientation begins
- ***Big Brother Ceremony***

March***PUMP theme - values***

- Developing a personal philosophy of life
- ***Initiation Ceremony***
- Spring break
- Team building

April***PUMP theme - physical development***

- Campus-wide AIDS forum

May

- Seniors Dinner/***Adamantine Chain Ceremony***
- Graduation

SECTION V

Programming

Scholarship

Faculty Relations

Recruitment

Social Programs

Public Relations

Undergraduate/Alumni Relations

SCHOLARSHIP

(The majority of this information was taken from "Excel" - Psi Upsilon's comprehensive scholarship program)

Introduction

The objects of this Fraternity for which we stand united are (1) *to make a significant contribution to the colleges and universities with which its undergraduate and alumni members are associated, to the communities in which its members reside, and to the great countries of the United States and Canada;* (2) *to promote the adoption of significant life goals by its members, together with plans for their fulfillment;* (3) *the promotion of the highest moral, intellectual, and social excellence and educational standards in all its members;* and (4) *the union of all its members in a firm and enduring friendship and true brotherhood for life.* This section on scholarship addresses the academic aspects of the fraternity, the ways in which the fraternity can help the individual, and the obligations we have as brothers to excel in the classroom.

The first step towards creating and sustaining an effective chapter scholarship program is to develop a definition of an effective program. This is achieved by establishing goals of academic achievement for the chapter. If goals are not established, there will be no way to gauge the success of your program. The purposes of a chapter scholarship program are defined by a mission statement or goals statement. The overriding goal is to encourage high academic achievement for both the individual and the chapter, as described in object (3) above. Additional goals could be to provide an atmosphere for achievement, to set a minimum GPA requirement for membership, to promote scholarly activities, or other broad concepts. Refer to Section 2 for additional information on goal-setting. All activities of the scholarship committee and scholarship chairman should be focused on the achievement of these goals.

Once goals are defined, written, and communicated to the membership, specific programs or tasks may be developed for the committee. These programs are to be the means for achieving the goals and purposes set forth in the mission statement.

The duties of the scholarship chairman and scholarship committee may include the following:

- coordinating chapter scholarship orientation
- assisting with generating academic grade rankings
- gathering updated information for accurate chapter rosters
- publishing important academic dates and deadlines

- working individually with all brothers below chapter standards
- distributing grade information each term
- collecting and distributing information of campus academic services, i.e. tutors, writing lab, math lab, learning assistance, interest tests, career counseling, career workshops, unique library resources
- completing all relevant general fraternity scholarship forms or information requests
- completing applications for Chapter, University, and Headquarters awards, and other scholarship awards

Chapter Scholarship Policy

A highly effective tool for encouraging brothers to work hard in the classroom is to establish a formal Chapter Scholarship Policy. Such a policy would include aggressive measures to improve chapter scholarship. The implementation of a scholarship policy is highly suggested. A policy can take the following forms:

- a minimum grade point required for pledging
- a minimum grade point required for initiation
- a minimum grade point required for maintenance of brother in good standing
- a written scholarship program for new members
- a written scholarship policy for the chapter as a whole
- a requirement for all brothers to submit academic goals to the scholarship committee
- a requirement for all brothers and new members not in good academic standing to meet with the Scholarship Chair/Faculty Advisor

If the chapter average is not close to the all fraternity or all men's average, a grade point standard somewhere between the current all-fraternity and all men's average is a logical starting point. Set achievable goals. Keep in mind that a standard set by the chapter can always be adjusted by the chapter as well. The ultimate goal should be to place the chapter GPA above the all men's GPA, and for all brothers to surpass the average as well.

To add credibility to the scholarship policy, good performance should be rewarded and substantial underachievement should result in sanctions. Regarding punitive measures, the chapter should create sanctions that are in line with comparable chapters on that campus, and acceptable to the chapter advisor.

Chapters using a "no grade, no party" policy have typically seen measurable success. Such a policy may entail denying social privileges for a week for each 0.05 the brother falls below the stated goal (chapter average, all-men's average, etc.). Until brothers realize they may lose something of value, attitudes toward scholarship may be difficult, if not impossible, to change.

Scholarship Programming Ideas

- A. Establish quiet hours or "courtesy hours"
 - 1. Quiet hours should be in effect Sunday through Thursday (8:00 p.m. to 8:00 a.m.). Signs should be posted in the sleeping areas of the house advising everyone that quiet hours are in effect. Members should keep their doors closed to help reduce hallway noise and idle conversations.
 - 2. Keep lighting in the hall of the sleeping area as low as safety will permit in order to discourage noise. A low-lit hall will also remind members and guests that quiet hours are in effect.
 - 3. Have roommates rotate as quiet hour monitors.
 - 4. Have 24-hour quiet hours during mid-terms, the week before finals, and during finals.
 - 5. All hours of the day should be "courtesy hours" (members should turn down their stereos when asked).

- B. Make sure the membership education program is in writing so that the pledges' time is organized - The membership education program should be completed well before finals. There should not be any assignments during test weeks. A constructive program will promote scholarship.

- C. Get to know the faculty personally
 - 1. Invite a faculty member to dinner.
 - 2. Create a "Professor of the Month/Term" Award.
 - 3. Invite faculty to parents' day activities.
 - 4. Invite faculty to the scholarship dinner.
 - 5. Conduct a "Faculty Appreciation Day" with various events geared toward appreciating the faculty at the institution.

6. Have members conduct yard work for the faculty members living near the chapter house.
 7. Volunteer the chapter house and facilities for department gatherings and other meetings.
 8. Conduct a faculty car wash.
 9. Send the faculty copies of the chapter's newsletter.
- D. Hang a bulletin board in the house for scholarship only
1. Post composite grades (do NOT post grades of individuals without their written authorization).
 2. Establish a "Brag Board" - members put up their own tests or papers or any other appropriate item of which they are proud.
 3. Establish a career board - visit your placement/career office on campus for ideas and articles to put on this bulletin board (e.g., how to prepare a resume, majors and careers to match).
 4. Post local and national news to keep membership informed on current affairs.
 5. Post book reviews.
 6. Recognize, through photos, members who have excelled in something.
 7. Post a "Thought of the Week" or "Quote of the Week."
 8. Put up an "I need help" sheet for members to sign.
 9. Put up an "I can help" sheet for members who want to assist other members.
 10. List study halls and quiet hours, and monitors for both.
- E. Scholarship in chapter meetings
1. Offer vocabulary word of the week (place on bathroom doors, mirrors, etc.)
 2. Give reminders of final course drop dates, early registration, degree application, etc.
 3. Make weekly announcements of career, cultural, and educational opportunities on campus

and in the community.

4. Ask members to answer roll call with the number of classes they skipped the previous week (make a mental note of those who cut and talk to them privately).
5. Announce job offers and admissions into graduate schools, "Who's Who," Mortar Board, Phi Beta Kappa, Order of Omega, honoraries, etc.

F. Scholarship in Rush

1. Display your scholarship trophies.
2. Display graphs of chapter scholastic progress.
3. Display bulletin boards with scholastic information.
4. Discuss the chapter's scholarship program and standards.
5. Send a letter to the parents of prospective members and include in the rush brochure the details of the chapter's program and performance.

G. Graphs (use computer programs to create interesting and attractive graphs)

1. Chart the progress of the chapter average, the pledge average, and the initiated member average over the past four years. For a chapter needing a jolt, chart the percentage of initiated members below the chapter's minimum standards and the percentage of dean's list members.
2. Compare the chapter's average to other fraternities and sororities on campus.
3. Compare the chapter's average to the all-men's average.

H. If you do not have adequate study facilities in the chapter house or residence hall, reserve a room or table in the campus library or another academic building and distribute a list of other study areas on campus.

I. Present "How to Study" workshops to the entire chapter

1. Give refresher training to holdover brother and associate members below by-law requirements.
2. Explain the school's academic probation policy.

3. Explain the chapter's grade requirements.
 4. Teach study techniques.
 5. Explain honors programs.
 6. Outline the chapter's scholarship program.
 7. Suggest members audit a class or two of a course that they might take later.
 8. Discuss how to improve study atmosphere and chapter performance.
 9. Have a slide show illustrating good and bad study techniques.
 10. Teach how to take essay vs. objective examinations.
 11. Give members weekly study budget sheets (time management), divided into hours (a sample form is provided).
 12. Make "library use" booklets for each member (see if they are available from the library).
 13. Describe learning skills centers and courses available.
 14. Distribute a resource booklet of available material and people on campus who can assist with study and other academic problems.
 15. Distribute lists of chapter members and their majors.
- J. Useful files
1. Stock files by having "Clean Out Your Notebook" events at the end of each term (members should contribute notes, tests, and books). Note: Members should not use these files as a substitute for proper note taking or study skills. If they do then the files are detrimental and should be destroyed. Talk to the counseling center for tips on proper use of such files and prepare a handout for the chapter. Keep extra copies of the handout available with the files.
 2. Major and minor files (use for assigning tutors, study buddies, major mates, etc.).
 3. Schedule of courses offered at the university each term.

- K. Develop a chapter library through alumni contributions. Include:
1. Dictionary and thesaurus.
 2. Graduate school catalogues and information.
 3. GMAT, GRE, LSAT, and MCAT information and review books.
 4. School/departmental catalogues.
 5. Encyclopedia set.
 6. Specialized dictionaries (Spanish, French, German, Japanese, technical, etc.)
 7. Atlas.
 8. College yearbooks.
 9. The **DIAMOND**.
 10. "The College Tablet."
 11. Magazines.
 12. Chapter resource manuals.
 13. Textbooks.
 14. Books for leisure reading and enrichment.
 15. Self-improvement audio tapes.
- L. Events
1. "Over-the-Hump Party" (after mid-terms).
 2. "Mourner's Dinner" (last night before finals, short dinner to which everyone wears black to signify that all other activities must "die" as you honor exams).
 3. "Apple Polishing" Party/Dinner (members invite their favorite instructors and school administrators).

4. Scholarship Banquet (for chapter recognition, invite alumni, faculty, and parents).
5. Several weeks prior to a test, invite the instructor over to spend an hour with the members in the class.

M. Recognition and Awards

1. Take every opportunity to recognize the achievers in the DIAMOND, community/school/Greek newspaper(s), and chapter newsletters.
2. Send letters to parents of excelling members.
3. Recognize 4.0s and highest GPA in chapter on a plaque.
4. "Study Nut" Award (weekly recognition of member most often seen studying).
5. Recognize highest GPA Big/Little Brother team and most improved GPA with a plaque or certificate.
6. "Overwhelmed" Award (member facing the most tests next week).
7. Donate book to campus or chapter library in the name of the senior with the highest GPA.
8. Provide chapter bill discounts to men excelling (e.g., highest GPA, most improved).
9. Encourage members to apply for annual scholarships awarded by the Psi Upsilon Foundation.
10. Give gifts (gift certificates to the campus bookstore, restaurants, clothing stores, limousine services, tickets to concerts or sporting events, Psi Upsilon jewelry or sportswear, candy bars, or other small items for weekly awards. Be creative. Never use alcoholic beverages as incentives (prohibited under Psi Upsilon's Risk Management Policies).
11. Present the scholarship chairman with a Certificate of Recognition for his efforts.

N. Scholarship for pledges

1. Have the pledge class elect a scholarship chairman to serve as a member of the chapter's scholarship committee.
2. Set a minimum standard for pledging and initiation (i.e., 2.25 or higher).

3. Offer discounted dues for those pledges with a 4.0 GPA.
 4. Initiate the pledges in GPA order (highest to lowest). If there are any candidates opposed to this, initiate them in alphabetical order.
- O. Develop a chapter computer room through alumni donations.
- P. Set up a mentor program (have older members or alumni oversee younger members in the same major).
- Q. Consider probationary status for men falling below a 2.25. Sanctions could include participation in a study skills program and social restrictions.
- R. Have the chapter challenge a sorority or fraternity each term that had a higher GPA than your chapter the previous term - the group with the highest GPA will be the guest of the other at a barbecue.
- S. Study hours
1. Too often, required study hours are considered the best solution to increasing scholarship in the chapter. In reality, enforced study hours do not teach good study habits or skills. If you insist on having study hours, then be sure to require both pledges and members to be involved.
- T. Utilize your Faculty Advisor and Chapter Advisor (who can be the same person)
1. Invite the advisor(s) to present a study skills seminar.
 2. Ask the advisor(s) to serve in various fields as a chapter resource to help a member having problems or difficulties in a particular subject or area of study.
 3. Have the advisor(s) assist with the development of a study room in the chapter house by asking for advice regarding computers and other resource/research material which would help to develop an effective study area.
 4. Have the advisor(s) assist in the development of an academic calendar of events which

- could be posted on the bulletin board.
5. Develop a tutor program where the advisor(s) would work with a member who is in need of academic assistance in a particular area of study.
 6. Conduct a "Resource Day" for members (e.g., how to use the library, how to use the counseling center).
 7. Sponsor an award that the Faculty Advisor presents.
 8. Have a letter sent from the advisor(s) to parents of pledges emphasizing advisor relations.
 9. Conduct a career night that would be organized by your advisor(s).
 10. Involve the advisor(s) in rush and membership education.
 11. Involve the advisor(s) in chapter retreats and planning sessions.

Studying for an Examination

Lecture Notes

- Give professor's orientation and view of material
- Contain professor's points of emphasis
- Serve as an outline for organizing material
- May imply or state questions that might appear on a quiz
- May specifically tell how to read the textbook
- Serve as a learning reinforcement

Textbook

- Elaborates lecture notes and gives extra sources
- May be helpful in providing questions at end of chapter
- Gives purpose of study in preface, introduction, forward, and summary
- Provides excellent summary if one reads first and last paragraph of each chapter for overview and review
- May require reorganizing or re-outlining when various perspectives are presented in

lectures

Outside Reading Material

- Is a "must" assignment if professor "suggests" it be read
- Provides clues to professor's orientation - is often a supplement to his lecture notes
- Sometimes comprises the totality of professor's lecture notes
- May be professor's publication or may cite him as a source
- Watch for material which is emphasized both in the textbook and in class

Former tests on similar material show generally what to expect in the way of questions and emphasize professor's stress areas. May also discuss or imply how to answer future questions.

Former tests on previous or different material give clues to organization and presentation of questions. May discuss or imply how to answer future questions.

General outline - incorporates *all* material into a well-organized, meaningful learning unit.

Taking an Examination

The questions you will be asked to answer will be reasonable questions. The instructor is trying to get an estimate of how much you have benefited from the course. He's not out to trick you.

- You can't know everything. Do your best and expect a reasonably high score on the test - not necessarily a perfect score. Some tests have items that are used to provide "top" for the test that you aren't expected to know.
- Check the materials you will need for the test. Do you need a bluebook, pencils, pens, and erasers? Check to see what you need and always take a watch.
- Resolve to pay special attention to your handwriting. Grading papers is no fun. A badly handwritten paper puts no instructor in a happy or generous mood.
- Read the directions for each part of the test carefully. Then read them again just to be sure. Underline key words in the directions.
- Get to the examination ahead of time. Sit down and relax for a few minutes before the test begins.

- Look through the questions very thoroughly - not hurriedly or disdainfully.
- Ignore members of the class. Trying to judge your time by the amount of time they take is risky business.
- It is no crime to stay until the examination is over. Spend some time checking your paper carefully.
- Do not argue with the exam - answer questions and discuss them later.

Learning from an Examination

Careful examination of your paper when it is returned may reveal points that need to be learned or re-learned. Remember, "A failure is a failure only when it is not capitalized in the direction of success."

1. Find out what you missed. Check over each item you received only partial or no credit for in the examination.
2. Find out why you missed it. Using the following checklist, see if you can determine why you missed each item.
 - a. Misread the question
 - b. Tried to avoid the question by "writing around" it.
 - c. Carelessness in computation.
 - d. Poor organization of answer.
 - e. Inaccurately drawn sketches or diagrams.
 - f. Poor selection of points for the answer.
 - g. Writing too much and exposing ignorance.
 - h. Writing too little.
 - i. Slips of the pen.
 - j. Incomplete answers.
 - k. Poor reasoning.

1. Improper distribution of time resulting in incomplete answers.
3. Decide how you can avoid these in the next examination. Make a note of your errors and review the types of errors you made before the next exam.
4. If the test papers are not returned, ask for permission to see yours.
5. Ask for specific criticisms. If you are not certain why a question has been marked wrong or partly wrong, ask your instructor about it. Ask, though, with an attitude of not wanting to gain a few extra points.
6. When talking over your paper, forget the grade. The instructor has made an honest effort to grade all papers fairly. Emphasis on your grade is only an indirect attack on his fairness which will be met with resentment.
7. Check the correct answers, too. This will serve as a means of emphasizing them in your mind. Furthermore, it may have been just a "good guess" on your part, and you may not be as fortunate next time.
8. Find your relative standing in the group. The score you receive on your paper is usually meaningless until you know where the others in your group stand.
9. Save your examination questions and answers. These will be valuable for a future review. Sometimes the questions are used over again. With subjective questions, the exam will give you some idea concerning how the instructor likes to have the answers presented. Finally, it will give you clues concerning how the instructor tends to work his questions and what type of questions he selects.
10. Read a few of the best papers. This will be helpful in several ways.

It will:

- a. Help you to understand your own errors.
- b. Emphasize correct responses.
- c. Aid in understanding what the instructor considers a good answer.

FACULTY RELATIONS

(The majority of this information was taken from "Faculty Friends")

As fraternities enter into this new era, we must be extremely concerned about the perceptions regarding fraternities and their members. As with any perception, unless the truth is known, the perception is taken as truth. We, as leaders of our Fraternity, must constantly evaluate ourselves. If the perception is reality, we must change our behaviors. If the perception is just a perception, we must combat this myth by utilizing positive public relations.

In any university community, the faculty has tremendous power. More often than not, they also are the most negatively opinionated about fraternities. Any opinion - positive or negative - simply does not always equate to the truth. An effective faculty relations program can help combat these false images and create valuable allies within the faculty community.

An effective program is simple. The chapter just needs to begin working with the faculty. In many cases, the faculty may not want to participate...yet. Begin by attending all of your classes, on time. Utilize the faculty members who are willing to participate and allow them to spread the news amongst their peers.

Below are a few of the ideas to enhance Faculty relations:

- Invite a faculty member to dinner. Wear coats and ties and ask him/her to speak after dinner about a subject within his/her field that might interest the brothers.
- Invite a faculty member to present a study skills seminar to the chapter.
- Invite faculty to Parents' Day activities. Give them an opportunity to speak to the parents about the education their children are gaining.
- Take out an advertisement in the campus newspaper on Secretaries' Day thanking college/university clerical staff for their hard work.
- Hold a scholarship dinner where each brother invites and brings a faculty member to dinner. Award the chapter's scholarship awards to brothers (for outstanding GPA, most improved GPA, etc.) at this time.
- Have a faculty member assist the scholarship chairperson in developing an academic calendar of events that could be posted on the bulletin board.
- Involve the faculty in recruitment and member education. Have faculty members critique the member education program for educational values. Their unbiased comments could be very

insightful.

- Involve faculty members in chapter retreats and planning sessions.
- Have a member of the faculty from the Management/Business Department take a look at your chapter's management system and offer suggestions and advice for improving this structure.
- Send the faculty members a copy of your chapter newsletter/publication.

If you would like a complete list of ideas for the Faculty Friends program, please contact the International Office. Your chapter's faculty relations and public relations will be greatly improved by using the program.

RECRUITMENT

(The majority of this information was taken from the "Handbook for Membership Recruitment")

Introduction

"What we do not call education is more precious than what we call so"

~Ralph Waldo Emerson

Successful recruitment requires organization, group participation, and an approach that personalizes the potential member's contact with the fraternity. The strategy outlined in this manual is for recruiting college and university students for membership in the Psi Upsilon Fraternity. Recruitment should be carried out with the following ideas in mind:

- Recruitment is a total chapter effort.
- Recruitment is nothing more than making friends.
- Recruitment is social in nature but is not a social event.
- Involved chapter members are your greatest asset during recruitment.
- The Recruitment chairmen coordinate the events but are not responsible for conducting all the recruiting.
- Individual contact, through interactive activities, produces positive impressions on prospective members.

- The total image presented to prospective members has a considerable effect upon their decision to join.
- Involvement in a variety of activities and student organizations will increase exposure to prospective members.
- Successful recruitment efforts come from working smarter and not necessarily harder. Know the product and what you are selling.
- An active recruitment effort will produce better results than a passive one.

This is organized to coincide with the recruitment order of operations. In the *Thoughts on Recruiting* section, the basic what, when, where, how, why and who parts of recruiting are examined. The underlying premise is that recruitment is facilitated by individual involvement in student activities and organizations.

The **Recruitment Workshop** is presented as a means to develop skills and prepare strategies. It is a valuable opportunity to identify individual responsibilities, concepts to market, and achievable goals. Participation in a recruitment workshop is one of the most important means to prepare for the recruitment process.

In the next section, recruitment is presented as a multi-step program. This program involves planning, organizing, and publicizing events, contacting prospective members, conducting events, following up on contacts, and extending a bid to join. The responsibilities of the recruitment committee include organizing all aspects of the events and supervising the brothers who implement the programs and ideas.

Contained in the **Selling the Fraternity** section are possible questions brothers might encounter during the recruitment process, and answers to them. Awareness of opportunities available through membership in Psi Upsilon enables one to answer questions and articulate the fraternity experience. These themes are presented as a general guideline to follow.

The final section is **Style of Presentation, a Means to Make the Sale**. Both the verbal and non-verbal signals that the brothers display effect the final decision of prospective members to join. The prospective member wants to be part of a group of individuals who enjoy each other's company and display enthusiasm, warmth, spirit, and cooperation through their interactions. In this section, suggestions are provided on how to create a comfortable environment to convey these qualities.

The ultimate goal of recruitment is to initiate quality members who have demonstrated a sincere willingness, ability, and desire to incorporate into their daily lives the values stated in the mission statement of the Fraternity, and who will remain active throughout their college experience and beyond.

The mission of the Psi Upsilon Fraternity is to provide its members with:

- individual development of the highest educational, moral, intellectual, and social excellence;

- the commitment to a lifelong brotherhood of firm and enduring friendship;
- the opportunity for the development of leadership skills that can be utilized in an undergraduate environment and throughout life; and
- the commitment to contribute to their educational environment, their community, and their country throughout their lives.

Thoughts on Recruiting

An important part of recruitment is the ability of the fraternity to create a positive public image or reputation. One way of accomplishing this is to encourage the brothers to become involved with a variety of activities and student organizations on campus. Look for openings in student government, interfraternity councils, dorm governments, student committees, varsity and intramural athletic teams, art clubs, music clubs, philanthropic organizations, student newspapers, and campus TV and radio stations. Also, encourage them to apply for jobs as Resident Advisors, Upperclass Counselors, House Managers, Peer Helpers, and Teacher's Assistants. Encourage each brother to identify an appealing campus organization and take an active role through participation in, and organization of, its activities. This involvement projects a positive image for the fraternity as an integral part of the campus community.

Keep a record of the awards, activities, and organizations that the brothers are involved with, and present this to the prospective members being recruited. This involvement will be a valuable tool in fighting the misconception that fraternities limit a member's exposure to diverse people or activities. The bottom line is that involvement in student activities and organizations will increase the Fraternity's contact with prospective members. Remember that it is not the amount of money spent by the chapter, but rather the amount of personal contact and effort on the part of each brother that brings the benefits.

Finally, remember to treat each person as an individual who possesses unique qualities and talents. Many prospective members respect and appreciate the attention of upperclassmen.

The following is a list of basic questions and answers about the recruitment process:

WHAT is recruiting?

Recruiting is a multi-step process that involves attracting quality people to become members of an organization.

WHEN is a good time to recruit?

All year. The membership recruitment system in today's fraternity world has progressed to a year-round program of communication with the prospective members. Organizing and implementing a recruitment program is an ongoing process that extends through all four seasons. Summer is the time to organize the recruitment committee, compile a list of prospective members, organize events, produce a chapter recruitment brochure, and organize a recruitment workshop. Fall, winter, and spring are the times to implement the recruitment program.

WHERE do we recruit?

Everywhere possible:

- Dorms, on and off campus
- Apartments
- Libraries, classrooms, study lounges
- Restaurants, clubs
- Student organizations
- Athletic events
- Common areas, quads
- Dining halls
- Campus busses
- Streets, walkways
- High schools

HOW do we recruit?

Through organizing and publicizing interactive activities which personalize the prospective members' contact with the fraternity.

- Phone calls
- Write personalized letters, notes, computer messages
- Newspaper advertising
- Reserve a room for an informational session

- Organize a group trip
- Networking through friends
- Word of mouth
- Slide show, video presentation
- Public play or skit
- Positive articles about the fraternity in school newspaper
- Statement of purpose, or on an issue in a school newspaper
- Sponsor a prominent speaker
- Encourage nearby Psi U chapter to send brothers over to help
- Alumni participation, legacies, contacts
- Booth at freshman orientation/registration
- Personal written or verbal invitations to events, dinners
- Visit prospective members at their homes over the summer
 - Assist freshmen settling into dorms
- Join university sponsored orientation teams
- Acquire a list of freshman and transfer students from the University and send welcome note, Greek pamphlets, and information on Psi U.
- Brothers contact incoming freshmen who live in their hometown, or who went to same high schools

A valuable recruiting tool is a brochure providing information on both the chapter and international fraternity and details on the available opportunities in the Greek system. This brochure can be produced on a personal computer, xeroxed on a copy machine, and distributed to people expressing interest in the Fraternity.

Defining the following terms in the brochure will assist the prospective member in becoming acclimated to the Greek system.

Active: An initiated member of a Greek organization.

Alumni: Fraternity and sorority members who have graduated from college or have completed their term as an active member of the their organization.

Bid: An invitation to become a pledge.

Brother: A term used by initiated members of a fraternity when referring to each other.

Chapter: The local group of an international Greek organization.

Colony: A provisional chapter of an international Greek organization seeking full chapter status.

Fraternity: An organization with lifelong membership that uses Greek letters as a name. Women's fraternities are commonly known as sororities.

Greek: Member of a Greek organization.

Initiation: A common ritual which brings the pledge into full active membership in a Greek organization.

IFC: The Interfraternity Council. A representative body, it governs all member fraternities.

Legacy: A person whose father/mother or brother/sister is or was an initiated member of a Greek organization.

Panhellenic: A representative body governing all sororities.

Pan-Hellenic: Governing body representing historically black fraternities and sororities.

Philanthropy: Humanitarian actions or donations to charitable institutions.

Pledge: A person who is formally affiliated with a Greek organization but is not yet an initiated member.

Ritual: The traditional ceremonies of Greek organizations, designed to demonstrate and re-affirm the values of the organization and its members.

Rush: Mutual selection period between potential members and Greek organizations.

Sister: A term used by initiated members of a sorority when referring to each other.

Sorority: A fraternity for women.

Quota: The number of women a sorority may pledge during formal rush.

Another tactic for meeting prospective members is by visiting dorms. "Dorm-storming" consists of arranging for small groups of brothers to visit the dorms of prospective members at times when people are most likely to be around (after classes, before dinner, after studying, etc.). This tactic involves walking around each hall, knocking on doors, and speaking with people. An opportunity is provided to introduce yourself and the fraternity, encourage participation in events by extending personal invitations, and make prospective members feel comfortable and important.

WHY do we recruit?

To attract quality people who will assume responsibility for the future operation of the chapter and ensure long range stability.

WHO does the recruiting?

All of the active members are equally responsible for recruiting new members. The duties of the recruitment chairman are to organize and publicize times, dates and events for the participation of brothers and prospective members.

Consider an apprentice system of recruitment. Match a newly initiated brother with a more experienced brother to observe recruitment techniques and learn selling points.

The Recruitment Workshop

The recruitment workshop, conducted by the chapter officers, is an opportunity to communicate recruitment techniques and responsibilities to new members in an environment which enables more experienced members to provide helpful tips and advice. The workshop is an ideal way to prepare all members for the recruitment process and to develop strong recruiting skills. During the workshop you can organize and coordinate members, communicate the recruitment program to the chapter, have subcommittees report on

their particular duties, distribute recruitment calendars to all of the brothers, answer any questions that might arise, and generate enthusiasm for the coming year. Individual members will be compelled to examine their respective roles in the recruitment process. This program is based on the theme that recruitment is an active effort that involves positive contributions from every brother.

The three parts of the recruitment workshop are *planning, identifying discussion topics, and establishing the goals* of the recruitment program.

Planning the recruitment workshop

Effective recruitment workshops are held away from the chapter house and planned so as not to conflict with other campus events. Alumni lead the recruitment workshop, which takes place prior to the beginning of the recruitment period.

An important preliminary exercise, to be held during the workshop, is a self and group introspection activity. This provides an opportunity for the brothers to think about why they joined the Fraternity. Ask the brothers to think about special personal Psi Upsilon experiences and events that have been memorable, then have them try to verbalize how these experiences have made membership in Psi Upsilon a positive experience. The next step is to try and get the brothers to communicate these feelings and experiences, the essence of Psi Upsilon, to prospective members.

Identification of discussion topics

The following are some topics that could be addressed during the workshop:

Rules: When are the informal and formal recruitment periods and what are the IFC and fraternal regulations pertaining to these events?

Expectations: Create group expectations and outline the responsibilities of every brother. Include the establishment of standards, and agreeing that attendance is mandatory at every function (or establish a rotation system).

Competition: Who is our competition? The competition could include other fraternities, new luxury dorms on campus, coeducational groups, living societies, off campus apartments, and student organizations.

The Fraternity: What separates Psi Upsilon from the competition? What can Psi Upsilon offer that the competition cannot? In order to properly answer this question you must know the attraction of both the fraternity and the competition.

Targets: What groups, or types, of students does Psi U want to target for membership? Remember that prospective members associate with organizations that their friends join. Consider recruiting entire dorm floors.

Chapter Size: What is the desired new initiate goal? Determine how many new initiates are needed based on the current membership numbers, or the desired chapter size. Consider the situation of this fictional chapter:

$$\begin{array}{r}
 \text{Present membership} = 43 \\
 - \text{loss due to graduation} = 9 \\
 - \text{expected dropout} = \underline{4} \\
 \text{expected membership} = 30 \\
 \text{desired membership} = 45
 \end{array}$$

Therefore,

$$\text{new initiates needed} = 15$$

Selling Points: What "concepts" does the chapter want to sell to prospective members? Or how does the chapter want to market itself?

Demographics: Address the changing characteristics of the typical college student. Students tend to be increasingly more ethnically diverse, dependent on part-time jobs and financial aid, from single parent families, more conscious of social issues, older, more time conscious, in college for more than four years, and wait to pledge until sophomore year. When recruiting, consider older students as well as transfers and "non-traditional" students.

Student Needs: According to a recent survey compiled by the National Interfraternity Conference, the primary concerns of the first year college student are making friends and paying their bills. Identified in this same survey was this major motivating influence of the first year college student: "I am attending college because I want to be able to get a quality job, make more money, and to prepare for graduate or professional school." Address these concerns and motivating influences and explain, or demonstrate, how membership in Psi Upsilon will alleviate the concerns and provide assistance in attaining these goals.

What are the characteristics that prospective members look for when choosing a fraternity to join? These characteristics are inherent in the image the chapter puts forth and are reinforced through the words and actions of the brothers. A portion of these characteristics are listed to encourage discussion.

- Members have high scholastic goals and strive to maximize their academic potential.
- Actives set a positive scholastic example for the new members.
- Actives help new members develop study skills and maintain high grades.
- Is the chapter in good standing with the University and with the International Fraternity?
- Is there an atmosphere of respect for each other and the community?
- Do the brothers possess a basic attitude of trust in each other?

- Do the brothers obviously enjoy each other's company in large and small fraternity gatherings?
- Do actives provide support for the new members despite personal differences?
- Are the dignity and worth of the individual respected?
- Is there a demonstrated ability to exercise initiative?
- Is there an ability to accomplish goals and do the brothers receive satisfaction from a job well done?

- Is a sense of identity and self esteem developed?
- Are members friends and do they respect the worth of each individual?
- Are the brothers friends who provide goals to strive for?
- Do the brothers understand the mission of the fraternity and do they strive to incorporate these values into their daily lives?
- Do the brothers respect their property and the property of others?
- Do the brothers meet their financial obligations in a timely manner?
- Do the brothers misuse, or support the misuse of, alcohol or illegal drugs?
- Do fraternity brothers abide by fraternal expectations and confront those who violate them?
- Since a clean and healthy environment is essential to both physical and mental health, do brothers properly clean and maintain fraternity property?
- Do the brothers take pride in the fraternity and possess a sense of ownership?

IFC: What is the role of IFC in recruitment? The IFC promotes and regulates the recruitment process. Promotion can occur through summer mailings to all incoming freshman and transfer students as well as returning sophomore students. These mailings focus on the benefits of the Greek system and ideally will contain a postage-paid reply form that allows students to indicate interests, current addresses, fall addresses, and class year. A master list of the names and addresses of interested students can be compiled, by the IFC and distributed to each fraternity chapter on campus. A "fraternity forum" to introduce the potential members to brothers of different fraternities enables the potential member to learn more about the Greek experience. A system of self-regulation, where Greek members set and enforce the rules, has proven successful. IFC recruitment rules usually consist of a provision for non-alcoholic recruitment events, pre-determined sanctions for chapters that violate dry recruitment policy, good taste in all recruitment events, and no restrictions on issuing bids.

Alumni: What is the role of the alumni in recruitment? Involved alumni are able to assist in many areas of the recruitment process. Alumni can host summer recruitment functions at their homes, provide financial assistance through the House or Alumni Corporation, and provide legacies for consideration.

Hazing: Address hazing and the fact that it has no place in the fraternity experience. Hazing activities are defined as:

"Any action taken or situation created, intentionally, whether on or off fraternity premises, to produce mental or physical discomfort, embarrassment, harassment, or ridicule. Such activities may include, but are not limited to, the following: use of

alcohol; 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 or inside of the confines of the chapter house; wearing of public apparel which is conspicuous and not normally in good taste; engaging in public stunts and buffoonery; morally degrading or humiliating games and activities, and any other activities which are not consistent with fraternal law, ritual, or policy, or the regulations and policies of the educational institution."

Identification of recruitment problems

Only by objectively evaluating the chapter's recruitment program can the members correct any possible problems. Try to learn to identify excuses and ferret out the real problems.

Excuses:

*"We're looking for quality not quantity."
"The Interfraternity Council did not help us."
"The other fraternities dirty rushed."
"Our best recruiters graduated."
"The Recruitment Chairman was unorganized."
"We worked on campus activities and scholarship this year instead of recruitment."*

Real Problems:

*Leadership.
Recruitment philosophy not well defined.
Weak planning and lack of participation by brothers.
Total membership was not involved with the planning process and did not understand its responsibilities.
Failed to recruit commuter students and upperclass non-Greeks.
Poor image and low self confidence of brothers.
Poor alumni support - in recommendations, local resources and leadership.
Lack of creativity in activities, leadership, and communication of "why fraternity?".*

Establishing goals

One of the most important accomplishments of the recruitment workshop is the establishment of specific goals, as to the various aspects of the recruitment process, to be reached at the conclusion of the membership recruitment period. Upon evaluating the chapter's strengths and the recruiting opportunities it is possible to establish goals, such as the number of members desired, method of recruitment, and the like. During the goal setting process consult the following guidelines:

- The goals must be decided by the entire chapter. Groups are more willing to support and

work for the goals that they establish themselves.

- The goals must be stated positively.
- The goals must be realistic and attainable. Choose an objective towards which you are both able and willing to work and that represents a substantial challenge to the chapter.
- Put the goals in writing.
- Establish a deadline for achieving the goals. A deadline instills a sense of urgency and aids in mobilizing the chapter to achieve its objectives.
- Any discussion of goals should include both long and short-range objectives.

Once the goals have been established, concentrate on developing a plan of action to achieve these goals.

The Multi-Step Recruitment Program

The multi-step recruitment program is a plan of action for the recruitment committee. The program contains five important steps, which are: 1) *plan, organize, and publicize events*; 2) *contact prospective members*; 3) *conduct events*; 4) *follow up on the contacts*; and 5) *extend a bid to join*. The recruitment committee organizes the events and oversees the brothers who implement the following programs and ideas.

Plan, organize, and publicize events

Planning, organizing and publicizing of events is the responsibility of the recruitment chairmen. Being well prepared and organized is one of the many important ingredients of the recruitment program. Create and distribute a calendar to brothers and prospective members with the times, dates, and events listed. Make sure the brothers know and understand two concepts. First, all brothers are equally responsible for recruitment and secondly, success depends upon the personalization of the potential members' contact with the fraternity.

Resources to use when planning recruitment activities include group brainstorming, past recruitment chairs, successful events from past years, Field Directors, alumni, the student activities office, and friends at other colleges.

When organizing recruitment events consider taking the following steps. Confer with the chapter Treasurer and create a realistic recruitment budget. Acquire financial backing from the alumni, house corporation or association, or from funds budgeted into dues. Know all of the established regulations (university, IFC, and Psi Upsilon) and comply with them. Make sure to provide food and non-alcoholic beverages at all events.

Make arrangements to pay all hired vendors. Arrange transportation for prospective members. Organize groups of brothers to distribute invitations and posters. Organize bulk mailing and telephone teams. Provide proper security and reduce all possible risks.

Most importantly, publicize these plans and the events to both the prospective members and the brothers themselves!

Contact prospective members

Contacting prospective members is the responsibility of all of the brothers and can be accomplished in three ways: the written word, a phone call, or a personal visit. Each method has benefits, but the personal, face to face contact is by far the most effective.

Make it as easy as possible for a prospective member to visit the chapter house. Make arrangements for transportation, and make sure the person knows where to go (draw a map, provide an address), when to arrive (time and date), and the name of a contact person. A written invitation with this pertinent information is advisable.

Always encourage the prospective member to bring a friend. Nobody likes to go to a function without knowing anyone. This will make the prospective members feel more comfortable and relaxed.

Conduct events

Encourage recruitment activities that are interactive. Provide an opportunity for the potential member to meet the brothers and have a two-way conversation with them. Recruitment is social in nature but is not a social event. Time should be spent both sharing information about chapter activities and getting to know the potential member through developing friendships. The types of activities that have proven to be most effective are simple, such as pick-up sports, barbecues, philanthropy projects, and so forth. Place the emphasis on brother-potential member interaction and not on entertainment.

Follow up on contacts

Keep a list of the names, addresses and telephone numbers of all the prospective members that attend each recruitment event by having each person sign a list as they enter the chapter house. Records will assist chapter members in properly following up on the prospective members. Make copies of this list and distribute a copy to every brother. Encourage every active to contact, on a regular basis, a few people on the list. Have them get to know these people well.

Remember that positive impressions are made on prospective members when brothers can recall their name and are able to recollect previous conversations. Prospective members are also made to feel more comfortable and welcome at events when interest in them as individuals is expressed.

Extending a bid to join the fraternity

The most common reasons for a chapter's failure to pledge a prospective member to the Fraternity are either the approach to recruiting or simply never asking the person to join. Start off by always making the invitation to join in person.

As soon as possible after a favorable decision has been made on a person, an invitation to join should be offered. With practice, knowledge of the potential member, the proper surroundings, and good preparation, it is possible to offer a bid that is difficult to refuse. The first important ingredient in getting a favorable response is a good bid team. The team should be small and consist of the potential member's strongest contact within the chapter, as well as an older, more experienced member who speaks well.

The proper setting can also add to the success of the bid. Your main concern is that the potential member should feel as comfortable as possible during the bid process, and that the brothers conducting the bidding are sincere and honest about what they are saying.

Never give a bid out in an open room or in a back corner. Ask the person you intend to bid to come with you briefly to a quiet, well lighted room. Make sure the door is closed and that no one disturbs you.

Prior to giving the bid make sure that the prospective member is familiar with the expectations of the fraternity and the financial and time obligations that are expected of all of the members of the Fraternity. The topics that have not been mentioned, or have not been asked about, should be brought up for discussion. If each prospective member is not fully prepared or aware of the expectations, trouble is bound to occur in the future.

The following are possible aids to use during the bid process:

- Sample pledge and active bills
- A calendar of social, athletic, and chapter activities for coming semester or year
- A detailed outline of the chapter's pledge program, including the pledge obligations, duties, and projected time commitment for the pledge period.

The following is an example of one way to extend a bid:

"John, can we take a little time out and talk with you for a few minutes?" (*The bid team takes the potential member to a quiet place*)

"John, you've had a chance to visit the chapter a number of times and many brothers have come to know you. We hope that you feel comfortable with us and have the same favorable impressions of Psi Upsilon that our brotherhood has of you. As you know, we are getting close to the end of the formal recruitment period and are selecting people to ask to join the fraternity. We are interested in how, and what, you think of our Fraternity."

"John, what are you looking for in a Fraternity?" (*Should get a response indicating a desire to join Psi Upsilon*)

"Have you had a chance to visit other fraternities?"

"What are your impressions of Psi Upsilon?" (*Should be favorable*)

"Have you been able to make a decision on joining a fraternity?" (*If not, find out what or who the competition is, and sell benefits of Psi Upsilon at a later date. If indications are favorable extend a bid invitation*) "We are able to extend a bid to people who pass a vote of the entire chapter. Few people receive such votes, but it is my honor and privilege to tell you that you have been one of the few selected. We are very impressed with you and know that you will enjoy membership in our fraternity. We would like you to accept this bid to join the Psi Upsilon Fraternity."

If the bid is not immediately accepted, set a time and date when you want to be informed of the decision. Encourage the person to speak with their parents, and offer to directly answer any questions the parents might have about the Fraternity. Explain that a decision is necessary soon, in order to have all of the pledges start pledge education together. End the conversation by getting a firm commitment to pledge, or return for an answer on a certain date. Also make sure that the prospective knows that the brothers really want the person to join.

Always remember that you are dealing from a position of strength when giving a bid. You are offering an important opportunity that few people ever have.

Dealing with objections

Lack of time

Objection:

"I would like to join but I just do not have enough time."

Open ended question:

"What makes you think that you don't have enough time? How much free time do you have in a week?"

Prospective member:

"About ten hours"

Response:

"How much of that time do you spend watching t.v. or just messing around? Wouldn't you

rather spend time with brothers whose company you enjoy?"

Grades

Objection:

"My grades are the reason that I'm here. A fraternity will make them go down."

Open-ended question:

"What makes you think your grades will go down?"

Prospective member:

"I thought you guys just partied all the time."

Response:

"No, of course not. We have a house G.P.A. of 2.9, a tutoring program, quiet hours, a test file, and several brothers in your major."

Finances

Objection:

"I just can't afford to join."

Open ended question:

"What makes you think that you can't afford to join?"

Prospective member:

"I don't know, but I heard that it was expensive."

Response:

"Actually, dues are only \$____. The friendships, fun, and peer support that you get out of membership in the fraternity is well worth the money."

Parents

Objection:

"I would like to join but my parents won't let me."

Open-ended question:

"Why don't they want you to join the fraternity?"

Prospective member:

"They are afraid my grades will drop (or money or time)"

Response:

"Well we have already discussed this, but I will be more than willing to call your parents and speak with them about the fraternity. I'm sure that they would be interested to learn that students affiliated with fraternities are less likely than non fraternity members to leave college before graduation. Representatives of the recruitment committee, chapter officers

Selling the Fraternity

The chapter's ability to recruit new members is directly related to the brothers' ability to articulate the Greek experience and answer questions about Psi Upsilon. Prospective members might possess misconceptions about fraternity life that could effect their final decision to join. It is important to be able to address these issues by dispelling the misconceptions and answering any questions that might arise. A recruiter has to be a bit of a salesperson in this regard, as recruiting is understanding the product (the fraternity) and selling ideas (the fraternity experience). Presented in the following section are possible ways to answer questions the brothers will face during the recruitment period.

What is a fraternity?

An Experience. A fraternity is based on long lasting relationships that are nurtured through healthy, diversified programs. Through these relationships you change and grow as a person, just as the fraternity changes because of your involvement.

An Opportunity. The fraternity is an opportunity to learn and develop as an individual.

A Challenge. You are challenged to promote "the highest moral, intellectual, and social excellence and educational standards".

Friends. The fraternity is a group of people joined together by similar interests and values in a friendly and very supportive atmosphere.

Why join a fraternity?

There are many benefits of fraternity life. The most important benefit is being able to learn and develop through experiences, opportunities and challenges. College builds your mind, as you learn to think and communicate. Fraternities build character and interpersonal skills as you develop physically, socially, morally, and spiritually. Fraternities provide a structured system of academic, social, spiritual and emotional support to encourage individual development. Man, by nature, is a social being and desires companionship with people who have similar tastes, standards, ideals, and aspirations.

Fraternities offer an extra dimension of learning, through associations with students, alumni, administrators, and the International Fraternity. Exposure to these contacts provides opportunities

to meet a variety of people who have had different experiences, and hold different points of view.

Learning is a multi-step process. Reading, writing, communicating, experiencing, failing, leading, and teaching others are all part of the process. The fraternity experience is a means of reinforcing what you have learned in the classroom through communication of goals and responsibilities, organizing and leading programs, recruiting, and teaching and inspiring new members. Skills acquired through participation in Psi Upsilon programming are invaluable for the job search, job interview, and job acquisition process.

The individual becomes better prepared for life in the community and society by learning the interpersonal responsibilities of group living. You learn great lessons about people through experiencing different personalities and acquiring an ability to curb selfish impulses through self-restraint and the consideration of the rights and feelings of others.

Also, plain and simple, fraternity involvement is fun.

What does Psi Upsilon have to offer?

Psi Upsilon offers life long relationships cultivated and nurtured through numerous fraternity programs. The following is a list of the programming publications that are made available to each chapter by the International Fraternity.

- The College Tablet (New member education program)
- ***The DIAMOND*** (Fraternity magazine)
- Psi Upsilon's Risk Management program
- Garnet Book (Chapter operations manual)
- inPSIghts (monthly newsletter for undergraduate and alumni leaders)
- Handbook for Chapter Finances
- Guide to PUMP (fraternity educator's manual)
- Excel (scholarship program)
- Handbook for Membership Recruitment
- Handbook for Public Relations
- Songs of Psi Upsilon
- The Psi U "Big Note" Songbook
- Handbook for Alumni Associations
- Guide to BYOB and non-alcoholic social programs
- Parliamentary Procedure

Additionally, the Fraternity maintains an extensive library of videos available for loan to the chapters.

Membership in Psi Upsilon entitles one to an association with brothers, not only in their chapter, but also from colleges and universities throughout the U.S. and Canada. This association provides exposure and introductions to distinguished alumni and contacts for advice and future job opportunities.

- Upon initiation you become a life member in the Fraternity, and will continue to receive the benefits of membership long after graduation from college.
- Brothers are provided an opportunity to express emotions, reinforce beliefs, and challenge members to attain a greater level of achievement during participation in ritualistic ceremonies.
- Participation in chapter meetings provides a time to participate in debate and communicate ideas persuasively. Chapter meetings are an experiment in self-government and a democratic experience structured around an agreed upon and group enforced set of principals
- Annual Psi Upsilon conventions and Leadership Institutes provide an opportunity to have a say in the operation of the Fraternity, share the experiences of other chapters, and exchange ideas.
- Psi Upsilon fraternity is a respected organization that was founded in 1833.
- The Psi Upsilon Fraternity promotes a safe living environment through the implementation of the Risk Management Program.
- The Psi Upsilon Foundation, Inc. provides \$34,000 annually in financial assistance to needy and deserving students.
- A lifetime subscription to the Diamond, and other fraternal publications, are benefits acquired upon initiation.
- The Undergraduate Advisory Board (UAB) provides an opportunity to contribute to the creation and implementation of fraternity programming. The UAB Chairman and Vice-chairman are voting members of the Executive Council.
- The Alumni Advisory Board (AAB) provides an opportunity for alumni to contribute to the creation and implementation of fraternity programming.
- Membership in Psi Upsilon is a means to become acquainted with other students, administrators, student organizations, and philanthropic activities.

What is brotherhood?

- Brotherhood is an intangible quality involving the interrelationship of the heart, the spirit, and the mind.
- Brotherhood is an understanding and appreciation of close friendships enhanced by fraternity rituals and experiences.

- Brotherhood is accountability, commitment, and respect.
- Brotherhood is a by-product of the fraternity experience. Brotherhood is created by the fraternal process of sharing common experiences and enjoying each other's company.

What is the role of fraternities on campus?

- Fraternities respond to the needs, concerns, and desires of students in ways that no other aspect of the University, administration, faculty, curricula, or activities can.
- Students are provided housing and a meal plan, which reduces the burden on University facilities.
- Administration officials are able to turn to fraternities for support for student activities and the sponsoring of alumni receptions during homecoming, alumni weekends, and reunions. Fraternities foster campus spirit and pride.
- Students affiliated with fraternities are less likely than non-fraternity members to leave college before graduation, and more likely to feel a strong allegiance to the university after graduation.
- Fraternities are stronger, more consistent, and more productive than other student groups because they are closely associated with a strong international organization.
- The Fraternity has developed a system with traditions, goals, and mentors that others should emulate. Fraternities provide an excellent environment for students who seek a sense of belonging, acceptance, friendship and support.

What is the pro fraternity viewpoint?

- We as individuals have the right to choose those with whom we will associate. Someone else should not make this choice for us.
- Pressure to conform or excel is a matter of individual attitude and perspective. The value of a group's activities is contingent upon how the individual perceives those activities.
- If the fraternity disappoints at times, it is because the individual has failed to grasp the full significance of his/her responsibilities.
- Fraternity governing bodies discourage improper conduct and careless business management, and encourage positive chapter life.
- A diversity of ideas should be encouraged on campus. Fraternities are one of many student groups on campus whose members possess different personalities. The members express themselves and their beliefs through the freedom of association.
- Problems do not exist in fraternities alone and are present in the general society. Because fraternities are large, highly visible organizations, these problems are more easily identified as

"fraternity" problems.

Style of Presentation, A Means to Make the Sale

This section is designed to induce the brothers to contemplate the image they are presenting to prospective members. Both verbal and non-verbal signals the brothers display effect the final decision of a prospective member to join. Prospective members want to be part of a group that enjoys each others' company, and displays enthusiasm, warmth, spirit and cooperation through its interactions. Here, suggestions are provided on how to create a comfortable environment in which to convey these qualities.

First impressions

Positive first impressions are an indispensable part of the recruitment process. Encourage prospective members to relax and share personal information by commencing each conversation appropriately. The following are a number of verbal and nonverbal suggestions to remember when initiating conversations:

- Start the conversation with a firm handshake, good eye contact, and a pleasant smile.
- Extend a proper introduction and welcome.
- Repeat the prospective member's name. This makes the person feel comfortable and allows the brother to memorize the name for future use.
- Do not talk too much, or too little. Be prepared to articulate the strong points of Psi Upsilon membership.
- Conversation on everyday, simple topics using open-ended questions (calling for more than a yes or no answer) will allow the prospective member to participate equally. Questions should begin with what, who, why, and how. (Example: "Mike, you say you were in student council in high school. What projects did you undertake?")
- As a relationship develops the conversation should change focus from the person as an individual to the person as a potential chapter member.
- Thank the prospective member for taking the time to speak with you.

Remember also to:

- Be on time for all recruitment events.
- Speak truthfully and be as frank as possible.
- Ask the actives to wear their badges.

- Smile.
- Be positive about Psi Upsilon and yourself.
- Find out the interests of the prospective member and introduce the person to a brother with similar interests.
- Encourage prospective members to talk about qualities they are looking for in a fraternity.
- Encourage prospective members to bring friends to recruitment events.
- Encourage positive alumni participation.
- Point out the accomplishments of the other brothers in the fraternity.
- Have a fraternity brochure handy with information on the fraternity, chapter, brothers, and a name and phone number to call for additional information.
- Become genuinely interested in the other person.
- Be a good listener. Encourage others to talk about themselves.
- Talk in terms of the potential member's interests.
- Make the potential member feel important.
- Have fun and relax.

Characteristics of effective recruiters

- Try to think like a potential member. Remember that the prospective member probably just graduated from high school and is most likely living away from home for the first time. Make sure to create a friendly atmosphere, where the potential member is made to feel welcome. Encourage an environment that allows for interaction and conversation.
- Assume the potential member knows little about the fraternity system and possesses misconceptions about fraternities in general. Explain terms such as formal and informal rush, bidding, new member education, initiation, ritual, philanthropy, chapter, active and brother.
- Sell and promote the fraternity system first. Articulate the benefits of membership in a fraternity and the opportunities available for personal development.
- Spectacle is cheap in effect and expensive to provide. Personal contact is the important variable in the recruitment process. Preparation and knowledge about the fraternity system, and Psi Upsilon, will make you more confident about what you are saying. Know the strengths and weakness of the fraternity and be prepared to communicate opportunities available through Psi Upsilon.

- Remember that you are selling ideas. Sell the fraternity not as the largest building on campus, but rather as a home. Sell the experience of brotherhood and lifelong friendships. Sell the opportunity for individual self development. Sell the challenge of incorporating into your daily life the values stated in the mission statement of the fraternity.
- Encourage all of the brothers to reinforce the values that are being communicated through their actions.
- Be available and be enthusiastic about Psi Upsilon. Provide the prospective member with a way to contact you for additional information or to answer any questions.

What kind of recruiter are you?

- Good recruiters know their product and what they are selling. They have imagination, are creative, and are effective in selling their product.
- The effective recruiter sells ideas. The average recruiter sells "things" and price.
- The effective recruiter sells the house as a home. The average recruiter sells it as a house, comparing it with other campus houses.
- The effective recruiter sells friendship and fellowship. The average recruiter sells an easy ride.
- The effective recruiter sells the opportunity for participatory membership and leadership. The average recruiter sells bargain dues and fees.
- The effective recruiter sells both the undergraduate and lifetime opportunity of membership in a great fraternity. The average recruiter sells the short range experience of membership in a chapter during the coming year.

SOCIAL PROGRAMS

(The majority of this information was taken from the "Guide to Hosting Risk-Reduced Parties")

Introduction

Too often, alumni and undergraduate leaders are faced with the monumental task of enforcing the Psi Upsilon Risk Management Standards without being able to offer any alternatives. "No, you can't host that party because..." has become the standard answer instead of "no you can't, but here's an alternative." This guide was designed to provide, in concise and non-technical terms, the ways in which a Psi Upsilon chapter may host a "risk-reduced" party which is in compliance with the fraternity's standards: either by using a third party vendor or BYOB. It provides an outline of how a typical BYOB should be run as well as guidelines to be used when contracting with an outside vendor. Additionally, "How do we do it then?" offers a multitude of themes, which may be applied to enhance non-alcoholic social events, with most being adaptable for BYOB, or catered affairs. And all the ideas included have been developed by undergraduate Greeks themselves - so they have been tested and do work. No drinking games. These suggestions offer good, clean, tasteful fun that, if implemented properly, will not upset the administration, the faculty, or your neighbors.

Special thanks to the National Interfraternity Conference for providing invaluable assistance in compiling the themes (through a grant from the Fund to Improve Post-Secondary Education (FIPSE)).

An Effective BYOB Party Plan

- The Chapter designates no more than 2 brands of beer for partygoers to bring to the party. Written invitations to each guest specify these brands, and announce that only guests who are 21 and over may bring beer.
- The social chairperson buys 2 colors of tickets for the party, which may be bought at any party supply store.
- Members and guests should bring their beer to the entrance of the party. Each person is checked by an off-duty police officer or security guard for proof of age and given a wristband or stamp to designate that he or she is 21 or over. Only those 21 or over may bring beer to the party. Guests and members will not be admitted if they bring any alcohol besides one or both of the designated brands.
- The person gives his beer to the bartender who takes the beer and in return, gives the person the same number of colored tickets (which designate the brand). The beer is kept in

two iced tubs.

- A person simply shows their wristband or stamp and hands the bartender a ticket to get one of his or her own beers. Based on the color of the ticket, the bartender then hands the person a beer.
- Both wristbands and tickets are required to combat disbursement to underage drinkers. (In addition, it is a good idea to have someone at the bar to check ID's in doubtful cases--creative partygoers may have determined how to re-use the wristbands.)
- At the end of the party, beer is checked out using the remaining tickets.

Example Process:

I enter the party after being checked for proof of age. I place my 6-pack of Bud on the bar. (The two brands of beer which members and guests have been told they can bring are Bud and Bud Light.) Blue tickets are for Bud, Red are for Bud Light. The bartender gives me 6 blue tickets and I trade in tickets for beers the rest of the night. At the end of the party, I "cash in" my remaining tickets and take back my remaining beer.

More ideas:

- Several trash cans should be set up to collect empty cans. Then, all the cans may be recycled to offset the cost of providing non-alcoholic drinks and party food to guests.
- Limit the amount of beer people are allowed to bring to the party.
- Ticket colors should be changed as often as possible (i.e. each party).
- Stamps should leave a unique imprint.
- Be certain to check all local, state, and university rules to ensure your party is in full compliance.
- Publicize your plan on campus.

The Catering Approach

Many chapters have inquired about the possibility of hiring a licensed vendor to serve alcohol at their events. Many organizations have used this approach to alleviate some of their liability. As a result, the FIPG (in which Psi Upsilon is a member) has developed some guidelines to help reduce chapter liability. The benefit of this approach, when done correctly, is that the licensed vendor is usually better at checking ID's and not serving intoxicated people than a chapter member would be. This may reduce the possibility that an accident will occur. What follows are the guidelines which *must* be followed when contracting with a caterer to serve alcohol.

Criteria to be used universally when chapters are anticipating contracting with a third party vendor:

THE VENDOR MUST:

- Be properly licensed by the appropriate local and state authority. This may involve both a liquor license and a temporary license to sell on the premises where the function is to be held.
- Be properly insured with a minimum of \$1,000,000 of general liability insurance, evidenced by a properly completed *certificate of insurance* prepared by the insurance provider.
- The above "certificate of insurance" must also show evidence that the vendor has, as part of his coverage, "off premise liquor liability coverage and non-owned and hired auto coverage."
- The certificate of insurance must name as "named insureds" (at a minimum) "the local chapter of the fraternity hiring the vendor as well as the national fraternity with whom the local chapter is affiliated." The contracting chapter should retain a copy of the certificate for purposes of compliance documentation.
- Agree *in writing* to cash sales only, *collected by the vendor*, during the function.
- Assume in writing all the responsibilities that any other purveyor of alcoholic beverages would assume in the normal course of business, including but not limited to:
 - checking identification cards upon entry;
 - not serving minors;
 - not serving individuals that appear to be intoxicated;
 - maintaining absolute control of *all* alcoholic containers present;
 - collecting all remaining alcohol at the end of a function (no excess alcohol--opened or unopened--is to be given, sold, or otherwise furnished to the chapter); and
 - removing all alcohol from the premises.

Psi U's Policy Regarding the Use of Alcohol and Drugs

Psi Upsilon as an international fraternity has an obligation and responsibility to protect its members from harm, to insure the good public reputation of its name, and to make certain that its leaders and organizations (both chapter and international) are protected against claims. To fulfill this obligation, the Executive Council and the 145th Convention decided to join the Fraternity Insurance Purchasing Group (FIPG) and to require all chapters, provisional chapters, colonies, Owl Clubs, and members to observe and enforce the Risk Management Policy of the FIPG and to participate in a master liability insurance program. The 146th Convention voted to continue the relationship with the FIPG and to maintain a master liability insurance program indefinitely.

- The possession, sale, use and/or consumption of **ALCOHOLIC BEVERAGES**, while on chapter premises, during an official fraternity event, in any situation sponsored or endorsed by the chapter, or at any event an observer would associate with the fraternity, must be in compliance with any and all applicable laws of the state, county, city, and university.
- No alcoholic beverages may be purchased through the chapter treasury (including kegs, party balls, and large quantities of alcohol) nor may the purchase of same for members or guests be undertaken or coordinated by any member in the name of or on behalf of the chapter. The purchase and/or use of a bulk quantity of alcohol (i.e. kegs) is strictly prohibited. (No "pooling" of funds or allowing a small group of Brothers to buy alcohol for a chapter is permitted.)
- No chapter members, collectively or individually, shall purchase for, serve to, or sell alcoholic beverages to any minor (i.e., those under legal drinking age).
- The possession, sale and/or use of any **ILLEGAL DRUGS or CONTROLLED SUBSTANCES** at any chapter house, sponsored event or at any event that any observer would associate with the the Fraternity is strictly prohibited.
- No chapter may co-sponsor an event with an alcohol distributor, charitable organization or tavern (tavern defined as an establishment generating more than half of annual gross sales from alcohol) where alcohol is given away, sold, or otherwise provided to those present.
- No chapter may co-sponsor or co-finance a function where alcohol is purchased by any of the host chapters, groups, or organizations.
- Any rush activity associated with any chapter will be a **DRY** rush function.
- **OPEN PARTIES**, meaning those with unrestricted access by non-members of the fraternity, without specific invitation, shall be prohibited.
- No member shall permit, tolerate, encourage, or participate in "drinking games."
- No alcohol shall be present at any pledge program or pledge activity of the chapter.

This policy applies to all functions where the chapter is the primary sponsor, a co-sponsor, or a participant in any way, whether on chapter premises or not.

Simply put:

If there is a keg of beer in any Psi Upsilon Chapter house or at any function involving the Chapter, you are in violation of the Risk Management Policy...period.

It doesn't matter who bought it, or from where it came, or how it got there. And that is about as clear as we can make it.

The clause "...the purchase and/or use of a bulk quantity of alcohol (i.e. kegs) is prohibited..." was included in the policy for two reasons:

- To eliminate the cloudy area surrounding the use of kegs, and
- Because the use of kegs (or any bulk quantity of alcohol) leads to excessive drinking more often than other means of serving alcohol. This excessive drinking leads to risk (or accidents). These accidents lead to law suits - which is exactly how we became more aware of managing our risks in the first place.

A rule to keep in mind:

If people are entering your chapter house empty-handed and getting alcohol inside, then you are serving them alcohol. As a result, you are liable for law suits, discipline from the college, university, or Fraternity, and even liable for criminal prosecution. The 1990's society is less tolerant of alcohol use and abuse.

Juries don't care if a graduate brother bought it, or a bar donated it, or it spontaneously appeared out of thin air. If someone gets alcohol at your chapter or at a function of your chapter and gets hurt as a result of his drinking, YOU are responsible for his injuries in a civil suit.

Let the Fun Begin - A Collection of Creative Party Themes

In 1991, the National Interfraternity Conference began soliciting fraternity and sorority chapters for their best party themes. Not surprisingly, the response has been overwhelming. The ideas show how Greek social events have become more impressive, elaborate, and fun. The old days of throwing a keg in the corner and calling it a party, are over.

Straight from campuses across North America come the following ideas for great non-alcoholic social events. Greeks are setting the pace for campus social programming and these ideas provide the answer to the question "How do we do it?" This is how you do it!

Progressorama

Call your interfraternal friends and organize a progressive party night where men and women from different fraternities and sororities travel from one location to another doing and exploring a variety of activities--eating included.

Consider this progressive idea: have a "year-in-one-night" progressive theme. Each fraternity or sorority that chooses to participate will decorate its site around one specific holiday. So, New Year's Eve, Valentine's Day, St. Patrick's Day, birthdays, and Halloween could all be celebrated in one night, but at different locations.

How about this one? Start at XXX chapter house and watch the initial movie of one that has sequels. After the first movie and location, venture onward to another site and watch the sequel. Keep this going as long as you desire. Be sure to have plenty of popcorn and soda pop.

Essentially, the progressive theme can be used with all sorts of ideas: around the world in one night, fun sports (darts, putting course, baseball toss), dinner, snacks and fun beverages, TV shows, music, bands, themes, activities, etc...

Yabba Dabba, Do...Cartoon Capers

Flintstones, meet the Flintstones, they're the modern stone-age family. From the town of Bedrock, it's a place right out of history...

Meet George Jetson, his boy Elroy, Jane his wife, daughter Judy...

Men and women dress as their favorite cartoon characters in this spin-off of the traditional costume party. Characters from new and classic cartoons should be represented. For those not feeling festive enough to go all out in a cartoon costume, pajamas are allowed...but bring the teddy bear!

Wallpaper the walls in the chapter house, lodge, or room with colored comic strips from the newspaper...cover every inch! Use helium and regular balloons to add a festive touch.

Activities include watching pre-recorded cartoons, dancing to cartoon theme songs, judging costumes, and having a video contest. The individuals who are judged to be the best dressed are then instructed to act out a scene from their character's cartoon. For example, the best Fred and Wilma must act out a scene...someone will be recording them. The whole group of participants will later view what they have taped. This has been a wildly popular activity at several campuses, and the video becomes a great recruitment tool for the IFC/Panhellenic Council.

You may want to have this as a Saturday morning social. Consider serving breakfast. Perhaps, have the activity on a Friday or Saturday night. Fun foods like jaw-breakers, Ho-Hos, Twinkies, cookies, and orange and apple juice could also be served.

An Evening Abroad

Turn that traditional formal into something a little more special. Spend the evening exploring all that a particular country has to offer.

International students and members who have returned from studying abroad could help arrange this event. Start the evening with a reception at a chapter house or lodge or even the student union. Serve hors d'oeuvres that are representative of the cultural cuisine. Borrow maps, travel posters, and pictures to hang. Show slides if possible. Have a professor or member chat a little about the country.

Go out to a restaurant that serves food indicative of the regional cuisine, or prepare the meal at the fraternity or sorority house. Following dinner, a trip to a museum, theater, or gallery which is highlighting work from that country is suggested.

An example might be with the country of Spain. Attend the reception, enjoy dinner at a Spanish/Mexican restaurant, and then visit the nearest art gallery that has a display of Spanish artists.

Reruns Review

*Here's a story of a lovely lady
who was bringing up three very lovely girls.
All of them had hair of gold, like their mother,
the youngest one in curls...*

You've got the idea...In different rooms throughout the event location, set up a VCR and TV with at least two hours of pre-recorded reruns of your favorite shows. Commonly used reruns include Gilligan's Island, The Beverly Hillbillies, I Love Lucy, The Brady Bunch, Dr. Who, Star Trek, The Dating Game, Cheers, and Jeopardy.

Each half-hour, all party participants must switch rooms and view a different show. Score cards are provided so that each participant may keep track of the shows yet to view.

Each room should have a snack unique to the show being aired. For example, the Gilligan's Island room would have lots of coconuts, bananas, and exotic fruits.

Pre-planning is essential so that you can get two hours of some of these classics.

Subs & Suds

Everyone has to do laundry, right? Why not make a party out of it? Check with your local laundromat merchant to see about renting the facility after hours.

Tell all involved to come as they are...sweats, T-shirts, whatever. Be comfortable. Members and guests should bring their dirty laundry to the event. Fill those machines, dump in the soap, and start the music.

Consider playing board games, card games, or video games. Just be sure to get permission from the owner/manager of the establishment.

Don't forget the submarine sandwiches. Everyone should bring a bun. Have the fraternity or sorority supply the meats, cheeses, and condiments. Build your sandwich the way you like it!

Tacky Tourist Trip

We've all seen them...those obvious tourists with plaid clothes, funny hats, back-packs, dirty hair, over-packed suitcases, and cameras...walking around looking clueless and taking pictures of themselves next to everything.

Could be fun! Why not create a place to visit and invite all those tacky Greek tourists? Possibly have different rooms serve as different countries. Create replicas of famous tourist spots: the Eiffel Tower, the Coliseum, the Sphinx, the London Bridge, the moon, the Grand Canyon, the Statue of Liberty, and other great attractions. Also, check with a local travel agency to secure posters of the most visited spots. They may be able to help with other decorations as well.

Set up door prizes that would include things like luggage tags, suntan oil, a backpack, a camera, beach towels, money belt, hotel size soaps and shampoos, beach ball, foreign currency, and film. The tackiest tourist could win a nice suitcase. A grand prize drawing for a trip to Key West or Jamaica would highlight the evening.

\$5 Senior Prom

Men and women are paired and must dress in typical formal attire. The catch is that each person cannot spend more than five dollars on the outfit. In other words, use your best shopping skills at the Goodwill store, Salvation Army Shop, second-hand store, or vintage clothing store to find an outfit that is, or was used previously as formal attire.

All the traditional prom-like activities should still be followed. Be sure to go out to dinner prior to the dance, but remember, no more than five dollars for dinner. Fake flowers are a must (can't afford real ones with only \$5 to spend), as are polaroid pictures (again, five bucks is not enough to cover a professional photographer).

At the prom, be sure to elect a prom king and queen. You may even desire to elect the best-dressed couple.

The after-prom could be something inexpensive like bowling, going to the YMCA or a late-night movie...remember, only five bucks for whatever you do.

Gym Class...

Talk to the university official responsible for the gymnasium to see if your group can use the facility after hours on a Friday or Saturday night. This is a wonderful activity for a chapter to do as a team building/brotherhood night. However, this idea works equally well with both a fraternity and sorority together.

Remember those things you used to do in gym class when you were about ten? Forgo the normal activities like basketball or volleyball that you do as adults. Stick to those activities that you did as a kid: relays, kick ball, dodge ball, tetherball, earth ball, hula hoops, obstacle courses, limbo contest, floor hockey, and others.

Someone should serve as the gym teacher to keep the 'class' progressing through all the events. Consider splitting all the participants up into teams and having them compete in certain activities.

After the fun, all the participants should go back to the chapter house, lodge, or student union for a snack.

Night of 1000 Stars

Social chairpersons should formulate a list of famous couples or singles (Fred Astaire & Ginger Rogers, Lucy & Desi, Wilma & Fred Flintstone, Farrah Fawcett & Ryan O'Neal, Julia Roberts, Martin Luther King, George & Barbara Bush, Tom Cruise and Nicole Kidman, Barbara Streisand, Robert DeNiro, Leonardo DiCaprio, Winona Ryder, Tom Hanks, Meg Ryan...)

The sorority is given the list of the female stars and the men are given the list of famous males. Each chapter's members are to assume the role of one of the stars. Dress like them, talk like them, walk like them, eat like them. For a different twist, allow the men and women to dress as any star, regardless of the gender.

Couples are encouraged to find their partners...singles are encouraged to cause scandals by breaking up the couples. They may simply flirt, joke, and have fun with other singles and the press (a few members and guests should act as photographers/reporters for the event).

Have the evening be a roast, a society ball, or the Oscars, whatever you decide. Be sure to decorate according to the event chosen. Dinner, dancing, speeches, music, and awards could all be involved in the activities. Perhaps, vote before the event (or during the function) for the biggest star, best-dressed, most obnoxious, worst-dressed, best couple, and so on...

Caddy Shack

Get out those old argyles and knickers, put on your golf shoes, find that old alligator shirt, grab the golf bag, pull out your putter and put on some sun block...then, hit the course!

The golf course for the event could be something as easy as the local miniature golf course or a fantastic course could be created inside the sorority/fraternity house, student union, lodge, or other similar structure.

Members and guests should be paired into teams who compete for the lowest score. Design score cards for the teams or even use score cards from a local golf course, if possible.

In one room, or in a separate location show the Caddyshack movies.

Set up a club house near the course to distribute the party T-shirts. Serve hotdogs and polish sausages, complete with mustard, onions, and relish. Have potato chips, pretzels, and candy bars. Throughout the course have coolers full of water, complete with the little snow-cone cups.

Have awards for the lowest scoring team(s). Maybe a trophy from the local trophy store would be appropriate?

Lock-In

This activity is designed to be a brotherhood, team building activity. The best time to use this idea is prior to or immediately following a fraternity-related or college-related event like initiation, chartering, founder's day, leadership school, convention, homecoming, Greek week, or another similar event.

Lock-ins can take place at a chapter house, lodge, hotel, university gym or other recreational facilities. The important aspect of a lock-in is to close the group away from the world for a short period of time to concentrate on communication, to improve relations among all members, to set goals, plans, and ideas, but overall and most important to have fun just being with the brothers of your fraternity, away from scholastic, parental, societal, and other pressures.

One good idea is to contact the local health club or YMCA to see if the fraternity can rent out the facility after hours for the lock-in. Depending on the hours of the establishment, your fraternity could possibly get to use the health club from around 10 p.m. until 6 a.m. Consider having an alumnus make the arrangements on behalf of the group.

Not only would the facility be quiet, but the fraternity members could use the equipment. Bring sleeping bags and camp out anywhere inside the structure. Be sure not to bring boom boxes, cards, games, alcohol, a TV, or any other distraction. The whole focus is to be with your brothers without the hustle and bustle, noise and other diversions that sometimes interfere with the bonding process.

Mr. Potato Head

The Idaho farmers will love you if you incorporate this idea into your social calendars. You will need many bags of potatoes for the potato-filled events. Big or small...you'll use them all!

Start the evening with a make your own potato bar...baked potatoes with traditional and exotic toppings like beef barbeque, creamy chicken and broccoli, cheese, bacon, sour cream, ranch dressing, butter, hot sauce, black and green olives, tuna and cheese, artichoke dressing, spicy Mexican beef and beans, creamy seafood, chili, onions, chives, pizza sauce and Mozzarella cheese, and chocolate.

Compete to create the best potato stamp...by carving a raw potato, create a design that when covered with ink will transfer an exciting design onto paper, clothes, T-shirts, and hats. Have prizes related to potatoes for the stamp voted as the best.

Of course, what would a Mr. Potato Head party be without the Mr. Potato Head family? See how many different ways you can create faces on the Potato Head family. How about dressing as Mr. and Mrs. Potato Head?

Play "Hot-Potato." Sit in a large circle, or many smaller ones, and start tossing the potato around. Someone should serve as the potato timer. When the alarm sounds, or when time runs out, the person holding the potato loses. What about potato sack relays? Two per team, one leg of each person in the sack.

Be certain to save the leftover potatoes, scraps, and pieces so that they can be prepared in potato soup, potato salad, or french fries later in the evening.

Dead Zone

Okay, social chairpersons and committees - fictionally "murder" one of your members, founders, or alumni. The murder should take place within the fraternity/sorority house, lodge, or even the student union. Members and guests not involved in the creation of the mystery attend the function to solve the murder mystery.

It is simple to plan. Kill off Brother Bob Smith. Create a story as to how it all happened. Every participant is given a detective's badge and a clue packet that contains bios of each of the suspects and a place to record clues. Three hours are given to solve the case by traveling throughout the house or lodge to different rooms which contain clues. After the allotted time, the "detectives" are gathered in a lounge area and the case, if not solved, is revealed by the chief detective (social chairperson), or, if solved, revealed by the detective who has cracked the case.

This is an example. Suspects & motives: Dan - Bob caught him cheating on his girlfriend and was blackmailing him; Mark - Bob was writing his girlfriend love letters; Roger - Bob stole his car and trashed it; Professor Jones - Bob flunked his class after revealing that Jones never received his Ph.D., and Bob ran over Jones' cat while driving Roger's van; Karen - Greek advisor who felt her job was threatened after Bob criticized her in a letter to the editor.

Murder weapons: purple scissors, a kitty-cat letter opener, army knife, screwdriver, and a razor are all possibilities. These items are associated with the suspects and are found in the different rooms that hold clues.

The case you develop may be too difficult. Have a "squealer" who leaks information to detectives!

Decades Delight

The 50s, 60s, 70s, and 80s...my how things have changed! Decorate each floor or room in the house, lodge, or student union as a different era. Many Greeks have turned each decade into a separate party. One week, the Fifties was the theme and the following week it was the Sixties...and so on.

For the Fifties hand leather jackets around, have hula hoops available, splash hair grease, slap on bobby socks & poodle skirts and listen to do-wop music. Wear blue jeans and white shirts. Serve hamburgers, shakes, and bottles of Cherry Coke. Show reruns of Happy Days. Hang pictures of James Dean and Marilyn Monroe.

For the Sixties floor set up lava lamps, psychedelic posters and lights, and love beads. Play music by the Beatles, Hendrix, the Doors, and Steppenwolf. Serve fruits & granola, hot dogs, and water. Tie-dye t-shirts & jeans. Make love beads and chains to wear. Decorate with pictures of the student movement, articles about The Students for a Democratic Society, the Peace movement, and the Civil Rights movement.

The Seventies features polyester and more ugly colored polyester. Don those wide ties and bell-bottom jeans. Wear big gold chains and mood rings. Eat pizza, tacos, and drink Pepsi products. Throw on the Bee Gees, Donna Summer, and the Village People to get a disco feeling going. Decorate with pictures and posters from Saturday Night Fever.

The Eighties can highlight the yuppies. Wear those Izods, Calvin Kleins, parachute pants, Polos, GAP clothes and anything with the Lands' End label. Listen to Michael Jackson, Madonna, and Huey Lewis. Serve chicken nuggets, Chinese food, health food, and fruit juices.

Gilligan's Island

Come to this event knowing that you have just been shipwrecked on a deserted island...just like the crew and passengers of the S.S. Minnow. Your ship can be the S.S. (your chapter's name).

Every member and guest is told to bring the two most important things for survival on the island (if the items are too large or not easily available, just jot the idea down on a piece of paper). Foodstuff, clothes,

hammer, nails, rope, flares, gun, money, radio, batteries, could all be examples.

The shipwrecked guests are divided in teams of about ten. Everyone is asked to explain their choice when the group takes inventory of their "survival chest." Out of all the items brought along, the groups are then instructed to come up with a plan to get rescued. The group that comes up with the best plan wins the contest. Have the social chairpersons determine the winners. Award silly prizes. Perhaps, have the winning team act out the escape plan and videotape the activity.

Be sure to dress appropriately for an island environment. Party favors could be beachtowels, T-shirts, and sun-visor type hats. Activities could also include beachy things like volleyball, frisbee, and beach ball tosses. Consider water sports if the weather is appropriate. Remember, everyone is shipwrecked, so no TV, stereo, or other modern conveniences. The only sound can be the tiny portable radio, the ocean, and the voices of the castaways.

Appropriate snacks for the event would be those famous Mary Ann pies, all sorts of exotic fruits and nuts, as well as tropical juices.

Dante's Inferno

For this social event, three good-sized rooms are needed (three levels of a chapter house, student union, or hotel would work even better). The uppermost level will serve as heaven, the middle floor will serve as purgatory, and the lower level will be hell.

All floors (rooms) are decorated in accordance with their designation. Heaven would be decorated with whites and golds. Balloons, dry ice and flowing white butcher paper. Peaceful music should be playing...possibly nature sounding music...rainstorm or tropical forest? Atmosphere should be bright with beautiful white Christmas-type lights. Foods should include white-chocolate items, angel's food cake, marshmallows, vanilla ice cream, and cream soda. Purgatory should be all gray...no colors if possible. Cover the walls with gray butcher paper. Play a monotone hum. Serve no food in this stage. Sit quietly. Hell would be the lowest level (or final room). Decorate with reds, oranges, and blacks. Use balloons to reach the same effect as with heaven but in reverse. Serve room temperature water and bread, crackers, chips. Serving red pistachio nuts, red peppers, and tomatoes will add to the fire look.

When guests arrive, they are given a choice of cards from a box or hat. The three choices are heaven, hell, and purgatory. Whatever one chooses is that person's starting point. The object is to reach all three levels (as did Dante) to see who is at the function and to see how to get to the next level either above or below.

Participants are asked trivia questions at each level. If correct, they pass on to the next level. Only three tries per level after that, one is stuck unless "a higher being" (door monitor) decides to let the person go.

PUBLIC RELATIONS

(The majority of this information was taken from the "Handbook for Public Relations")

Introduction

Today, more people are members of Greek organizations than ever before. From undergraduates shaping activities on campus to alumni making a difference in communities and nations, Greek organizations and their members have a tremendous impact.

Consider these statistics:

- 7 of 10 people listed in "Who's Who" are Greeks.
- Three-fourths of Congress is Greek.
- Of Supreme Court Justices since 1910, 85 percent have been Greek.
- Greeks lead 43 of the nation's 50 largest corporations.
- Two-thirds of Presidential Cabinet members since 1900 have been Greek.
- Today, 65 fraternities, with 6,000 chapters on more than 805 campuses in the United States and Canada, include 400,000 undergraduates and a total living membership of 4.5 million people.
- The Professional Fraternity Association has over 1.5 million members and 2,600 chapters.
- Currently, the National Panhellenic Conference has 26 member groups with more than 2,600 undergraduate chapters throughout the U.S. and Canada and a combined total membership of more than 2.5 million women.

However, in recent years, Greek organizations have been connected to such negative issues as alcohol abuse, sexual assault, racism, sexism, and anti-intellectualism - to name just a few. Stories of fraternity chapters and members involved in unacceptable behavior fill the media.

These headlines may sound familiar to you; they appeared in publications across the continent.

- "SWT Police Investigate Fight at Fraternity Gathering"
- "Two Colleges Drop Recognition of Fraternities, Sororities Amid Continuing Concern Over Groups' Behavior"
- "Members' Abusive Sexual Conduct Seen Jeopardizing Fraternities"
- "Waging War on the Greeks: Fraternities and Sororities are Being Forced to Clean Up Their Acts"
- "Family's Settlement is \$400,000 in Son's Fraternity Hazing Death"
- "UK orders Fraternity to Close, Cites Hazing"
- "U-MD Students Say Keg Ban Hasn't Curbed Drinking"

Because the images created by individual Chapter members are more persuasive than a national campaign can be, society has defined Greeks by the behavior it views daily. Greek organizations and members are not always judged by their good works and intentions, including philanthropic work, educational programming and platforms against illegal and immoral behavior. Rather the fraternal system often is defined by negative behavior of some Greek members. In other words, the positive aspects of Fraternity membership do not effectively neutralize negative behavior.

This handbook addresses this issue by adopting a *90/10 view of public relations. Because most "relations" with "publics" are based upon the behavior of individual members and chapters, these activities comprise 90 percent of public relations! Traditional public relations activities, which "talk" about behavior (press releases, promotions, speeches), constitute only 10 percent of the entire realm of PR. In terms we all understand, "Actions speak louder than words."*

To affect the issue surrounding the Greek community, proactive public relations must be implemented and explained to individual Greek members and chapters. Instead of waiting for the next negative trend to develop, Greeks can shape a positive fraternal future by using proactive public relations.

You, as chapter leaders, can enhance the future of the Fraternity by utilizing the material in this handbook to shape public relations activities on campus. You will plan and implement a public relations program and tackle the issue of individual member behavior. This will lay the ground work for improved collegiate behavior and better relationships with campus and community organizations.

To further this all-important mission, this handbook provides you with the tools to make a difference. You have the chance to make a fundamental difference in the future of the Fraternity world.

Public Relations: Getting Started

A working knowledge of public relations terms will enhance your ability to improve communication between Psi Upsilon and others. You can increase understanding by focusing on the basics involved in developing a public relations campaign.

What is Public Relations?

Public relations involves all relationships among people, from how a letter is written, to the manner a guest is greeted, to how a social event is hosted. Everything an individual or group is, does and says is public relations. *If an individual is a member of a Greek organization, his or her behavior affects the image of all Greeks. Thus, each member has a role in Greek public relations.*

Publicity and Advertising

While many people believe that public relations is no more than writing press releases, conducting media interviews and promoting the good deeds of others, these functions only represent the small portion of

public relations referred to as publicity and advertising. Public relations is a 90/10 concept. Ten percent of Greek public relations is "talk" about activities through publicity; 90 percent occurs through Greek member behavior. In other words, actions speak louder than words. While some people consider messages to be only those items that are written or formally spoken, any action or behavior that is viewed by another can be construed as a message.

Images and Issues

Every action by a member of Psi Upsilon, whether verbal or non-verbal, deliberate or unintentional, shapes the perceived image of the Greek system. To different individuals, "Greek" may refer to groups on campus, alumni in the community, or one person wearing a letter shirt. Every impression a Greek member makes upon others has an impact on the image of the Greek system... every line of ink, every word spoken, every action taken.

Issues are created when people believe a situation or event is significant. Issues can be either positive or negative depending on the context. If a campus newspaper provides positive coverage of a Greek health fair, then an issue beneficial to the Greek system has been created. If a faculty coalition determines that fraternities and sororities are anti-intellectual, then a negative issue has arisen. By monitoring trends on campus, Greek leaders can determine the significant issues and how to manage them.

Publics and Relationships

Contrary to popular usage, the "public" is not a singular element in society. Rather, a multitude of specialized publics exists. Think about the groups with which you interact: university alumni, fraternity/sorority alumni, campus administrators, faculty, non-Greek undergraduates and student organizations. Each one is a public. Internal publics are individuals or groups within the Greek system (fraternity or sorority members, for example); external publics are those outside that system (non-Greek undergraduates, for instance).

Relationships involve all aspects of human contact - perceptions, attitudes, images, communication, etc. Human involvement is a complicated process. For example, your relationships with people affect how they perceive you, while at the same time, their perceptions of you affect your relationships. In order for the Greek system to survive, Greek members must cultivate and develop good relationships with campus organizations and community entities.

Some publics never interact with the Greek system at large, but rather with its individual members. To these publics, the Greek people they happen to know constitute the Greek world.

Your Role

Maintaining positive public relations is crucial to the survival of the Greek system and Psi Upsilon. Good relations will increase the number of students interested in Greek membership, contribute to general chapter success on campus and in the community, and create an excellent reputation valuable in fund-raising, job searches and philanthropic projects.

As a Greek leader, you have the ability to work with inter/national organizations and influence Greek public relations on your campus. Begin the endeavor within Psi U. With a strong internal system, you will be able to affect external publics. You have the unique opportunity to make a difference in the future of not only Psi Upsilon, but other Greek organizations as well.

Identifying Greek Publics

Because public relations can affect Greek images and issues on campus, an understanding of who your publics are will prove beneficial in shaping the relationships. The following comprise the many publics of Greek organizations.

THE GREEK COMMUNITY

- Other Chapters on Campus
- Advisors
- House Corporation Board Members
- Alumni
- Interfraternal Organizations
- Inter/national Fraternities and Sororities

EDUCATIONAL INSTITUTIONS

- Faculty
- Administration

CAMPUS COMMUNITY

- Non-Greek Students
- Potential Members
- Campus Organizations
- Employees/Suppliers
- Campus Security

COMMUNITY

- Local Businesses
- Public Officials
- Civic Organizations
- Neighbors

PARENTS OF MEMBERS**PHILANTHROPIC CONTACTS****What Issues Affect Greeks on Campus**

Consider the most significant issues on your campus for each of the past three years. Utilize the sample issue to assist you in analyzing similar situations so you may effectively address your publics.

Sample Issue

Issue: Hazing

What behavior created the issue? A campus newspaper article focused on a local chapter that had required pledges to participate in drinking games. As a result, a campus organization picketed the chapter and circulated petitions to abolish the Greek system.

How was the issue handled? The Greek advisor contacted international organizations who helped create a newspaper article discussing fraternity and campus rules against hazing, and the advisor spoke at several campus meetings. The Panhellenic president began an external promotional campaign to highlight the positive elements of Greek membership, while the IFC president spoke to internal Greek audiences to emphasize the negative consequences of hazing, the campus and national policies against hazing, state laws prohibiting hazing, and the importance of promoting a positive image.

What was the result for the Greek system? The system survived during a time of crisis.

What publics were involved? Faculty and administration, national/international organizations, advisors, Greek and non-Greek students

A Step-by-Step Guide to Developing a Public Relations Plan

Public relations deserves more time, effort and planning than simply sending a card to other Greeks on Founders' Day or sponsoring a philanthropic project. Public relations is so much more! In order to understand and implement a true public relations plan, a further investigation of public relations is necessary.

When planned, public relations are persuasive communication designed to influence significant publics. Obviously the 10 percent function of public relations, such as publicity or advertising, is completely planned and aimed at influencing a specific audience. What is not so obvious is the notion that every day behavior (the 90 percent function) can be strategically designed as well.

The key words here are "*planned*," "*persuasive*," "*communication*" and "*significant publics*." Public relations is persuasive because a person or group wants a public to do or believe something. PR activities must communicate to particular groups of people (publics) rather than to scattered individuals.

The most important word is "*persuasive*." An attorney presenting a case to the jury, a minister preaching a sermon, or a United States Senator running for re-election are all people gifted in the art of persuasion.

Publicity and advertising (the 10 percent of the 90/10 formula) are tools of public relations. The goal of publicity is to inform publics. The goal of advertising is to generate an immediate reaction: you see an advertisement for two medium pizzas for \$9.99, you buy the pizzas.

Activities and behavior (the 90 percent of the 90/10 formula), on the other hand, attempt to influence opinions and attitudes. The goal of a public relations plan is to change individual attitudes toward a particular issue or to establish a positive image over a long period of time. As part of the public relations planning process, activities are evaluated and designed to enhance this effect upon a variety of audiences.

A long-term effort is necessary for a public relations plan to work because it takes time to change people's attitudes and beliefs. One positive activity is not enough and the affect of a thousand positive activities can be destroyed by one negative incident. Your time, effort and commitment will result in a positive image for the Greek system on campus and in the community. Get started today by following these five steps:

1. **Organize a Public Relations Team**
2. **Set Goals**
3. **Create an Agenda**
4. **Devise a Timetable**
5. **Evaluate**

#1: Organize A Public Relations Team

Developing a public relations plan is a group effort that requires a permanent public relations team. Include representatives from several publics in order to promote discussion concerning the impact that various messages will have. For example, what might be good public relations among Greeks might not be viewed positively by administrators and faculty members. Possible team members include:

- Greek advisor
- A non-Greek faculty member
- A public relations professional
- Alumna or alumnus

- Publicity chairmen for major Greek events

#2: Set Goals

Before developing a plan, it is important to determine your goals. What do you hope to accomplish with this plan? Once your public relations team meets, brainstorm on the goals you hope to achieve this year and in the future. To help you get started, here are some suggestions:

- To enhance the image of Psi Upsilon.
- To increase awareness of the positive effects of the Greek system.
- To emphasize the important role that Greeks have on campus and in the community.
- To enhance the credibility of Greeks.

It is also important to determine:

- Issues affecting your Greek system.
- Publics to be reached.
- The new image you want to develop with each public.

Determine at least three goals for your PR plan for this year.

#3: Create An Agenda

Now that you have set clear goals, you can begin to plan for the coming year. Be creative, brainstorm and include some wishful thinking as you begin to develop your plan, but don't take on too much at once. Be realistic about what you can accomplish and design a program to build on year after year. Focus on strategies that will have the greatest public relations impact and always keep the goals of the public relations campaign in mind.

Sample public relations strategies to deal with specific issues might include:

- Implementing seminars to educate members on individual issues (alcohol, hazing, scholarship, etc.)
- Maintaining a resource center of programming materials on topics such as AIDS, alcohol, hazing, etc. Make the resources available to campus organizations and other Greek chapters.
- Promoting the position statements of interfraternal organizations.
- Conducting campus-wide presentations on timely subjects.

- Participating in campus informational fairs.

To help you plan specific strategies, here are some sample activities.

Faculty and Administration:

- On a regular basis, sponsor receptions for administrators and faculty members. Plan a program with a featured speaker or guest who emphasizes accomplishments within the Greek system.
- Regularly call upon administrators and faculty members for advice about chapter activities.
- Utilize faculty members to assist with educational programming.

Community:

- Participate in local community philanthropic projects. Let your neighbors know Greeks are contributing members of the community.
- Notify neighbors about weekend or membership recruitment activities, including reasonable starting and ending times.
- Implement a program that promotes ongoing, careful maintenance of chapter property.
- Invite local elected officials to speak at receptions or special dinners.
- Co-sponsor or assist the local police with an event such as a drug awareness program for elementary and high school students. Provide services for your neighbors, and invite them to dinner.

Non-Greek Students:

- Assist students moving in to residence halls in the fall.
- Organize events with other campus organizations.
- Encourage all Greeks to get involved in non-Greek campus organizations.

Last, there are four items that should appear on every PR agenda.

- **Review current Greek activities.** You should look at the current Greek activities on campus. Positive and well-planned Greek events have a beneficial impact and these types of

activities help to develop a positive relationship with the community, alumni, faculty, and administration. Perhaps you can establish criteria for events and themes to eliminate potential objections. For example, prohibit the use of themes related to alcohol or other negative contexts.

Consider each public when analyzing your chapter's activities, even if the proposed activity is directed only at one public. The impact of your actions will be interpreted and/or received differently within each public. For example, Greek Week may provide a substantial public relations boost within the Greek system by reinforcing relationships among fraternities and sororities. However, some of the social activities which usually accompany Greek Week may only reinforce the negative "party" image for faculty members, administrators and non-Greek students.

Does this mean that everything the Greek system does should fall under the scrutiny of the public relations microscope? If you want to begin erasing any negative images of Greeks on your campus, then the answer is "yes."

The public relations team should discuss possible responses each public will have to each activity or event. It's a tedious process, but remember that for every action there is a reaction. It's your job as a public relations specialist to generate positive reactions and minimize the possibility of negative reactions.

- **Consider the role of the individual.** Your team should educate members about the individual's role in public relations. Emphasize the effect individual members behavior has on not only Psi Upsilon, but also the entire Greek system, and ask each member to commit to improving public relations.
- **Appoint a PR Chairman.** The PR team can ensure positive visibility by appointing an enthusiastic and effective public relations chairperson for each major event. By utilizing the promotion and advertising tools described in Chapter 3, the chairperson can effectively use the local media to publicize events and accomplishments.
- **Anticipate the future.** The PR team needs to anticipate future challenges and be proactive. Even though an issue may not have arisen on your campus, trends on campuses across the nation can be followed and examined in relation to your campus. Though your Greek system or your chapter may have avoided a negative issue arising on campus, your PR team can prepare now and create public relations strategies that will avert future problems.

#4: Devise A Timetable

One of the most important ingredients in your public relations plan is an established and widely known timetable. It is important to establish dates and deadlines for all aspects of the activities and strategies you have outlined. Once your PR strategies have been defined, obtain a calendar and indicate every activity on

its pages. Be sure the each member of the PR committee has a copy of the calendar and is aware of his responsibilities. Keep the calendar in a notebook with this handbook.

These timelines will help you get started.

- As soon as new officers are elected, organize your public relations team.
- Within two weeks, the PR team meets and determines goals for the year.
- The public relations team completes its plan within one month of the team's formation.
- Near the end of the academic year, before new officers are elected, evaluate the PR team's progress and prepare a continuity report.

Be sure to schedule time to evaluate the plan on a regular basis. Is it working? Has the Greek system's image improved? Has Psi Upsilon's image improved? Is the image improving more within one public than another? The public relations team must continually ask all of these questions.

#5: Evaluate

An annual evaluation of your public relations efforts will help future PR teams be more effective and eventually propose long-term goals. Be sure to schedule time in the annual calendar to evaluate the public relations efforts on campus as well as the strategies defined for particular issues and publics.

As you work through this section, it becomes obvious that there is a lot of work that can and needs to be accomplished to improve the image of the Greek system and Psi Upsilon. Fortunately, public relations is one of the solutions.

10% Of Your Plan: Publicizing A Positive Greek Image

Traditional public relations tools can help promote Greek accomplishments and events to the wide variety of publics identified in the preceding chapter. While publicity and advertising are only 10% of the public relations plan, these traditional activities provide an avenue to increase positive Greek awareness.

Clear content and appropriate formatting are essential components of any effective public relations tool. Before beginning, ask these questions:

- What audience is being addressed?
- What is the message?
- What response is sought?
- How will the finished product be distributed?

Taking all of these factors into consideration and developing a consistent theme can help to direct communication, increase its effect, and make it more memorable.

The length of the message, the target audience and the desired response determines the selected public relations tool, the way it is created, and its distribution.

The Importance of Publicity

Positive public relations for Greeks are most effective when they demonstrate that the Greek system is keenly aware of its social and moral responsibilities. What better way to do this than to publicize the many philanthropic fundraisers, leadership training activities and service projects that are conducted by members of the Greek community each year?

Greek special events are unique opportunities to get the good word out.

Community Relations

- Well planned publicity can gain recognition for Greek support of the community.
- A positive perception of Greeks will be developed at the community level to promote cooperation and mutual support.

Campus Relations

- On campus, Greeks will earn recognition for activities that benefit the college or university.

Internal Relations

- Greeks will be proud of individual affiliations and interfraternal accomplishments.

Non-Greek Relations

- Increased participation by other non-Greek students will be encouraged.
- Interest in Greek membership will be heightened.

What Merits Publicity?

Greek activities of interest to your publics:

- Functions attended by community leaders.
- Major fund raisers.

- Greek-sponsored events featuring topical or well-known speakers.
- Community services (blood drive, recycling drive, etc.)
- Chapter house property improvements.
- Individual Greek achievements.
- Greek-sponsored seminars on topics such as alcohol awareness or date rape.

Public Relations Tools

Each time an event worthy of publicity is identified, select the most appropriate public relations tool from this list of options. Include publicity in the planning stages of any Greek event.

- Print advertisements
- Letters
- Flyers, Posters, Banners, Window Cards, and Window Displays
- Table Tents and Door Hangers
- Modeling Good PR
- News Releases
- Special Event Publicity
- Public Service Announcements
- Interviews
- Newsletters

Print Advertisements

Even though print advertising can be expensive, sometimes it pays to advertise. Because print advertising is purchased, the timing, placement, and content of the ad is guaranteed.

A public relations strategy using paid advertisements can be carefully planned to work as part of a long-term plan that has a cumulative effect over the course of an academic year. This kind of approach can be especially useful when trying to educate the public about the broad scope of the Greek experience.

There are several points to consider when designing a print advertisement.

- Keep the message brief and clear.
- Identify the target audience and write the ad accordingly. When addressing the community, stress that Greeks are responsible citizens who provide community service and maintain their property. When addressing the school's administration, stress that Greeks provide campus services to their fellow students. When speaking to collegians, stress that the organizations of the Greek system provide friendship, social activities, academic support, and lifetime membership opportunities.

- Include the necessary information (5 W's--Who, What, Where, When, Why).
- Make the ad eye-catching, with white space surrounding the copy.
- Type all copy and be sure final artwork is clean. A clearly marked layout should accompany the material. Select graphics or visual materials that support the written message.
- If a business offers to sponsor or share the cost of a paid ad, be sure to consider whether the product reflects a desirable image. Stay with neutral sponsors like dry cleaners, copying services, or pizza parlors.

The cost of placing printed ads in newspapers requires careful planning because charges are directly related to the size of the ad. Placing paid ads in campus publications is generally less expensive and relays the message to the campus community. Ads in programs for events, on campus and in the community, can promote Greek visibility and demonstrate the Greek system's support of campus and community sponsored activities.

Flyers and Posters

Flyers and posters are relatively inexpensive and effective public relations tools. Determining how many flyers or posters are needed before they are printed (by planning locations and distribution in advance) will help to further contain costs. Flyers are adaptable to innovative distribution methods, for example taped to the tops of pizza boxes delivered by the local pizza delivery business.

Eye-catching colors, identifying logos, and a large headline or teaser near the top of the flyer or poster will attract attention. Using the logo of the campus Greek organization being promoted on flyers and posters is a good strategy for establishing the organizations identity with upbeat, well-designed, and informative public relations pieces.

Banners

Big events on campus call for large-scale displays of copy and artwork. To call attention to the activity, banners fill the bill.

- Keep the message simple and the design striking.
- For a big event, banners are useful as a background for publicity photographs and television coverage, as well as advance notice.

Window Cards and Displays

Window cards and window displays may be particularly useful for publicity purposes when local merchants are located near campus. Placement of window cards at local businesses provides an opportunity to be acquainted with representatives of the community and present a positive image to local businesspersons.

Sometimes, storeowners will donate an entire window display area to promote an important

community-campus related project. Placement of a window display should only occur with a business that reflects well upon the image of the entire Greek community.

Table Tents and Door Hangers

Table tents and door hangers are simple and effective public relations tools to use on campus to publicize an event or increase awareness of Psi Upsilon.

- Table tents and door hangers should be printed on 65-pound paper so they are stiff enough to sit upright on tables or hang in place when slipped over doorknobs.
- Obtain permission from the dining room manager before placing table tents in student dining locations. Door hangers have a direct, personal appeal since they welcome returning students to their rooms. They should be printed in bright colors and written with a personal tone. Request permission before placing any door hangers. Making arrangements with campus staff is yet another opportunity to develop positive public relations through personal contact.

Modeling Good PR

Recruiting members of Greek organizations to model for local retail and campus-related business ads takes the personal image concept of public relations to the printed page. Also, individual members of the Greek community can build the Greek system's visibility by wearing their badges and clothing with their Greek letters. These relatively effortless actions tell others that the Greek member is proud to be Greek.

News Releases

The news media (newspapers, magazines, television, and radio), represent an opportunity to publicize and promote an awareness of positive Greek behavior. For instance, news releases to campus newspapers are an important way to educate collegians about the broader activities of Greek organizations on campus.

The best way to identify your "media contact" is to call local newspapers, TV stations, and radios stations directly and ask for names of reporters who would be interested in your story. At most newspapers, you will contact the city desk editors who will be interested in contributions that Greek organizations make through volunteer projects and community service activities. By knowing the right reporter, by responding quickly to requests for information or interviews, and by being prepared to answer questions, you can plan for success.

What is newsworthy?

News is the presentation of timely facts that are of interest and importance to readers. It must be factual, not the author's opinion. The use of concrete examples, details, and figures will give the material credibility. (For example, Greek volunteers donated more than 250 hours providing safe escort services during the fall semester at University College.) Timeliness is crucial in news coverage. When a story is not published at the appropriate time, it loses impact. The facts of a

news release should always be organized in an inverted order, with the who, what, where, when, why, and how listed in order of importance. Use opening words that will catch the reader's or viewer's attention with the most important and interesting angle of the story.

Because editors have limited time and space for stories, news writing should be concise. Choose strong verbs which energize copy; use adjectives and adverbs sparingly. Use short paragraphs written in the active voice. Quotations from speakers or participants in an event help tell the story and humanize the organization. Be sure to quote only informed, articulate representatives of the Greek community.

Hometown newspapers will often print news of a member's pledging, initiation, election to chapter offices, selection for campus positions, etc. Do not neglect the hometown newspapers!

How to prepare copy for a news release.

The standard release form is streamlined to simplify reading, editing, processing, and filing of copy. Format the news release according to the sample provided.

Advance releases versus follow-up releases.

An advance release is prepared to publicize a meeting or event that will occur in the future and should be sent to newspapers at least two weeks ahead of time. It should be specific and include information on program, speakers, and admission costs.

SAMPLE ADVANCE PRESS RELEASE

DATE: March 20, 1992
FOR RELEASE: April 1-5
CONTACT: Samuel Goodale
Psi Upsilon Fraternity, Union College
Schenectady, NY 12345
(555) 123-4567

Noted columnist and emergency relief advocate, Joe Doe, will appear at the University College Club at 7:30 p.m., April 14, to address the volunteer fund raisers for Greek Aid to The Green River Flood Victims Fund.

Doe, known for his humorous syndicated column, entertains thousands of Americans every day with his tongue-in-cheek commentary on the unusual events that characterize everyday life in these United States.

During the program, Doe will share anecdotes of his experiences while visting disaster sites

around the country. His enthusiasm for the generosity he has witnessed among the volunteers who work tirelessly to face the needs of others has made him a popular motivational speaker for many volunteer-based organizations. Psi Upsilon Fraternity is sponsoring the evening with Joe Doe. The public is invited. Donations will be accepted during the evening for the flood victims.

Calendar Listings

Calendar listings are printed in most campus and community papers. A separate release for a calendar listing should be sent to the calendar editor at least two to three weeks before the event. Study the calendar listing format in various local publications for appropriate style.

Follow-Up Releases

For major events such as a Greek-sponsored blood drive, you may want to send a follow-up story after the advance story is released. This is a good way to maintain visibility and interest in the special event. The follow-up may include general information about Greek activities on campus and in the community, and can be a golden opportunity to promote an awareness of positive Greek life.

Photographs

Photographs can be included with advance and follow-up news releases. Include all the essential facts in the caption, the purpose of which is to identify the picture. The information must be brief, factual, and accurate. People in the photograph should be identified from left to right with all names spelled correctly. If the photograph is sent on its own, without a release, more information should be included. If the event being publicized features a prominent speaker, a photograph is important for advance publicity.

The quality of a photograph is critical, because poor quality photographs will be discarded by the editor. Black and white glossies are the best choice for publication.

Some newspapers only use photographs taken by their staff members. In that case, call the editor in advance to ask if the publication will send a photographer to take pictures. Often, campus newspapers have staff photographers who can be scheduled to attend the event.

Format

Do not write or type on the photograph; instead, type the caption on the lower half of an 8 1/2" X

11" sheet of paper and attach the sheet to the back of the photo with a line of rubber cement so that the caption is visible below the photograph. Fold the caption sheet up over the face of the photograph. Never attach a photograph caption sheet to a photograph with a paper clip or write on the front or back of the photograph. Type the contact name and phone number, and the name of the Greek organization on a label and affix it to the back of the photograph.

Special Event Publicity

In order to maximize public relations results during a special event, utilize as many publicity activities as the organization's budget will allow. A few examples include:

- Announcements made during class and personal presentations to other groups.
- Airplane messages flown over the football stadium.
- Radio/TV public service announcements for community calendars in local newspapers and on local radio stations.
- Posters placed where they will be seen by the potential audience.
- A well-known person as honorary chairman.
- Letters to the editor of campus and community newspapers.
- Letters or direct mail to potential participants.
- Tie in with national events, for example a service/volunteer event conducted during National Volunteer week.
- Speeches.
- Billboards; ask businesses in the area with billboards and large signs to donate message for Greeks.
- Telephone calls.
- Displays and exhibits, wherever appropriate.
- Stage constructive events.
- Press releases sent to media contact list.
- Flyers.
- Advertisements; ask local businesses to sponsor ads, endorsements, billboards, prizes, T-shirts, etc.
- Special messages printed on cups and napkins to be used at the event or in dining halls

before the event.

Broadcast Media

Electronic media is an entirely different method of communication to use in implementing your public relations program. Materials for television or radio must be written to be heard by the ear rather than read by the eye.

- Keep the language simple.
- Finish one thought in each sentence.
- Use the present tense to retain the immediacy of the medium.
- Use proper names. Pronouns are confusing to listeners. Give the name of the person you are quoting at the beginning of a statement.
- Check with local stations on preferred length of material.

Public Service Announcements

Probably the best opportunity available in the broadcast media is through a public service announcement or PSA. Public Service Announcements are free 10, 20, 30, or 60 second radio and television/cable spots. Since there is strong competition for PSA spots, the quality and interest of contributed material will determine whether it is selected.

Submit copy for a PSA to the station's program director as far in advance as possible (a minimum of four weeks). Copy preparation for a PSA is similar to preparation for a news release.

Interviews

The best way to succeed in an interview is to be prepared. Before appearing in a broadcast interview, know the program format, whether the program is live or taped, who will be doing the interviewing, the length of the interview, and the program's target audience. If slides, tapes, and other supportive materials will add to the interview, advise the studio in advance.

Being prepared also requires that the public relations representative be thoroughly informed about the activities of the local Greek system and member groups.

Press Interviews

A successful interview depends upon the interviewed person being relaxed and aware of the points he or she wants to make during the interview. When speaking to a press reporter, there are some pointers to remember:

- Comments given during the interview may be quoted in part, in full, or indirectly.
- Reporters and editors decide according to their own agenda what to include and what to omit.
- Reporters draw conclusions based on the credibility of the person being interviewed -- familiarity with the subject, sense of commitment, and grammar.

Television and Radio Interviews

- Use words, pictures, anecdotes, and examples that are strictly applicable and accurate.
- Make the most important points first in simple and accurate language.
- Repeat crucial pieces of information.
- Keep a calm voice, even when challenged.
- Never use sarcasm, slang, or crutch phrases ("you know").
- Avoid nervous laughter.
- Speak for the organization, not from a personal point of view.
- Correct inaccurate statements.
- Face the interviewer and concentrate on talking with him or her. Listen, so that responses to questions and comments will be accurate and appropriate.
- Microphones are very sensitive and will pick up any noise or side comments.

Media List: Channels for Publicity

Know the names of reporters at each local newspaper, magazine, and broadcast station who are likely to be interested in Greek contributions to the campus and community. Your media contact list should include:

- Newspapers: dailies, weeklies, monthlies, small community.
- Local and city magazines.
- State or local bureaus of national wire services (Associated Press, United Press International).
- News operations at local radio and television stations.

- Local cable stations.
- State and local bureaus of national television and radio networks (if located in your town).
- Newsletters on campus or in the community.
- Psi Upsilon's International Office.
- University news services and campus public relations departments.

When there are no contacts on file for a publication or station, a new contact can be established with relative ease. Call the publication or station and ask for the name of the reporter, editor, or producer who would be the appropriate contact for a public relations person working to develop awareness on the community service contributions of a local fraternity.

Ask how the reporter or producer would like the information brought to his or her attention (by phone or mail). Once contact has been established, more extensive news and feature stories can be proposed.

Use your media list to send news releases, special event notices, interview opportunities, and newsletters.

Create A Business Resource List

Identify groups within the community that will support efforts to promote a positive image of the Greek community. Check Chamber of Commerce directories and local business guides for businesses that may provide goods and services to the Greek community. Some obvious examples include quick print shops, dry cleaners, and pizza parlors. (Avoid using businesses that distribute and sell alcoholic beverages.) These businesses may be willing to donate resources, space, and prizes for chapter fund-raisers and special events. Keep your business resources up-to-date on chapter happenings by placing them on your chapter mailing list.

UNDERGRADUATE/ALUMNI PROGRAMMING

Selling Your Program

Undoubtedly, the Alumni Relations Chairman is an important office in any chapter. Yet at times, undergraduate/alumni programming does not receive the priority it should. Why? Probably because undergraduate members do not view alumni affairs as directly affecting them. More likely, members are interested in hearing about upcoming social functions than they are about alumni-related activities. Therefore, to give undergraduate/alumni programming the proper emphasis, the Alumni Relations Chairman must be active in selling its benefits to the chapter as well as to the alumni. In short, organization and planning are essential for a successful program, but chapter support is equally important.

To start, the Alumni Relations Chairman's attitude toward undergraduate/alumni programming ultimately determines the attitude of chapter membership. If the chairperson is not generally interested in promoting alumni relations, no one else is likely to be either.

Any successful undergraduate/alumni program must result from a demonstrated commitment of the chapter leadership in supporting the Alumni Relations Chair. The chairperson should take time at executive committee meetings to sell the benefits of his program and to request the support of the other officers.

Next, the chairman must educate the membership about the need for strong alumni involvement. Opportunities to "sell" the benefits associated with alumni involvement occur at business meetings, before alumni events, and in casual conversations. Take time to present and discuss these benefits. You should find that the benefits from direct alumni support are enormous.

- Alumni provide "experienced" perspectives by supplying the chapter with information, expert knowledge, and insight.
- Alumni can assist in chapter's recruitment efforts by submitting recommendations.

- Alumni can assist in employment placement and career counseling.
- Alumni can help support the chapter financially.
- Alumni can provide regular and individual officer support and advising.
- Alumni can assist the chapter in making the "tough brotherhood" decisions by helping members develop self-discipline and responsibility.
- Alumni can assist the chapter in working toward the achievement of its objectives and goals.
- Alumni provide long-term continuity in chapter operations.
- Alumni can assist in obtaining more alumni support and involvement.
- Alumni provide a better networking system for both undergraduates and alumni.

Beyond the benefits of alumni involvement and support are the merits of a strong undergraduate/alumni program. A majority of these benefits do not directly affect the current undergraduate members. Instead, a strong undergraduate/alumni program serves the current alumni brothers, and provides solid tradition for future generations of alumni.

- A strong alumni program provides for continued contact with Fraternity brothers.
- A strong alumni program provides opportunities to reunite with Fraternity brothers.
- A strong alumni program keeps alumni updated concerning chapter affairs, campus changes, and in touch with other alumni.
- A strong alumni program helps maintain a positive feeling and fond memories of the Fraternity

It is important for each undergraduate member to remember that he or she will soon be an alumnus, and will want the same courtesies extended. In other words, a strong undergraduate/alumni program may not provide direct benefits to the current undergraduate members, but it is a lasting commitment that every chapter must make to its alumni brothers.

The 12 Month Program

In order for your chapter's undergraduate/alumni programming to run as smoothly as possible, it is recommended that you develop a twelve month plan. In calendar form, this plan can be discussed with, and distributed to, your committee and the alumni organization. The calendar should be revised and discussed as

often as it is necessary to remain consistent with the school calendar, your chapter's schedule, and printing and mailing deadlines.

Obviously, this will require a lot of coordination among undergraduate officers, alumni officers, the printer, the postal service, and the International Fraternity. Depending on the level of your program, the following events and communications should be included in a twelve month plan:

- At least two undergraduate/alumni newsletters published per year.
- At least two undergraduate/alumni events held per year.
- Homecoming.
- Observance of local and international Founders' Days.
- Invitations to alumni events.
- Thank you notes for alumni contributions (financial or otherwise).

Alumni Relations Committee

One outstanding officer has the potential of turning an ineffective program into an overall chapter strength in just one term. However, without an alumni relations committee, the alumni relations chairman's progress will be limited, and any improvements made will only be temporary. The chairman, as with any Fraternity officer, is not the sole doer; he is a leader, coordinator, and planner. It is the alumni relations committee which helps to address the details and various responsibilities.

Why is an alumni relations committee necessary?

- It is more **thorough** in covering details.
- It is more **efficient** than a "one man" approach or an "all chapter" approach.
- It **challenges** the alumni relations chairperson to provide **genuine leadership**.

In forming your alumni relations committee, you will want to recruit those members who are best suited to work in this area. The alumni relations chairman should make a special effort to meet individually with members who should be on the committee, "sell" each on the benefits of undergraduate/alumni programming, and personally ask each to serve.

Next, committee members should be assigned to oversee major responsibilities. In most chapters, these areas will include: newsletter production, alumni communication, records management, alumni organization relations, and alumni events. **Area responsibilities can be added or decreased depending on the level of programming and number of members on the committee.**

Newsletter coordinator: Responsible for supervising the production of the undergraduate alumni newsletters, with the alumni relations chairperson acting as editor. This coordinator would serve as the production manager.

Alumni communication coordinator: Responsible for all alumni communications other than the newsletter. This coordinator would be responsible for arranging bulk mailings and for the actual mailing of newsletters and other correspondence.

Record management coordinator: Responsible for updating chapter alumni mailing list and contacting the International Office with updates. This coordinator should utilize the services of the Fraternity's database at the International Office.

Alumni organization coordinator: Responsible for maintaining good relations, in addition to the Archon and the alumni relations chairman, with the alumni organization.

Alumni events coordinator: Responsible for organizing and executing alumni events including homecoming, Founders' Day banquets, and any other events. This coordinator should arrange for printing of invitations, catering, etc.

It is important for the alumni relations chairman to gain accountability with the members of the alumni relations committee. To do so, action plans should be utilized for each project. An action plan should outline the steps for each project of exactly what needs to be done, who is responsible for completing each step, and when each step is to be completed. By planning a project in this way, you will provide for a system of better organization and accountability.

The alumni relations committee should meet on a regular basis - at least two times per month. It may be necessary to meet more often depending on the workload of the committee. To improve the efficiency of the committee, meeting times should be set in advance, an agenda should be prepared, attendance should be taken, and minutes should be kept.

SECTION VI

Standards

Member Standards

Chapter Standards

MEMBER STANDARDS

The member standards are derived from the Fraternity's *Formal Initiation Ceremony*. Expressed in the following Covenant, these standards remind us of the promises we all made when we were initiated into the Fraternity. The ceremony, to be conducted annually with all members as a re-affirmation of our commitment, can be found in the *Gold Book: Ceremonies of Psi Upsilon Fraternity*.

The following ideas are expressed in the Fraternity's Ritual and are the standards of behavior and conduct that we can expect from each other:

- We expect all members of our Fraternity to expel from their breast all distrust and jealousy and bring their warmest feelings to the common altar.
- We have pledged to each other our sacred honor.
- We will regard each other with honest confidence and brotherly esteem, and shall expect from each the same warm offering.
- We have promised to obey the Constitution and its laws and that we will preserve its Constitution, its laws, and its transactions inviolably secret.
- We will faithfully perform every duty assigned and will contribute all in our power consistent with honor and morality for the promotion of the interests of the Fraternity, of the chapter, and of our fellow members.
- We will console and support our brothers in sickness and affliction, and that we will ever hold them as sincere friends.
- We will never withdraw from these obligations, that these are vows, which will ever be binding, and that we have the responsibility of sustaining and promoting by word and deed the principles and objects of the association with which we have connected ourselves.
- We will protect the health, safety, property, and dignity of all human beings.
- We will provide assistance to those in need and sacrifice when necessary.
- We will strive for academic achievement and integrity.
- We will confront my Brothers when they are in need.

- We will meet all my financial obligations to my Chapter and Fraternity.
- We will uphold these standards as the minimum expectations of a true Brother.

CHAPTER STANDARDS

Historically Psi Upsilon has been of incalculable value to undergraduates in gaining maximum benefit from their educational experiences. Wishing to maintain its traditional position of leadership, Psi Upsilon Fraternity believes it timely each year, because of the wide variation of performance among its chapters, to reissue a set of standards as guidelines of operation for those chapters that seek to strengthen the performance expected of them in order to qualify as outstanding units in our great Fraternity. Many of our chapters are practicing such standards at the present time, and they represent the strongest links in our chain.

Scholarship and Academic Standing

In order that a chapter of Psi Upsilon may assume its proper role, it is necessary that the academic standing of the chapter be above the all-college average and that it rank academically not below the mean in the standing of all fraternities located on its campus. Our chapters should take whatever steps are necessary to improve the academic standing of those members whose averages are among the lowest 15% of its membership. Its rushing activities should be guided in large part by the scholarship standing of its rush list. A committee composed of both alumni and undergraduates to supervise the academic climate of a chapter is recommended. As the attainment of high scholarship standing is highly respected and admired, Psi Upsilon should be a leader in this phase of college life.

To attain this standard, your chapter should have:

- A chapter grade point average which exceeds all-Greek and all-student average.
- A chapter environment conducive to good study habits.
- Quiet hours established ***and enforced.***
- Scholastic discipline and probation established ***and enforced.***
- Strict eligibility to hold chapter office enforced.
- A grade point requirement for initiation established.
- The use of grade release forms to determine scholastic status.
- Compliance with college/university regulations concerning academics.

- The appointment of a scholarship counselor to work with individuals.
- A scholastic improvement program for all members below graduation requirements.
- A tutoring program organized and functioning.

Library

Each chapter in Psi Upsilon should set up and maintain a library, which may be defined as a room, or a part of a room, which contains the *Annals of Psi Upsilon* and chapter records, as appropriate.

Rushing

Rushing is our membership recruitment campaign. Like any successful sales effort it requires careful planning and well-organized preparation. It calls for the united efforts of the entire House, acting under the leadership of the rushing chairperson and the rushing committee, and with the active cooperation of the chapter alumni organization. Those chapters located in metropolitan areas have real need of intensive rushing support by their alumni from outside the city, to get members who will live in the House. It is the responsibility of all chapters to acknowledge promptly every recommendation from an alumnus, with an assurance that the prospect will be followed up personally.

In addition to the entire chapter, the rushing chairperson and the rushing committee should be particularly well prepared in matters of Psi U history, tradition, and distinguished membership. They should be aided by well-conceived and executed printed material, which presents the strongest possible case for Psi Upsilon. Competition is intense and can only be met by superior effort and material.

Rushing plans should use as guidelines the principle set forth in the *Psi Upsilon Chapter Standards* and should contribute in every way possible to the firm establishment of the standards in our chapter life. Generally the rushing effort focuses only on those individuals who indicate a definite desire for fraternity membership and who give ample evidence of their intention and ability to stay with their college education until graduation.

Our rushing results should be in line with the chapter's obligations to the policies of its college, to its own chapter membership, and to the Fraternity as a whole.

To attain this standard, your chapter should have:

- The number of pledges at least equal to the campus average.
- At least a 90% pledge/initiation ratio.
- The establishment of membership criteria prior to recruitment process.

- Focus on individual recruitment in addition to group events.
- Proper balance in types of recruitment events and activities.
- Alumni involvement in recruitment process.
- The solicitation of and prompt follow-up to alumni recruitment recommendations.
- Special consideration given to legacies and those prospects recommended by alumni members.
- A year-round informal recruitment program.
- A summer recruitment program where school regulations permit.
- Positive, thoughtful discussion and orderly voting on candidates for pledging and initiation.
- Recruitment functions in which only brothers and prospective members attend (i.e. no guests, little sisters, etc.).
- Active involvement of each brother in the recruitment process, not merely the recruitment chairperson and/or recruitment committee.

Pledge Class

This Fraternity stands foursquare in opposition to hazing in any form or under any circumstances. It stands for a complete education of the pledges on the standards and ideals of Psi Upsilon, its traditions, its history, its songs and its membership rolls. It believes that pledges should be thoroughly indoctrinated in the meaning of Psi Upsilon life, as outlined in our formal pledge ceremony, including the lifelong tenure of its members, and what is expected of them as members. They should be inspired to understand that they will get out of Psi Upsilon in direct proportion to what they put into it.

To attain this standard, your chapter should have:

- The Psi Upsilon Membership Program (PUMP) implemented.
- Monthly programs (as included in the PUMP calendar) for the entire chapter.
- The integration of new members (i.e. pledge unity is *not* stressed).
- Strict adherence to Psi Upsilon policies against hazing or harassment of members.

- A Pre-initiation experience totally compatible with fraternity education.
- The development of a comprehensive Big Brother/Little Brother program.
- Pledge representation on chapter committees.
- The *Founders' Pledge Ceremony* strictly followed.
- Chapter members with a clear understanding of the difference between Fraternity Education and Pledge Education.

Chapter Size

For a member of Psi Upsilon to achieve the maximum benefit from four-year college career, it is essential to be intimately associated with a group of brothers sufficiently large to represent a wide variety of activities, accomplishments and points of view. This is of incalculable value in developing a well-rounded person.

The number should be large enough to permit participation by the chapter in all activities of the college or university and to provide a sound economic base for the operation of the chapter, without subjecting it to undue financial strain.

To attain this standard, your chapter should have:

- Chapter membership at least as high as the campus average.
- A healthy class balance situation.

Finances

Sound finances are necessary for the successful operation of any chapter and are the outward manifestation of able management.

The chapter officers, working in concert with the chapter alumni officers, should be in good health at the end of each academic year. This is just good business. With freedom from economic concern, the chapter can devote more of its energies to other constructive pursuits. Close and continuous scrutiny of chapter finances should be carried on by chapter and alumni officers and is an absolute necessity; a number of colleges and universities cooperate in this regard. Good habits of regulating finances, formed at this time, will stand the brothers in good stead in the years ahead.

In the case of a number of our chapters, the college fiscal officers collect the rent and board payable by our

undergraduate members and certain bills paid by them. The college authorities make regular monthly audits. This procedure has worked well, and it is recommended that it be adopted wherever practicable. It provides an essential check on delinquent accounts, which should not be tolerated under any circumstances. They impose a grossly unfair burden upon the brothers who are current with their obligations. Delinquent accounts should be assessed severe penalties and continued delinquency dealt with drastically, according to the merits of each individual case.

To attain this standard, your chapter should have:

- A balanced chapter budget prepared with the approval of the house corporation and adopted by the chapter.
- An adequate and effective bookkeeping system and monthly financial reporting to the chapter and the alumni association/house corporation.
- Regular professional, financial supervision.
- Accounts receivable cleared at the end of each month.
- Maintenance of good credit reputation by prompt payment of accounts payable.
- Maintenance of a chapter reserve fund.
- A reserve fund under the trusteeship of the official alumni association.
- A chapter savings account responsibly controlled by the executive committee.
- Prompt payment of membership fees and chapter taxes to the International Office.
- A checking account requiring two officers' signatures.
- The bonding of key financial officers.
- All members required to sign a written contract regarding social dues, board charges and other fiscal responsibilities.
- The establishment of written procedures outlining action to be taken regarding the collection of delinquent accounts of chapter members.
- Its officers and chapter members kept informed of budget standing/requirements.

Conduct

Psi Upsilon believes that the practice of impeccable behavior and deportment is incumbent upon its members. Our chapters must accept the responsibility for the conduct of their members as an obligation assumed by any association of people.

Psi Upsilon is committed to the training of its members in the art and practice of living together culturally and socially in harmony, and in the assumption of as much responsibility as can be carried with dignity and success. This training supplies a supplement to the scholastic objectives and curricular aim of the college or university, and supplies the experience from which the leaders of the future emerge.

It is needless to say that all our members should abide by the requirements of social conduct established by their respective colleges and universities. As fraternities must create for themselves a favorable image in the minds of the public, the college administration, alumni, parents of students and the student body generally, it follows that too much care cannot be taken in the practice of behavior patterns at all times.

To attain this standard, your chapter should have:

- Operation in compliance with Fraternity Law.
- Abidance by policies of the house corporation or official alumni organization.
- Operation in compliance with local and state policies and regulations.
- Operation in compliance with college/university policies and regulations.
- An executive committee meeting on a weekly basis functioning in accordance with the laws of the Fraternity.
- Formal discipline enforced in such areas as financial suspension, scholastic discipline, house residency, living requirements, general conduct and in any violation of Fraternity policy through the executive committee.
- Informal discipline through member influence, peer pressure, personal accountability and individual responsibility.

Initiation

Psi Upsilon believes that each pledge deserves an unforgettable initiation into our Fraternity. This requires a solemn, spiritual, dignified ceremony, conducted in a confident and able manner - well rehearsed - in line with the finest traditions of Psi Upsilon initiations. Unusual care and preparation should be taken by the chapter to see that the whole initiation program is most impressive to the pledge from the first part of the ceremonies to the conclusion banquet speakers. The initiates should take part in the program and state their

reasons for joining Psi Upsilon, what they hope to get out of it, and what they expect to put into it. They should be given to understand that they have undertaken a lifetime obligations from which there is no turning back, and that this association offers them inspirational and lifelong friendships.

To attain this standard, your chapter should have:

- An official copy of the *Formal Initiation Ceremony* as provided in the "Gold Book."
- The *Formal Initiation Ceremony* as contained in the "Gold Book" implemented.
- Appropriate and clean regalia necessary to implement the *Formal Initiation Ceremony*.
- The initiation of members in a solemn, spiritual, dignified ceremony, conducted in a confident and able manner - well-rehearsed - in line with the finest traditions of Psi Upsilon.
- The initiates taking part in the initiation program and stating their reasons and purposes for joining Psi Upsilon.
- A post-initiation review of the pledges and vows made during the *Formal Initiation Ceremony*.

Inter-Chapter Visits

Inter-chapter visits, especially between chapters in the same region, shall be encouraged, particularly at times of initiation, for regular meetings, and on other special occasions, to the end that each chapter may learn from the others and that the best Fraternity traditions thereby may be fostered and maintained.

Inactives

This Fraternity is strenuously opposed to its members becoming inactive while undergraduates. It believes such status should be reserved only for dire emergencies and then only by application to the entire membership, according to the Constitution, followed by a full vote of the chapter after serious consideration of the reasons given.

Responsibilities

We know of no better means for the full utilization and enjoyment of Psi Upsilon Fraternity life to be exercised by our members than by the close unity made possible through living together, where college rules or customs do not dictate otherwise. We expect upperclassmen to fulfill their obligations to the younger brothers in Psi Upsilon through their leadership, whether all living together or not.

No member of Psi Upsilon can resign from this Fraternity or separate from it. A brother joins Psi Upsilon, not just for his/her undergraduate years, but for a lifetime, and he/she is expected to fulfill the obligations of brotherhood throughout the rest of his/her life. The only exceptions are members who are expelled by Constitutional means after a presentation of charges.

To attain this standard, your chapter should have:

- An In-house / out-of-house involvement program (where applicable).
- The encouragement of senior brothers to remain involved through a senior involvement program.
- The *Adamantine Chain Ceremony* implemented.
- Every member involved in at least one committee.
- At least 95% attendance at chapter meetings.
- Accountability of non-involved members to executive committee.
- Disciplinary action against those members with chronic absenteeism at chapter meetings.

Meetings

It is recommended that regular meetings of the chapter be held each week, with full attendance required. Literary meetings should be held periodically. Articles for literary meetings may be secured from the International Office. Meetings should be conducted with full ritual and in accordance with the best of our traditions.

Special programs should be planned for *Formal Initiation* and commencement meetings.

A format for conducting business at chapter meetings should be established along the guidelines set forth in *Robert's Rules of Order*. Further, a committee system, both appointed and voluntary, for research into, the conduct of, and the implementation of chapter business should be adopted to supplement officer activity and to afford an opportunity for each brother to participate in chapter operations.

To attain this standard, your chapter should have:

- Meetings held weekly.
- Full attendance at meetings required, with penalty for non-attendance.
- Meetings conducted in full ritual, as well as in full accordance with the best of our traditions.

- Literary meetings held periodically.
- A committee system for research into and the conducting of chapter business, both appointed and voluntary.
- Strong and decisive leadership displayed.

Physical Condition of the House

Our Houses should be kept in orderly condition at all times. If present methods do not produce this result, we advocate an agreement with the college authorities to have them take over supervision of House help, with frequent inspections to bring this condition into being and to maintain it. A clean, orderly House reflects good management, sound thinking and good health. It establishes a tone for the chapter. A full size chapter provides funds for ample efficient hired services. Some of our chapter houses are maintained as well as a first class club. Anything less should not be tolerated.

To attain this standard, your chapter should have:

- Its lodging occupancy at capacity of chapter house.
- A high standard of cleanliness and upkeep of chapter house to include public and private areas and individual rooms.
- Chapter house rules - specified and enforced.
- A good Chapter house cleaning program involving *all members* in daily house duties and regularly scheduled work sessions.
- A good maintenance and repair program using all chapter members in daily house duties and regular work sessions.
- An extended work session at least once each term to preserve the integrity of the facility.
- Regular communications between the House Manager and the House Corporation.
- Adequate housing insurance including liability coverage.
- Short-term and long-term maintenance and refurbishing of the facility
- Compliance with local fire and building codes.

- An appointment of a Fire Marshall to supervise a fire safety and prevention program.
- A fire safety and prevention program: (1) Regular fire drills; (2) Heavy penalty for discharging fire extinguishers or setting off alarms; (3) Semesterly safety check by Fire Department; (4) Evacuation plan; (5) Smoke detectors and fire extinguishers installed and checked regularly.
- Proper security of facility when the chapter house is not occupied.

College Administration and Faculty Relations

It is essential that close liaison be established between our undergraduate and alumni officers and the proper college authorities. A procedure of regular monthly meetings will help to create a climate of mutual respect and assistance. Such a plan of activity will enable the chapter and its alumni to keep abreast of, and in step with, the plans, desires and policies of the college administration.

It is obvious that such a demonstration of positive interest by the chapter will go far toward cementing this vital relationship with the college authorities and further enhance our image as a strong adjunct of college affairs.

Dignified social contact with faculty members is also highly desirable.

To attain this standard, your chapter should have:

- Awareness of local chapter identity with the institution in all acts, words and deeds.
- Maintenance of a positive relationship with the college/university administrators.
- Compliance with all college/university policies that govern its students and fraternities.
- A regular meeting with the college/university advisor to fraternities by the president at least once per school term.
- Regular communications of alumni president and house corporation officers with college/university fraternity advisor.
- Prompt reporting and submission of any reports or fees due to the college/university.
- The selection of one or more faculty advisors by the chapter.

- Representation at college/university sponsored activities for the fraternity system and the entire campus.
- Membership and active participation on the Interfraternity Council.
- Two or more college/university related activities sponsored by the chapter each year.

Participation in College Activities

College officials expect and urge all students to participate in extracurricular activities on the campus.

It should be a firm policy of each chapter to have its members take a leading part in as many different fields as possible. Individually each member of the chapter has certain special talents that indicate where his/her efforts should be directed. With this important aspect of college life in mind, special aptitudes should be considered in weighing pledge prospects.

Psi Upsilon chapters should strive to assume a leading position in inter-fraternity relations. At a minimum, each chapter should be actively represented on its Interfraternity Council or the equivalent. In addition, a spirit of friendly cooperation should prevail between the chapters of Psi Upsilon and the chapters of other fraternities on their respective campuses. Chapter leadership should stress to all brothers that Psi Upsilon's strength depends in large part on the strength of the fraternity system as a whole.

To attain this standard, your chapter should have:

- Campus leadership positions held by members of the chapter.
- Active participation in campus events such as Homecoming, Greek Week, etc.
- Extracurricular involvement of at least one half of the chapter's membership, other than intramurals.
- A positive campus image versus purely social image.
- Chapter involvement in intramural activities.

Community Relations

Each chapter of Psi Upsilon is a part of the community in which it is located. The brothers of each chapter should accordingly seek opportunities to initiate and support civic, cultural and philanthropic activities in their communities.

To attain this standard, your chapter should have:

- Respect by the chapter for its neighbors' right to pursue the quiet and peaceful enjoyment of their property.
- Maintenance of a positive relationship and communication with neighbors and the community.
- Strict adherence to community standards and legal responsibilities.
- A comprehensive community relations program.
- A community service attitude and awareness demonstrated by chapter involvement.
- Members with knowledge and awareness of civic responsibilities.
- Two major or large scale community service projects per school year with the full membership participation.
- Each service project making a meaningful contribution, having variety and depth in programming.
- One on-going service oriented project throughout the school year.
- An individual volunteer service program with each member involved at some point during the school year.

Chapter Advisors

It is recommended that there be two advisors for each chapter - one from the faculty or administration, available for frequent consultation and regular chapter house visits, and one from the alumni for advice and assistance.

Aims and Goals of Chapter Members

Our chapters are primarily in the business of "growing people" and should provide the environment necessary for healthy growth. Their climate should be such that each member is assisted in maturing into a finished product. This cannot be accomplished without practicing the full and best meaning of brotherhood. It is not sufficient simply to profess it.

A well-organized chapter is a pleasant and satisfying place to live. It is the incubator of close and enduring friendships for college days and later life. It can supply the support and encouragement needed by every person. It can be immeasurable assistance to each brother in the fulfillment of life's goals and ambitions.

Each brother should also come to realize that his/her responsibilities to the chapter do not end upon graduation. As an alumnus each brother should continue to have a vested interest in the chapter.

We believe wholeheartedly in responsible citizenship and campus leadership.

To attain this standard, your chapter should have:

- Written programs by every elected and appointed chapter officer which are well communicated to the membership.
- Weekly meetings of the chapter and the Executive Committee.
- Orderly and regular maintenance of the officer notebooks.
- Working and functioning chapter committees.
- Follow-up, accountability and evaluation of the written programs.
- All programs prepared well in advance.
- An executive committee retreat held each term.
- Long-range goals set, implemented and evaluated each semester.
- A master calendar set at least one month in advance, posted and properly distributed.
- By-laws that are updated annually.
- Its constitution and by-laws distributed to each member.
- Short-range goals set, implemented and evaluated each semester.

Alumni Relations

The building of strong alumni relations is a key element to success as a chapter. Experience has taught us that alumni can be involved in meaningful ways. They can serve on the alumni board, house corporation or the alumni advisory board. In addition, their fundraising potential has been demonstrated over and over again in many chapters. Alumni relations is a major program area involving a consistent network of activities, communications and structures.

To attain this standard, your Chapter should have:

- An officially appointed and actively involved alumni advisor.

- A chapter alumni advisory board that meets regularly to assist in the development of chapter programming.
- A functioning house corporation that meets at least once per school term.
- Undergraduate representation on the house corporation.
- Regular communications between the undergraduate chapter and the house corporation.
- Alumni communications and activity program.
- An alumni newsletter published at least two times per year.
- A voluntary dues program within official alumni organization.
- Alumni functions at least two times per year.
- A chapter recognition program for outstanding alumni service.
- Alumni newsletters and mailings sent to the International Office.
- An officially appointed and actively involved alumni relations chairman.

Dining Operations and Food Service

It is amazing to see the level of frustration reached when there is poor meal service. Without realizing it, it is also amazing to observe the deterioration of chapter standards at the dinner table when meals are served with little decorum. Both food service and dining operations have a major effect on the quality of chapter life. By providing a well-balanced meal program, cleanliness of kitchen and dining areas and some programming and decorum at the dinner hour, a chapter finds itself much happier. It begins to reflect a high standard.

To attain this standard, your chapter should have:

- Proper meal decorum and atmosphere.
- The utilization of the dinner hour for internal communications.
- Periodic programming during dinner.
- Pride in maintenance of dining areas at all times.

- Respect in treatment of kitchen crews and employees.
- Good sanitation and health standards.
- Cleanliness and maintenance of kitchen, storage areas and dining areas.
- A well balanced meal program.
- An adequate budget for kitchen operations.
- The supervision and controls over purchasing of food by the steward and executive committee.

Social Development

The word "social" is not restricted to the "party" aspect of the fraternity. In fact, that is a minor segment of importance. The social education and development of your chapter members goes far beyond what most members realize. Areas of major importance in social sessions include alcohol/drug abuse programming, dinner standards, building singing traditions and the development of good social conduct.

To attain this standard, your chapter should have:

- Social responsibility of members.
- Creative and diversified social programming,
- Alternative beverage and food availability at social functions.
- The development of a quality singing/serenade program.
- An on-going alcohol and drug awareness program.
- A clearly written and enforced discipline policy for social misconduct, misbehavior and or alcohol/drug abuse.
- Social activities other than parties.

SECTION VII

Risk and Crisis Management

Psi Upsilon Risk Management Standards

Psi Upsilon Risk Management Enforcement Policy

Fraternity Risk Management Trust, Ltd. (FRMT, Ltd.)

Crisis Management Procedures

PSI UPSILON RISK MANAGEMENT STANDARDS

(The majority of this information was taken from the "Psi Upsilon Risk Management Program")

The Risk Management Standards are the official policy of Psi Upsilon. Once again it is important to remember that these Standards are designed to protect the health and safety of the members of Psi Upsilon and to bring our chapters into compliance with the law.

Alcohol and Drugs

- The possession, sale, use, and/or consumption of alcoholic beverages, while on chapter premises, during an official fraternity event, in any situation sponsored or endorsed by the chapter, or at any event an observer would associate with the fraternity, must be in compliance with any and all applicable laws of the nation, state, province, county, city, and university and must comply with either the BYOB or Third Party Vendor Guidelines.
- No alcoholic beverages may be purchased through the chapter treasury nor may the purchase of same for members or guests be undertaken or coordinated by any member in the name of or on behalf of the chapter. The purchase and/or use of a bulk quantity or common sources of such alcoholic beverages, i.e., kegs or cases, is prohibited.
- No chapter members, collectively or individually, shall purchase for, serve to, or sell alcoholic beverages to any minor (i.e., those under the legal a drinking age.)
- The possession, sale, and/or use of any illegal drugs or controlled substances at any chapter house, sponsored event, or at any event that an observer would associate with the fraternity, is strictly prohibited.
- No chapter may co-sponsor an event with an alcohol distributor, charitable organization, or tavern (tavern defined as an establishment generating more than half of annual gross sales from alcohol) where alcohol is given away, sold, or otherwise provided to those present.
- No chapter may co-sponsor or co-finance a function where alcohol is purchased by any of the host chapters, groups, or organizations.
- All rush activities associated with any chapter will be dry functions.
- Open parties where alcohol is present, meaning those with unrestricted access by non-members of the fraternity, without specific invitation, shall be prohibited.
- No member shall permit, tolerate, encourage, or participate in "drinking games."

- No alcohol shall be present at any pledge/associate member/novice program or activity of the chapter.

Hazing

No chapter shall conduct hazing activities. Hazing activities are defined as:

"Any action taken or situation created, intentionally, whether on or off fraternity premises, to produce mental or physical discomfort, embarrassment, harassment, or ridicule. Such activities may include but are not limited to the following: use of alcohol; 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 or inside of the confines of the chapter house; wearing of public apparel which is conspicuous and not normally in good taste; engaging in public stunts and buffoonery; morally degrading or humiliating games and activities; and any other activities which are not consistent with fraternal law, ritual, or policy, or the regulation and policies of the educational institution."

Sexual Abuse

The fraternity will not tolerate or condone any form of sexually abusive behavior on the part of its members, whether physical, mental, or emotional. This is to include any actions which are demeaning to women and/or men, including but not limited to date rape, gang rape, or verbal harassment.

Fire, Health, and Safety

- All chapter houses shall, prior to, during, and following occupancy, meet all local fire and health codes and standards.
- All chapters must have posted by common phones emergency numbers for fire, police, and ambulance, and must have posted evacuation routes on the back of the door of each sleeping room.
- All chapters shall comply with engineering recommendations as reported by the insurance company.
- The possession and/or use of firearms or explosive devices of any kind within the confines and premises of the chapter house are expressly forbidden.

Education

Each student member, associate member, and pledge shall be instructed annually on the Risk Management Standards of Psi Upsilon Fraternity.

PSI UPSILON RISK MANAGEMENT ENFORCEMENT POLICY

(This policy was adopted as the enforcement mechanism for the Risk Management Standards by the Executive Council in December 1989.)

Step one: Notification of Chapters.

When a chapter is found to be in violation of any part of the Risk Management Standards the chapter president and the alumni association president will be notified immediately in writing by the Executive Director. The chapter will be asked to respond in writing and show that they have a well thought out and practical program for coming into full compliance.

Step two: Chapter Compliance Plan.

A chapter found to be in violation must immediately establish a Chapter Compliance Plan. This plan should show that the undergraduate brothers have a full understanding of the problem and their own solution. The plan should involve and have the full support of the alumni association and include a time frame for the necessary changes. The Compliance Plan must include party management guidelines for a chapter to regulate their own social events.

Step three: Directed Review Status.

A chapter that has a second violation will be placed on Directed Review Status by the Executive Director for a specified period of time (based upon the severity of the violation). The chapter will be required to periodically submit copies of their accounting books and reports by the undergraduate president and social chair. Additional reports may be required of the Alumni Advisor, Alumni President, and/or the school's Greek Advisor.

Step four: Social Probation.

If a chapter does not meet the terms of Directed Review Status or has a third violation the Executive Council will place the chapter on Social Probation. The terms of the Social Probation will vary based upon the severity of the situation. The College/University will be solicited for their help in monitoring and enforcing Social Probation. The chapter's alumni association will be notified and their assistance required.

Step five: Chapter and/or Membership Evaluation.

If a chapter does not comply with the terms of Social Probation, the final step will be an evaluation of the chapter and the undergraduate brothers. This measure would involve an Executive Council member, staff member, and possibly a representative of the chapter's alumni association, interviewing each individual member. If the chapter and/or individual members are found to be uncooperative and unwilling to change, the Executive Council may take appropriate remedial action under Article V (Termination of Chapters) and/or Article IX, Section 9 (Discipline of Members) of the Psi Upsilon Constitution.

Financial Penalty.

Effective with the next policy renewal, chapters that have failed to comply with the policy will pay significantly higher premiums. Thus, those chapters that have come into compliance will be rewarded with relatively lower premiums.

If a violation is deemed severe enough any step in this process can be by-passed.

In addition, possible further penalties for non-complying chapters include ineligibility for Psi Upsilon Foundation scholarships, public censure in *The DIAMOND*, and notification letters sent to parents, alumni, and other chapters.

**Fraternity Risk Management Trust, Ltd. Membership
FRMT, Ltd.**

Acacia

Alpha Epsilon Pi

Alpha Kappa Lambda

Alpha Tau Omega

Delta Chi

Delta Upsilon

FarmHouse

Kappa Alpha Order

Kappa Delta Rho

Phi Kappa Psi

Phi Kappa Theta

Phi Kappa Tau

Pi Kapa Phi

Pi Lambda Phi

Psi Upsilon

Theta Xi

Zeta Beta Tau

Zeta Psi

CRISIS MANAGEMENT

It is unfortunate that a serious injury, death, natural disaster, fire, or crime may occur in a chapter. Events of this nature impact on the chapter, the community, the school, and the families and friends of the members, as well as Psi Upsilon Fraternity and the Greek system.

Strong preventive measures, as those described in the Psi Upsilon Risk Management program, will aid in avoiding most losses. Safety inspections, fire drills, and the elimination of improper and illegal activities is essential to control risk. Should an event of a serious nature occur, however, the Fraternity must be prepared to respond quickly and appropriately.

In all cases where a chapter member(s) or an entire chapter is accused of violation of local, state, federal law or fraternity policies, or during the aftermath of a serious injury or illness, death, natural disaster, or fire, the following basic procedures should be followed:

- 1) Chapter president (or ranking officer) immediately telephones 911 (or appropriate local) emergency number. Briefly and calmly explain the situation so that the appropriate emergency personnel (police, fire, ambulance) can respond.
- 2) Chapter president (or ranking officer) immediately closes the chapter house at once, permitting only members and appropriate emergency officials to enter. One or more responsible member(s) are assigned to calmly guard the door.
- 3) Alumni association president is notified by ranking chapter officer.
 - a) Alumni association president:
 - b) Telephone Number - Home: _____ Office: _____
- 4) Other notifications:
 - a) International Office of Psi Upsilon - *Mark A. Williams* - 800-394-1833
 - b) Legal Counsel
 - c) Greek Advisor
- 5) Alumni association president or chapter president will call a meeting of all members to review the specific Crisis Management Plan and the steps that have been taken to date or time. The Alumni Association President should have a current, up-to-date emergency phone tree to utilize

- in contacting members.
- 6) Executive Director, after conferring with members of the Executive Council:
 - a) May place the chapter on inactive status.
 - b) May suspend chapter operations during investigation.
 - c) Determines need or scope of investigation by International Office.
 - 7) Chapter appoints a single spokesperson to handle all inquiries - preferably legal counsel. No one else should make comments. A prepared statement should be issued by the chapter only after approval by:
 - a) Legal Counsel.
 - b) Executive Director
 - c) Alumni Association President.
 - d) Chapter President.
 - 8) Alumni association president and Executive Director appoint investigation team:
 - a) Legal Counsel/Alumni president.
 - b) International Office staff or volunteer, if deemed necessary by the Executive Director.
 - 9) Interviews:
 - a) All individuals required to participate.
 - b) Individuals who refuse must state reason why.
 - c) Interviews are documented.
 - 10) Preliminary report written and submitted to the Psi Upsilon International Office. (48 hours or sooner)
 - 11) Preliminary report reviewed by the Psi Upsilon staff and legal counsel; clarification requested from chapter if needed.
 - 12) Final report written and submitted to Psi Upsilon. (8 days)
 - 13) Psi Upsilon Executive Council decides on course of action. (10 days)
 - 14) Executive Director notifies appropriate parties of actions taken.

Bomb Threats

When a bomb threat call is received:

- 1) The person receiving the call should obtain as much of the following information as possible:
 - a) The time the call is received
 - b) The location of the bomb
 - c) The description of caller's voice and any background info
 - d) The time the bomb is to go off
- 2) The person receiving the call should then immediately call the campus security office to inform them of the call and request a search of the location.
- 3) Officers should ensure that the location is evacuated immediately.
- 4) The location should remain evacuated until the campus security officers have authorized re-entry.

Missing Members

If a fraternity member is determined to be missing, contact the Greek Advisor or Residence Life office immediately. Check with roommates and friends of the missing member to find out information that might prove helpful in locating the member. Do not call the member's parents. The Greek Advisor and Residence Life staff will make the appropriate determinations and contact the campus or local security departments if necessary.

Death of a Member (on campus)

- 1) Determine all relevant facts, and most importantly:
 - a) Where the incident took place
 - b) Who was with the member
 - c) What happened
- 2) If the member has not been taken to the hospital or funeral home, immediately contact, in order of priority, the campus security department, the Greek advisor, and the International Office of Psi Upsilon for assistance.

Campus Security:

Greek Advisor:

International Office: (800-394-1833)

- 3) If the student has been taken to the hospital or funeral home:
 - a) Secure information from the hospital or funeral home to report to the campus security department. The campus security department will coordinate all information to and from the local police department.
 - b) Inform hospital or funeral home that you will make an immediate report to the appropriate Residence Life administrator who will coordinate notification of parents. Any statement about notification already made or to be made should be reported to the Residence Life administrator.
- 4) The appropriate Residence Life administrator will notify the university communications department that will be responsible for primary publicity and statements.
- 5) The Residence Life administrator will notify campus staff and friends.
- 6) Do not remove any of the member's possessions or disturb the appearance of the scene of the incident.

Fire

Before the fire

- 1) Check the exits - learn possible escape routes.
- 2) Count the doorways and other features between your room and the exits.
- 3) Find where the nearest fire alarm and fire extinguisher are located.
- 4) Know the layout of your room.
- 5) Keep a flashlight in your room to help in smoke or darkness.
- 6) Make sure smoke alarms are installed and working in every room of the house.

During a fire - getting out of your room

- 1) Get to the door - if there is any evidence of smoke in your room, crawl to the door to avoid smoke inhalation.

- 2) Feel the door with the palm of your hand - If the door or knob is hot, don't open it. If the door is not hot, open cautiously. Be prepared to slam the door shut.
- 3) Check the hall - If the hallway is clear, walk to the nearest exit. Close the door in your room to protect your belongings. If there is smoke in the hallway, crawl to the nearest exit. Stay close to the wall to count doorways. If the first exit is blocked, proceed to the alternate exit.
- 4) Walk down to the ground level - Hold on to the handrail for protection from smoke and other exiting occupants. If fire or smoke is dense at lower levels walk up to clear air or to the roof if it is accessible.

During a fire - staying in your room (the door is hot)

- 1) Open window - to escape, if possible. If you are on the first or second floors you may be able to jump to the ground safely. If you are up any higher, (35 feet or more) you usually are better advised to stay put. If you remain in the room, close the window to prevent oxygen from drawing the fire into the room.
- 2) Tell someone where you are - If the telephone works, call for help. Hang a bed sheet out of the window to alert firefighters - still, do not try to climb down the sheet.
- 3) If you have a sink - Fill the sink with water. Wet towels and sheets and put them around doors and cracks to prevent smoke from seeping into the room. If you have a bathroom fan, turn it on to see if it helps clear the room of smoke.
- 4) Remember - Few people burn to death in a fire. Most casualties are from smoke, poisonous gases, and panic. If you have an escape plan and use it, you greatly increase your chances of survival.

Tornadoes

If you suspect or observe a storm approaching:

- 1) Turn on your radio and tune it to the call numbers of the Emergency Weather Station.
- 2) If a tornado warning has been issued, get members into the interior rooms or basement of the chapter house. Stay away from outside walls, doors, or windows.
- 3) Monitor the progress of the storm. Remain indoors until the Emergency Weather Station cancels the warning.

Hurricanes

If you suspect or observe a storm approaching:

- 1) Turn on your radio and tune it to the Emergency Weather Station. Listen for details and warnings.
- 2) If a hurricane warning has been issued, get members into the interior rooms or basement of the chapter house away from outside walls, doors, or windows.
- 3) Monitor the progress of the storm. Remain indoors until the Emergency Weather Station cancels the warning or urges evacuation.
- 4) If advised to evacuate the house, close and lock all doors and windows. Go to the nearest refuge center indicated on the Emergency Weather Station.
- 5) Follow the refuge center official's recommendations before returning to the chapter house.

Flood

If you observe rising flood waters near the house:

- 1) Warn chapter member of an impending flood.
- 2) Turn on your radio and tune it to the Emergency Weather Station. Listen for details and warnings.
- 3) Prepare the house for an impending flood. Cover all window wells and lower windows with plywood or another suitable material.
- 4) Place sandbags around strategic areas of the house. Seal cracks in doorways.
- 5) Make sure that the sump pump is working. Form a bucket brigade to move water out of the house as necessary.
- 6) Evacuate members to higher ground or local refuge center, if advised local authorities. Shut off main electrical power.
- 7) Do not attempt to enter the house until the flood waters have subsided.
- 8) Remove all water before turning on the electrical power.

Earthquakes

If you feel tremors in the house or moderate-to-violent shaking:

- 1) Instruct members to stand away from windows, loose objects, and shelf storage areas with heavy or glass objects.
- 2) Tune your battery operated radio to the local Emergency Broadcast System station; follow any instructions provided by them.
- 3) Instruct custodial staff to perform emergency shut-off routine.
- 4) Attend to any injuries or fires (contact 911 or emergency telephone number for serious incidents if lines are working).
- 5) Assess structural damage with campus security to determine need to evacuate damaged areas.
- 6) Evacuate if necessary.

After the earthquake:

- 1) Do not turn light switches on and off - this creates sparks which can ignite gas from broken lines.
- 2) Do not use matches or lighters - shut off the main gas valve if a gas leak exists. Shut off all electrical power until you have received a damage assessment.
- 3) Do not draw large quantities of water - this could interfere with firefighting efforts. Clean up spilled medicine, drugs, or chemicals. Check to see that sewage lines are intact before permitting continued flushing toilets.
- 4) Avoid eating or drinking anything from open containers near shattered glass (contamination may exist).
- 5) Do not touch electrical wiring or objects in contact with it.
- 6) Clean up and warn others of spilled materials that are dangerous, such as gasoline or chemicals.
- 7) Check storage shelf areas - open closet and cupboard doors carefully to guard against falling objects.
- 8) Stay out of severely damaged buildings - aftershocks can shake them down. Check for structural damage.

- 9) Cooperate fully with local authorities.

Lightning Storms

If you suspect or observe a storm approaching:

- 1) Turn on your radio and tune it to the Emergency Weather Station. Listen for details and warnings.
- 2) If a severe thunderstorm warning has been issued, have members unplug expensive stereos or other appliances. Have members go into the interior rooms or basement of your chapter house. Stay away from outside walls, doors, windows, or any water sources.
- 3) Monitor the progress of the storm. Remain indoors until the Emergency Weather Station cancels the warning.

Environmental Disaster

*If you detect, observe, or learn of an **EXTERNAL** environmental release of chemicals or radiation in your area:*

- 1) Turn on your radio or television to the local Emergency Broadcast System.
- 2) Call the campus security department and the local disaster planning commission for instructions and up-to-date information.
- 3) Depending on the advice of authorities and actual conditions, evacuate the house. Close and lock all windows and doors. Go to the designated public refuge center for your area.
- 4) Listen to the radio or TV news for the latest bulleting to determine when to return to your chapter house.

*If you detect, observe, or learn of an **INTERNAL** environmental release of chemicals or radiation inside your chapter house:*

- 1) Call the campus security department to report the release and ask for assistance.
- 2) If possible, locate the source of the leak.
- 3) If possible, try to shut off any valves or controls to stop the release.
- 4) Depending on the nature of the chemical, evacuate the house.
- 5) If there has been a natural gas leak, do not enter the contaminated area. Extinguish all cigarettes and flames. Evacuate the house immediately.

SECTION VIII

The International Fraternity

Fraternity Organization

The International Office

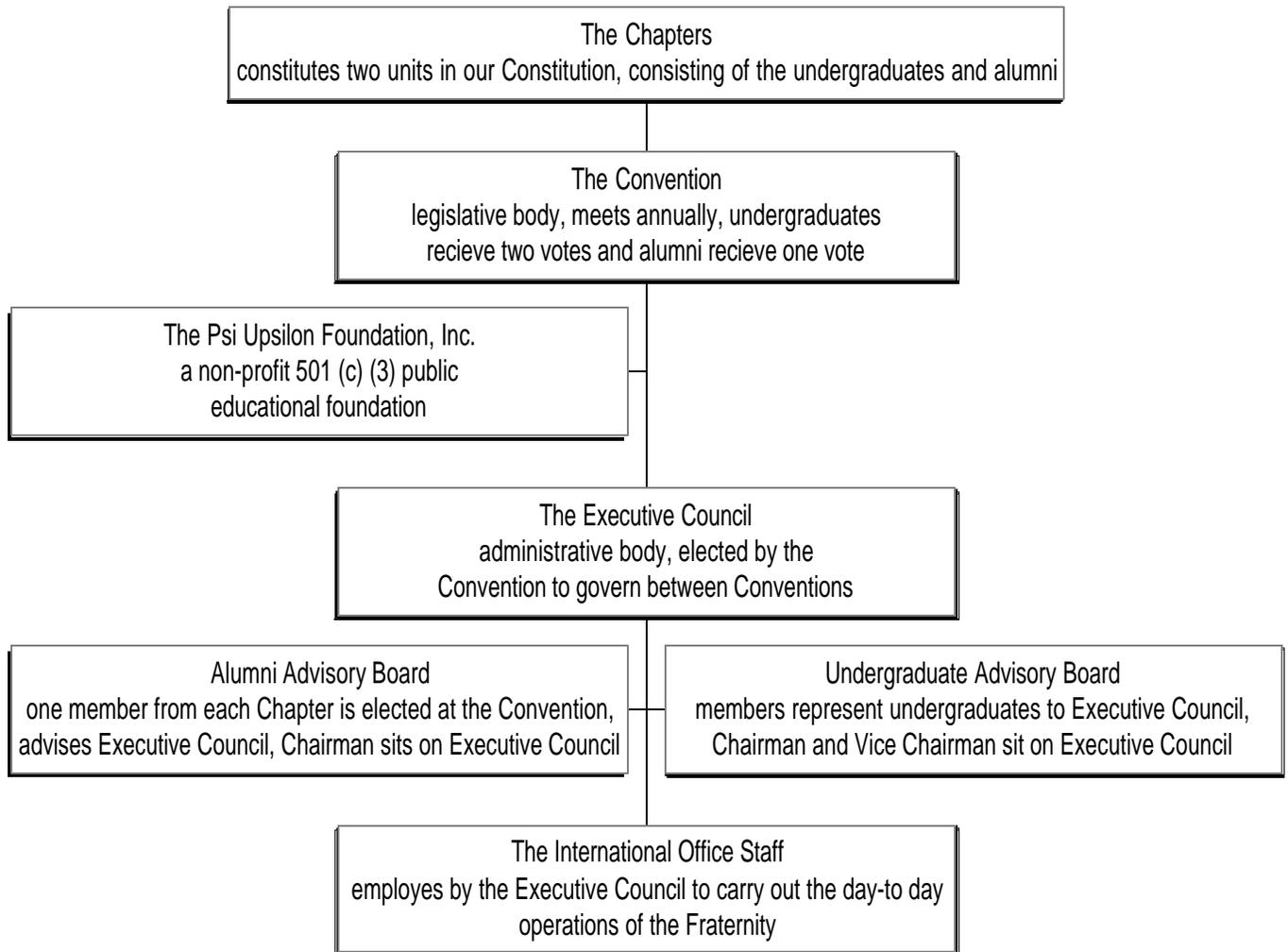
Chapter Roll

Chapter Directory

FRATERNITY ORGANIZATION

Psi Upsilon Government

The defining document of Psi Upsilon is its Constitution. In it are defined the powers and responsibilities of the various bodies of the Fraternity. Its members, who have the authority to set policy and determine the course of the organization, govern psi Upsilon.



The Chapter

According to the Psi Upsilon Constitution, an active chapter is made up of two bodies. One body, the undergraduate chapter, is composed of undergraduates and those attending graduate school. The other body, the alumni, consists of those members who have left school.

The Undergraduate Body

The undergraduate chapter is the basic unit of organization in the Fraternity. Each chapter in Psi Upsilon elects officers who are responsible for guiding the programs and activities of the chapter so they will best reflect the ideals of the Fraternity.

The Constitution requires that each chapter have, as its officers, an Archon (President), one or more Angeloi (Vice Presidents), a Grammateus (Recording Secretary), a Thesauristes (Treasurer), and one or more Epistolographoi (Corresponding Secretaries). The recommended slate of officers specifies an Internal Vice President and an External Vice President as well as a Ritual Chairman, Recruitment Chairman, Scholarship Chairman, Steward (if necessary), House Manager (if necessary), Social Chairman, Risk Manager, Alumni Relations, and Athletics Chairman. Recommended standing committees are Executive, PUMP, Public Relations, Finance, Recruitment, Scholarship, Alumni Relations, House and Grounds, and Social.

The Alumni Body

Alumni provide the guidance necessary to perpetuate the chapter, improve it with each passing year, and preserve it for the future. Additionally, sound financial policies and adequate planning for future chapter needs are dependent on the chapter alumni association. The association provides continuity of operations and establishes sound fiscal policies. This includes providing adequate cash reserves for future housing needs. The alumni also provide a source of mature guidance and expert advice for the undergraduates.

Generally, each alumnus of a chapter is a member of the alumni association by virtue of membership in the chapter. Most alumni associations invite Psi U alumni from any chapter residing in the area to take part in the association's activities.

Each alumni association elects a board of directors who serve as the alumni corporation. At least once per year an annual corporation meeting is held at the chapter house for the purpose of making reports and giving all interested alumni an opportunity to discuss the operation of the corporation.

The Convention

The Convention of Psi Upsilon is the primary source of legislation for the Fraternity. Each chapter is represented by two undergraduate delegates and one alumni delegate. The Executive Council designates

three of its members as official delegates. As each delegate receives one vote, undergraduate members have an approximate 2/3 majority during any general Convention meeting. At each Convention the President of the Convention appoints standing committees, made up of both undergraduates and alumni, whose topics encompass singly or in combination at least the following:

- Academic Relevance, including academic standing and encouragement.
- Alumni Relations, including chapter hospitality and alumni involvement.
- Awards, including the recipients of existing awards and the establishment of additional awards.
- Budget, including a review of the past year as well as a projection of the next fiscal year.
- Communications, including *The DIAMOND*, newsletters, and other general mailings.
- Development, including annual, deferred, and capital giving.
- Expansion of the fraternity.
- Goals and Purposes, including immediate and long-range planning.
- Nominations to the Executive Council.
- Special Resolutions, primarily of greeting and appreciation.
- Traditions, including the preservation and fostering of rituals, customs, singing, and values.

Convention Sites through the Years

1841 Delta	1887 Delta	1933 Theta	1977 Delta
1842 (none)	1888 Iota	1934 NY City	1978 Xi
1843 Theta	1889 Upsilon	1935 Beta Beta	1979 Mu
1844 Gamma	1890 Sigma	1936 Upsilon	1980 Beta Beta
1845 Beta	1891 Gamma	1937 Nu	1981 Zeta Zeta
1846 Zeta	1892 Lambda	1938 Iota	1982 Lambda
1847 Sigma	1893 Zeta	1939 Kappa	1983 Theta
1848 Xi	1894 Kappa	1940 Sigma	1984 Eta
1849 Lambda	1895 Psi	1941 Gamma	1985 Omicron
1850 Kappa	1896 Phi	1942 Delta Delta	1986 Theta Theta
1851 Psi	1897 Xi	1943 Rye, NY	1987 Delta
1852 Theta	1898 Mu	1944 Absecon, NJ	1988 Washington DC
1853 Alpha	1899 Chi	1945 Garden City, NY	1989 Chicago, IL
1854 Delta	1900 Pi	1946 Chicago, IL	1990 Gamma Tau
1855 Beta	1901 Tau	1947 Theta Theta	1991 Sigma
1856 Sigma	1902 Beta	1948 Tau	1992 Nu
1857 Gamma	1903 Theta	1949 Zeta	1993 Tarpon Springs, FL
1858 NY City	1904 Rho	1950 Pi	1994 Phi Beta
1859 Lambda	1905 Eta	1951 Mu	1995 Los Angeles
1860 Zeta	1906 Beta Beta	1952 Epsilon	1996 Indianapolis
1861 Beta	1907 Delta	1953 Xi	1997 Tau
1862 Kappa	1908 Upsilon	1954 Chi	1998 Indianapolis
1863 Albany, NY	1909 Omega	1955 Rho	1999 Upsilon
1864 Psi	1910 Iota	1956 Phi	2000 Pi
1865 Xi	1911 Kappa	1957 Pi	2001
1866 Upsilon	1912 Lambda	1958 Upsilon	
1867 Iota	1913 Gamma	1959 Omega	
1868 Phi	1914 Sigma	1960 Eta	
1869 Theta	1915 Epsilon	1961 Epsilon Phi	
1870 Beta	1916 Zeta	1962 Delta	
1871 Sigma	1917 (none)	1963 Omicron	
1872 Gamma	1918 NY City	1964 Beta Beta	
1873 Zeta	1919 Mu	1965 Theta	
1874 Lambda	1920 Tau	1966 Tau	
1875 Kappa	1921 Xi	1967 Boyne Highlands, MI	
1876 Psi	1922 Theta	1968 Kappa	
1877 Xi	1923 Rho	1969 Epsilon Omega	
1878 Upsilon	1924 Chi	1970 Lake Placid, NY	
1879 Beta	1925 Pi	1971 (none)	
1880 Phi	1926 Phi	1972 Phi	
1881 Omega	1927 Psi	1973 Gamma	
1882 Pi	1928 Omega	1974 Iota	
1883 Theta	1929 Eta	1975 Pi	
1884 Chi	1930 Beta	1976 Omicron	
1885 Beta Beta	1931 Omicron		
1886 Eta	1932 Delta		

The Executive Council

The Executive Council is the primary administrative arm of the Fraternity. It has the legislative power to conduct the affairs of the Fraternity between Conventions. The Executive Council is made up of from nine to eleven alumni term members who are elected by the Convention.

In addition to the elected term members, the chairman and vice chairman of the Undergraduate Advisory Board, the chairman of the Alumni Advisory Board, and the Executive Director also serve as full voting members. Also on the Council are life members (former Presidents of the Executive Council) and honorary life members (Executive Council members who have served for fifteen or more years).

The Executive Council elects its officers at its annual fall meeting: a President, one or more Vice Presidents, a Secretary, and a Treasurer. The Executive Council meets at least four times annually.

The Undergraduate Advisory Board

The Undergraduate Advisory Board (UAB) was established to afford undergraduates a much greater role in the governance of the Fraternity. At least once a year the nine undergraduates on the UAB (one elected from each of the fraternity's nine regions) meet to discuss major issues affecting the undergraduates in the Fraternity. The UAB has no legislative power of its own but makes proposals and recommendations to the Executive Council and Convention. Its Chairman and Vice Chairman are voting members of the Executive Council.

The Alumni Advisory Board

One alumni member of each chapter is elected by the Convention to serve on the Alumni Advisory Board (AAB). Meeting annually during the Convention, the board receives all Executive Council communications, offers recommendations for Executive Council and Convention consideration, and serves as a liaison between the Executive Council and chapter undergraduates and alumni.

The International Office

In order to provide necessary services, continuity, and information exchange for chapters, alumni groups, and individual members, Psi Upsilon maintains an International Office. The International Office maintains a staff to carry out the day-to-day operations of the Fraternity. Such operations include publishing *The DIAMOND*, visiting the chapters, collecting assessments, conducting leadership training, maintaining the archives, and helping chapters with publications and other tasks.

History

The International Office of Psi Upsilon has a nomadic history. The Executive Council was founded in 1869 to help govern the Fraternity between Conventions. Then, the Fraternity was small, with 14 chapters, and an average chapter size of twenty members. The first space acquired for use by the Executive Council was located at 420 Lexington Avenue and was not rented until 1930.

As the alumni base of the Fraternity grew, a group of Psi U's rented space for social gatherings in the Columbia University Club in New York City. These rooms, known as the Psi Upsilon Club of New York, housed the offices of the Executive Council.

It was not until 1963 that the Fraternity began to employ a full-time staff to manage the International Office. In that year, Alfred H. "Doc" Morton, Omicron '19, was hired as the first administrative director. In 1969 the Fraternity's chief administrative officer moved the office to Ann Arbor, Michigan. The office was moved to Paoli, Pennsylvania in 1974. Following extensive research, the Executive Council decided to relocate the International Office to Indianapolis, Indiana in August 1993 based on the city's central location and favorable cost of doing business. Today, the office is fully equipped with a computer network, laser printing, and desktop publishing capabilities to more easily fulfill its goal of providing quality services to the Fraternity's membership. In addition, the building headquarters has ample space for archives and classroom space for retreats and leadership training.

Through the coordinated efforts of the International Office and hundreds of active alumni, Psi U continuously works to improve the fraternity experience for all its members. The professional staff, consisting of an Executive Director, a Director of Alumni Services, a Director of Chapter Services, and a Director of Communication is responsible for the day-to-day administration of the Fraternity. Alumni are represented in the Executive Council, Alumni Advisory Board, and through regional associations. The undergraduate voice is heard through the Convention, the Undergraduate Advisory Board, and through input to staff and alumni. This vast pool of knowledge, experience, and information, embodied in the International Office, makes the whole greater than the sum of its parts.

Since the first headquarters were established in New York, the administration of the Fraternity has been supervised by brothers Alfred H. Morton, Omicron '19; Earl J. Fretz, Tau '64; Albert C. Jacobs, Phi '21; Henry B. Poor, Gamma '39; Kathleen L. McGlone, Lambda '82; Thomas L. Phillips, Omicron '85; and since 1990 Mark A. Williams, Phi '76.

Responsibilities of the Fraternity Staff

The President of the Executive Council

Although the President of the Executive Council is not a paid member of the Psi Upsilon staff, he is the chief elected officer of the fraternity. He represents Psi Upsilon at the National Interfraternity Conference (NIC). The president is elected to a two-year term, with the maximum number of terms being three. The Bylaws of the Executive Council describe his duties as follows:

"The President shall preside at all meetings of the Council, and he shall have general and active management of the business and affairs of the Council. It shall be the duty of the President to see that the directives of the Council are carried out. He shall direct the attention of the Council to all important communications and to all matters affecting the interest of the Fraternity or any of its Chapters. Whenever requested by the Convention of the Fraternity or by the Council, he shall render a report on the general state of the Fraternity or on any Chapter thereof."

Executive Director

The chief administrative officer of the Fraternity, the executive director is in charge of the daily operations of the Fraternity. A voting member of the Executive Council, the executive director is responsible for establishing and maintaining the yearly budget, hiring the staff, monitoring and updating Psi Upsilon's strategic plan, supervising the Chapter Leadership Program, developing programs for the undergraduate Chapters, editing *The DIAMOND*, fostering alumni relations, directing the Annual Giving Program, organizing the Convention and Leadership Institute, and administering the Risk Management and Insurance programs. The executive director also holds overall administrative responsibility for The Psi Upsilon Foundation, Inc.

In addition, the Executive Director is a member and represents Psi Upsilon at the Fraternity Executives Association (FEA), the College Fraternity Editors Association (CFEA), the Fraternity Insurance Purchasing Group (FIPG), and various Psi Upsilon Founders' Day Celebrations.

Director of Alumni Services and Development

The director of alumni services and development provides quality services and support for the Psi Upsilon Foundation and the Fraternity's alumni and their regional and chapter associations. The director plans and implements alumni activities and assists with volunteer recruitment. The director of alumni services and development also has extensive responsibility for fund raising for the Psi Upsilon Foundation.

Director of Chapter Services

The director of chapter services position was created in 1987 to provide additional services to our undergraduate chapters. The director of chapter services analyzes the needs of chapter officers and develops new programming and services for undergraduate chapters. The director of chapter services is also responsible for existing services, including providing chapter officer handbooks; ordering membership certificates, badges and pledge buttons; and exploring expansion opportunities and responding to inquiries from interest groups.

Director of Communications and Assistant Editor

The director of communications and assistant editor is responsible for the editing and production of materials published by the Fraternity, including *The DIAMOND*, *InPSIghts*, *Risky Business*, *The Review of Psi Upsilon*, our educational resources and manuals and various chapter newsletters. The director of communications also maintains the Psi Upsilon web site at www.psiu.org.

Chapter Leadership Consultants

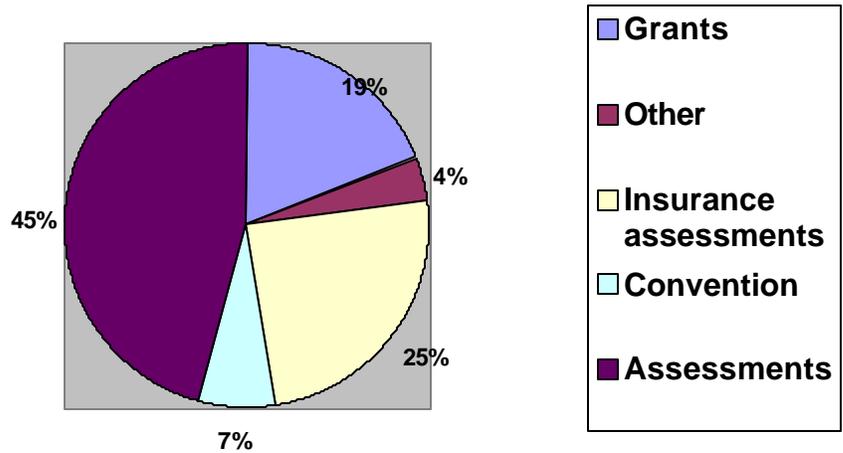
One of the most important service provided to the chapters by most fraternities is the assistance offered by visiting professional staff. In Psi Upsilon, our leadership and educational consultants provide this service. The general purpose of the chapter visits is "To inquire, to analyze, to instruct, and to inspire."

The primary responsibility of the chapter leadership consultant is to visit undergraduate chapters. The consultant provides a direct contact and a vital link between the chapter and the Fraternity as a whole. They meet with the various chapter officers, university officials and local alumni, acting as a resource and consultant on fraternity operations and affairs. They are the representative of the International Fraternity in most matters relating to the undergraduate chapters. During their visits with the undergraduates, the consultant helps the chapters identify major problems and works to solve them. They try to guide the chapter and its members to strive for and realize the objectives of the fraternity.

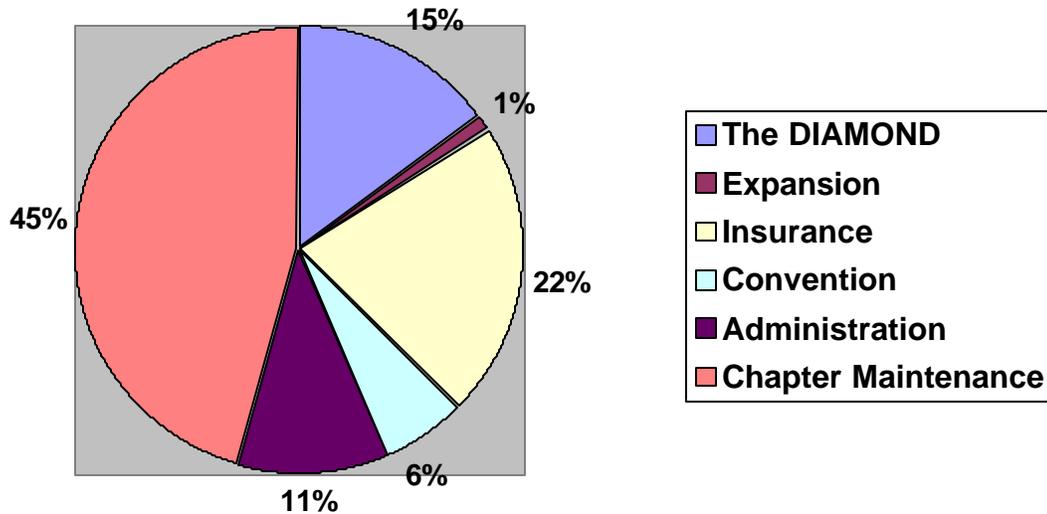
Operating Costs of the International Fraternity

The assessments and fees collected from the undergraduates combined with the annual contributions from alumni are the resources which allow the Fraternity staff to provide the services outlined in this document. Below is a graphical representation of the allocation of those resources towards the various aspects of the Fraternity's administration.

1996-97 Income



1996-97 Expenses



CHAPTER ROLL

THETA, <i>Union College</i>	1833
DELTA, <i>New York University</i>	1837
BETA, <i>Yale University</i> (inactive since 1934)	1839
SIGMA, <i>Brown University</i> (inactive since 1993).....	1840
GAMMA, <i>Amherst College</i>	1841
ZETA, <i>Dartmouth College</i>	1842
LAMBDA, <i>Columbia University</i>	1842
KAPPA, <i>Bowdoin College</i>	1843
PSI, <i>Hamilton College</i>	1843
XI, <i>Wesleyan University</i>	1843
ALPHA, <i>Harvard University</i> (inactive since 1873).....	1850
UPSILON, <i>University of Rochester</i>	1858
IOTA, <i>Kenyon College</i>	1860
PHI, <i>University of Michigan</i>	1865
OMEGA, <i>University of Chicago</i>	1869
PI, <i>Syracuse University</i>	1875
CHI, <i>Cornell University</i>	1876
BETA BETA, <i>Trinity College</i>	1880
ETA, <i>Lehigh University</i>	1884
TAU, <i>University of Pennsylvania</i>	1891
MU, <i>University of Minnesota</i> (inactive since 1993).....	1891
RHO, <i>University of Wisconsin</i> (inactive since 1987).....	1896
EPSILON, <i>University of California, Berkeley</i> (inactive since 1998)	1902
OMICRON, <i>University of Illinois</i>	1910
DELTA DELTA, <i>Williams College</i> (inactive since 1968).....	1913
THETA THETA, <i>University of Washington</i>	1916
NU, <i>University of Toronto</i> (inactive since 1997).....	1920
EPSILON PHI, <i>McGill University</i> (inactive since 1997)	1928
ZETA ZETA, <i>University of British Columbia</i>	1935
EPSILON NU, <i>Michigan State University</i>	1943
THETA EPSILON, <i>University of Southern California</i> (inactive since 1962)	1950
EPSILON OMEGA, <i>Northwestern University</i>	1949
NU ALPHA, <i>Washington and Lee University</i> (inactive since 1974)	1970
GAMMA TAU, <i>Georgia Institute of Technology</i>	1970
CHI DELTA, <i>Duke University</i>	1973
ZETA TAU, <i>Tufts University</i> (suspended 1992)	1981
EPSILON IOTA, <i>Rensselaer Polytechnic Institute</i>	1982
PHI BETA, <i>College of William and Mary</i>	1984
KAPPA PHI, <i>Pennsylvania State University</i> (suspended 1998)	1989
BETA KAPPA, <i>Washington State University</i>	1991
BETA ALPHA, <i>Miami University of Ohio</i> (inactive since 1995).....	1992
PHI DELTA, <i>Mary Washington College</i>	1996
LAMBDA SIGMA, <i>Pepperdine University</i>	1998
ALPHA OMICRON, <i>New Jersey Institute of Technology</i>	1999

DELTA CHI provisional, *Siena Heights College*
Rutgers University Colony

Chapter Directory

For the most current chapter directory and listing of individual office staff refer to the Psi Upsilon Mini-directory or www.psiu.org.

Psi Upsilon International Office

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