DELTA CHI
BRIEF

Alice: "Would you tell me, please, which way I ought to walk from here?"
Chesire Cat: "That depends a good deal on where you want to get to."
Alice: "I don't much care where."
"Then it doesn't matter which way you walk," said the cat.
"…so long as I get somewhere," Alice added as an explanation.
"Oh, you're sure to do that," said the cat, "if you only walk long enough."

There's no mystery in effective chapter management. The "book" has been written time and again. The most important factor is that the group is organized to pursue specific objectives – goals. Everything else follows this first critical step.

With the consistent achievement of moderately ambitious goals in key areas, any chapter or colony can move up the ladder of success; those that are currently there can ensure some degree of stability through a continuation of the practices that made them successful in the first place.

What are the key areas?
1. Financial Management
2. Recruitment
3. Membership Education
4. Scholarship
5. Ritual Performance and Education
6. Alumni Relations
7. Community Service
8. Social Programming
9. House Management

Not a long list, is it?

THE DELTA CHI MANAGEMENT PHILOSOPHY

The purpose of leadership is to determine where the membership wants to go; then help it get there. This means that chapter and colony officers and involved alumni must make sure the undergraduate leadership takes its cue from the membership as a whole. Many times, when officers or committee chairmen decide for themselves on a direction, they are surprised and angry to find that no one has followed and decry their chapter's lack of motivation. They should instead ask themselves if the chapter really wanted to go that way in the first place. Even if it was what the chapter members would have decided, there is a world of difference between their choosing it and being **told** what is "best" for them.

The Delta Chi Management Philosophy can be summed up as follows: set goals together and set them high. Then work as a team, with a plan, to achieve those goals. Evaluate the results in writing, and integrate this feedback into the program so that next time it will be even better.

Through successive and progressively more productive repetitions of the cycle and the repeated integration of little improvements, a chapter or colony can continue to refine each of its programs so that the level of performance is always at least as good as last year.

Once the decision to excel has been made, adopt the habits of achievement: plan, organize, rework ideas, try again, follow through. Nothing breeds success like success itself!

You see, failures can't be bothered with planning or any of those other things; they aren't enough fun. You won't always enjoy doing them either, but you **will** like the results they enable your chapter or colony to attain. And once the members see that these activities allow them to have a better fraternal experience, it won't seem so tedious. Success, after all, is not a goal but a way of life.

It's an ATTITUDE. For example, any given problem will probably have more than one possible solution. Often the members can become consumed by the idea of finding that one "right" answer. In reality, the results of a choice will be determined more by the chapter's or colony's attitude as the plan is put into action than by any inherent "rightness" or "wrongness" of the choice itself.

A good attitude can't be bought or simply unveiled at the right moment. It's largely a result of the membership's collective positive opinion of themselves and Delta Chi. It has to be developed and nurtured over time. This involves getting the brothers to not only acknowledge areas to be targeted for improvement, but also to identify strengths and, with their input, create a plan they can all support.

Forward progress of any kind should be announced and complimented. In fact any time a project or job is done well, it is cause for a public pat on the back.

The techniques detailed later in this **BRIEF** can be useful in helping to develop and promote a positive attitude or to build on one. Most will prove equally useful inboth group and one-on-one situations. Before moving on to them, however, we need to say a few words about MOTIVATION. Motivation is the fuel that will sustain a chapter or colony at full speed. It is the natural product of a positive attitude. Without sufficient levels of motivation to take action, there can be truckloads of good intentions, but they will go nowhere. It is the difference between wanting something to be accomplished and actually doing it.

Motivation is a function of pride and of a shared sense of purpose, and also a result of each member's perception of the value of his contribution to the group's success. Whenever possible, try to involve an individual with a specific task, and emphasize his responsibility for seeing it through to completion.

Ask for input regularly. Don't be afraid to change direction if a better way becomes apparent. Often a member at large will see the situation from a slightly different perspective, which may turn up innovative solutions. This kind of interaction gives the whole group more ownership in the plan.

People generally cannot get motivated by a discussion of the past or even the present, unless it is related to their **future** with the organization. Dwelling on past failures (or successes) or the difficulties at hand will not help to foster motivation, involvement or success. The membership **will** get excited about what **can** be achieved and will work to support objectives that they have helped to create.

So when attempting to motivate someone:
      1. Sell the future.
      2. Show him how he fits into the plan.
      3. Have him help develop the plan.
      4. Give him specific responsibility for achieving success.
      5. Get him excited about the potential **results**.

The example set by the chapter or colony leadership will also heavily influence both attitude and motivation.

SECTION I:
MEETING MANAGEMENT

Outside of possibly some meals, the chapter meeting is the one opportunity every week to address the entire membership. Because the forum is so broad, it is especially important that the messages sent out at the meeting are positive and goal oriented in nature.

This is not to say that negative topics are to be avoided at all costs. From time to time it will be necessary to discuss an emotional or uncomfortable issue. But how something is discussed can often be more important than what is said or even denied; therefore, attention needs to be paid to maintaining the atmosphere of a business meeting.

Many times the message will be developed through process factors as opposed to content. As long as it is handled well, sincere disagreement can be constructive.

Any meeting, with the possible exceptions of elections or membership selection meetings, that runs longer than one hour is too long. With sufficient preparation and attention to parliamentary procedure, an amazing volume of work can be accomplished in 60 minutes.

Some of the worst offenders among the reasons meetings don't work or take too long and possible solutions to them are:

1. **Lack of preparation by officers and chairmen** – No one appreciates sitting around while the executive board fumbles through stacks of paper trying to locate one motion. The agenda should be discussed the day before by the executive committee at its meeting and then typed up for distribution at the chapter meeting.

    The executive committee meeting is also the place to hash out possible difficulties; those with concerns or items of business to present should take them there **first**. Committee chairs make their reports to the executive board members ahead of time so that if any important information is missing or outdated, it can be corrected prior to the chapter meeting. Unnecessary or unimportant items can be pointed out and discarded. This step eliminates a lot of unnecessary confusion.

2. **Disorderly conduct** – Alcoholic beverages, drunken brothers, shouting, obscene language, and indiscriminate conversation all add length and aggravation to the meeting.

3. **Starting meeting on time** – When the starting time for the meeting is delayed, a disorganized tone is set, members get restless and tardiness is promoted. Announce that, starting with the next meeting, all meetings will start as scheduled and that the "F" will secure the door at the appointed hour. All of the executive board members should be in the room and ready for the meeting at least five to ten minutes prior to the scheduled meeting time. All executive committee discussion and paperwork should be completed prior to entering the meeting room.

4. **Room environment** – Proper site selection for chapter meetings is very important. Meetings should not be held in the chapter house unless sufficient facilities are available; even then it is not highly recommended. Too often, members lounge out on couches or on the floor and interruptions can be frequent. Having meetings in a more professional setting with straight back chairs and no interruptions will greatly improve meeting efficiency. Room temperature can also spoil meeting productivity. Rooms that are hot and muggy can put people to sleep, while cold rooms may make them more irritable. Student Unions or University Centers often have great facilities available to student organizations for little to no cost.

5. **Insufficient fluency in parliamentary procedure** – A condensed version of Robert's Rules of Order should be part of any membership education program. Abiding by Robert's Rules will keep the meeting on track as well as avoid claims of "railroading" or "favoritism".

6. **Inefficient committee system** – Another frequent cause of otherwise organized meetings becoming marathons is a committee system that is not functioning properly. Committees should examine alternatives, compare them with the budget available, cross-reference dates with the chapter's calendar of events and research details, and then present two or three viable choices to the chapter for a vote. Post the times when each committee will meet and make them open for discussion. Otherwise, you're going to be in for a long evening as the entire membership becomes involved in debating the merits of every little aspect of every little decision. Besides the obvious time constraints, the members at large will rarely have all the

necessary information and, after lengthy discussion, will usually send it back to committee anyway!

7. **Selling ideas** – New concepts or ideas need to be sold **before** the chapter meeting, in small-group discussions, one-on-one conversations and the appropriate committee meetings. If one member springs a totally new idea on the entire group during a meeting, there is bound to be a lengthy and frustrating exchange. The meeting should be used primarily for informing (announcing the formation of a committee to look into an issue and make recommendations) and to ratify decisions (vote on a specific proposal). Persuasion efforts are better suited to an informal situation.

8. **Always end on a positive note** – Sing, pass the candle, congratulate brothers on good test scores, thank someone for a favor. Whatever it is, take a few minutes before breaking up to reinforce the brotherhood. Even if there had been a heated discussion only a short time earlier, these little activities can make a big difference in the mood of the brothers as the meeting adjourns. Of course, it should go without saying that a story or award that makes everyone in the room laugh at another brother's expense can be counterproductive, so some care needs to be exercised in picking the activity and setting ground rules for acceptable comments.

A well-run meeting can contribute significantly to promoting a positive attitude. With only a moderate amount of effort and advance planning, the time spent at the chapter meeting can become reasonable, productive and maybe even a little interesting. Just watch – they'll start to look forward to them!

GROUP BEHAVIORS

Individual behaviors can be analyzed in relation to the group dynamics of the chapter. When a member says something, is that person trying to help get the group's task accomplished (task), to improve or patch up relationships among members (maintenance), or to meet some personal need or goal without regard to the group's problems (self-oriented)? As a group grows and members' needs become integrated with group goals, there should be less self-oriented behavior and more task and/or maintenance behavior.

1. **TASK-ORIENTED BEHAVIORS (TOB)** – Task-oriented behaviors help ensure that the group's task will be accomplished.

   a. **Initiating** – For any chapter to function, some person(s) must be willing to take some initiative and propose ideas or procedures. These can be seemingly trivial statements like, "Let's build an agenda," or "It's time we moved on to the next item," but without them, little task-related activity would occur. People would either sit in silence or develop side conversations.

   b. **Seeking/giving information and opinions** – The clear and efficient flow of information, facts, and opinions is essential to task accomplishment. Giving-type statements, such as, "I have some information that may be relevant,…" ensure that decisions are based on full information. Information seekers ask such questions as: "Is there enough money left in the budget to pay for the proposal?"

   c. **Clarifying and elaborating** – Many useful inputs into chapter work get lost if this task-related behavior is missing. Clarifiers communicate a listening and collaborative stance. The elaborator builds upon ideas or suggestions of others. A clarifier would make such statements as, "What I think we are trying to do here is…" In elaborating, one would say things like, "If we do this then we will be able to…"

   d. **Summarizing** – At various points during a chapter's work, it is very helpful for someone to summarize and pull together the discussion. This gives the entire group an opportunity to pause, step back, see how far it has come, where it is, and how much further it must go to complete its work.

   e. **Consensus testing** – Many times a chapter's work must result in a consensus decision. At various points in the meeting, the statement "Have we made a decision on that point?" can be very helpful. Even if the group is not yet ready to commit to a decision, it serves to remind everyone that a decision needs to be made and, as such, it adds positive work tension into the group. This behavior explores whether the group may be nearing a decision.

2. **MAINTENANCE-ORIENTED BEHAVIORS (MOB)** – Maintenance behaviors ensure that good working relationships are maintained.

   a. **Gatekeeping** – Gatekeepers bring others into the conversation, facilitate procedures, and generally keep

communication open. Without gatekeeping, information becomes lost, multiple conversations develop, and less assertive people get cut off, often dropping out of the meeting. "Let's give Joe a chance to finish his thought" and "If people would talk one at a time, I'd find it easier to listen and add to our discussion" are examples.

b. **Encouraging** – Encouraging also ensures that all the potentially relevant and necessary information is shared and considered. Examples are such statements as, "I know you haven't had a chance to work it through in your mind, but keep thinking out loud and we'll try to help," and "Before we close this off, Bob, do you have anything to add?" This behavior is supportive and responsive.

c. **Harmonizing/compromising** – These two functions are very important but tricky, because their overuse or inappropriate use can reduce a chapter's effectiveness. If smoothing over issues (harmonizing) and each party giving in a bit (compromising) serve to mask important underlying issues, creative solutions will be fewer in number and commitment to decisions will be reduced. When properly used, however, harmonizing relieves tensions and reconciles differences, while compromising helps build unity.

3. **SELF-ORIENTED BEHAVIORS (SOB)** – Self-oriented behaviors tend to be more prevalent in the early life of a group. They also occur when time constraints and difficult tasks lead to stress in the chapter.

a. **Aggression** – Working for status by criticizing or blaming others, showing hostility against the chapter or some individual, deflating the ego or status of others.

b. **Blocking** – Interfering with the progress of the chapter by going off on a tangent, citing personal experiences unrelated to the problem, arguing too much on a point, rejecting ideas without consideration.

c. **Seeking sympathy** – Trying to induce other members to be sympathetic to one's problems or misfortunes, deploring one's own situation, or disparaging one's own ideas to gain support.

d. **Manipulating** – Introducing or supporting ideas that meet one's personal needs and interests regardless of whether they are in the best interest of the chapter.

e. **Clowning** – Clowning, joking, mimicking, disrupting the work of the group.

f. **Seeking attention** – Attempting to call attention to one's self by loud or excessive talking, extreme ideas, and/or unusual behavior.

g. **Withdrawing** – Acting indifferent or passive, resorting to excessive formality, daydreaming, doodling, whispering to others, wandering from subject.

h. **Competing** – Conscious or unconscious striving to rival others. An effort to appear more competent, useful, and able than others in the group in order to gain favor from important people.

Adapted from "Functional Roles of Group Members," Benne and Sheats, Journal of Social Issues 4 (Spring 1948): 41-49

There is no way to completely eliminate certain behaviors and maximize others, but being able to recognize these behaviors will give you a greater perspective in managing the chapter/colony meetings.

SECTION II:
SETTING THE DIRECTION

THE CHAPTER RETREAT

The chapter retreat is the cornerstone for building the Delta Chi Management Philosophy into the chapter or colony. Most of the other techniques listed in this **BRIEF** can and should be incorporated into regular retreats, although each also stands on its own as a good habit to practice for increased productivity and success. Remember, success is not a goal, but a way of life!

The chapter or colony should hold two retreats per year, one in the late spring to plan for the fall, and one in the late fall to plan for the spring. Everyone, including associate members, chapter or colony advisors and ABT or house corporation members isencouraged to attend, although attendance should not be "mandatory." It is better to have a smaller group that really wants to be there than a bunch who feel that they had to attend "or else." The issue will dissolve over time if the retreats are well-planned, productive and fun. Members will want to come!

Delta Chi publishes a *Chapter Retreat* **BRIEF**, which offers much more detail and will be invaluable to anyone planning a retreat.

At least once each year, if not at every retreat, a chapter evaluation and needs assessments should be completed. This involves passing out a sheet on which members can rate each area of the chapter or colony's programming, by category, from "excellent" to "needs improvement" at a chapter meeting a couple of weeks in advance of the retreat. Also include a section for each member to list several of his favorite pastimes and hobbies along with activities he prefers to avoid, as well as some additional space for general comments and suggestions; no names are used.

The results are tabulated, photocopied, and then distributed at the appropriate time during the retreat. Members can then see for themselves what the membership as a whole wants to be doing and where improvement is needed, based on their own evaluation! This greatly speeds up the goal-setting process and also fosters quicker and more sincere communication over substantive issues. It is important to the success of the discussion that it be kept in a positive nature, looking at "What if we do . . .?" instead of "Why didn't we . . .?"

You might also want to prepare a list of the chapter's activities over the past year and compare it to the compiled list of members' preferred activities. The degree to which the two lists are incompatible is an indication of your chapter's "motivation problem"!

From the discussion, goals and lists of potential activities can be developed, committee objectives assigned and a comprehensive plan of action implemented. A chapter evaluation and needs assessment form is printed in the *Chapter Retreat* **BRIEF**.

THE OFFICER RETREAT

Each year when a new slate of officers is elected, it is a good idea for them to sit down with the old executive committee and talk. The "BB" should be in attendance, as should the ABT president. The written goals of the previous administration, drawn up when they were the new officers, are reviewed and evaluated, and a plan for the next year is constructed based on the results. It is essential that the executive committee's goals are designed to facilitate the goals and objectives of the chapter or colony. For this reason the chapter or colony retreat should occur prior to the officer retreat so that the entire group's goals may be identified.

Long-range planning does not consist of planning for the future; it consists of realizing the future impact of today's actions. It is important for the officers to determine and announce intermediate goals, because those will become the basis for the day-to-day activities, which in turn will lead to the achievement of the chapter's long-range plan.

The process of successive improvements over time becomes impossible if each new administration comes in and starts from scratch. Year-long terms of office for at least the "A", "D" and recruitment chairman, a written plan of action that is in conformance with the chapter's long-range goals and the periodic review and reporting of progress all serve to provide **CONTINUITY** in the chapter or colony leadership. Continuity is essential for growth.

One important technique for smoothing the transition is to change officers each January, as opposed to at either

the beginning or the end of the school year. Otherwise, there is often a lapse in experience, since most of the same men will be around in the spring, but many will graduate after that; if there are questions or problems, they will be there for reference.

Another device for transferring the knowledge of one administration to the next is officer notebooks. In a three-ring binder, place all resource material that relates to that office, plus copies of letters, publicity items, schedules, regular deadlines, etc. that have proved useful. In addition, each outgoing officer and chairman should write a brief synopsis of what went well, what he would have done differently and **why**.

SECTION III:
PROBLEM SOLVING

THE "PROACTIVE" APPROACH

Russell L. Ackoff points out in his book, *The Art of Problem Solving*, that wanting to *get rid of* something is *reactive* or retrospectively oriented problem solving, while trying to *get* something is *proactive* problem solving. The difficulty with reactive problem solving, according to Ackoff, is that we tend to walk into the future facing the past, moving away from, instead of toward, something.

Proactive problem solving helps minimize the chance of unforeseen consequences and also promotes a more creative approach to strategic planning. It starts by asking, "What would we like to have if we could have what we want?" with only two constraints on the answer: first, it must be technologically feasible; second, it must be operationally viable, that is, if brought into existence it would survive.

Reactive problem solving, by concentrating on our current deficiencies, tends to view each deficiency separately. Thus viewed, the deficiencies loom bigger than life and appear more difficult to remove. In addition, the interrelationships become less clear. On the other hand, dealing with sets of interacting problems as a system is what planning is all about.

Self-Imposed Limitations:

"That won't work here."

"It's *always* been done that way."

"But how will we get them to come over if we don't serve beer?"

Most problems can be successfully resolved if care is taken not to eliminate potential solutions before they can be analyzed on their merits. Many times, a suggestion will be discarded simply because it is different or originated somewhere else. Some groups will hang on to "tradition" despite obvious shortcomings in the results, out of fear of change or because of an incomplete understanding of the true objective.

Ackoff again: "A puzzle is a problem that we usually cannot solve because we make an incorrect assumption that precludes a solution."

Assuming that beer is necessary for successful recruitment eliminates a host of alternatives and ignores the many other approaches to recruitment.

Assuming that no one will come to a retreat, therefore it would be a waste of time to plan one, relieves the leadership of the risk of failure but also eliminates the potential for success.

Assuming that hazing must remain a part of the membership education program simply because it has "always" been there disregards the ultimate purpose of the program and fails to address the real question: "Can we have a productive program without the negative costs related to hazing?"

If it appears that there are insurmountable obstacles to success, try using the **Idealized Design Exercise**: sit in a circle and develop a blueprint for whatever program is in question, with the only limiting factors being whether an idea is technologically feasible and whether it could survive if brought into existence. This really opens up the possibilities; often a group will find that there are a multitude of alternatives, each with several strong points. It then becomes a matter of choosing between several attractive options rather than brooding over an impenetrable dilemma.

SECTION IV:
GETTING THE JOB DONE

POSITIVE INVOLVEMENT

Peter Drucker said, "The purpose of any organization is to make the strengths of its members productive and their weaknesses irrelevant." This means that you, as a chapter leader, must be sensitive to what the individuals in the group do well and must, whenever possible, avoid calling on them for tasks that they either cannot or do not want to do well. It is one thing to put a member who has always wanted to learn the game of lacrosse on the lacrosse team; it is quite another if a man not athletically inclined is coerced, out of convenience or necessity, into the same situation.

The second man may make some important mistakes on the field, will be generally uncomfortable because of his lack of expertise and may at some point become humiliated enough to stop participating on the team. The experience could negatively affect some of his relationships in the chapter; it's a fair bet that he will not be too happy with whomever put him in that situation, either.

We have to assume that each member wants to help in any way he can, but realize at the same time that every individual has particular strengths. If we consistently involve a man in pursuits that he finds interesting and that showcase his talents and allow him to develop new skills, his fraternity experience will be that much more enjoyable and valuable. In return, his resulting enthusiasm at having performed well may spill over into greater support for the chapter's other activities.

CLEAR STANDARDS AND EXPECTATIONS

Communication is important in effective management, and the most important form of communication for a fraternity is letting each man know what is expected of him. Whether it is a schedule of deadlines for planning the White Carnation Ball or the requirements for membership in Delta Chi, he should always have a clear understanding of the standards he must uphold and of his individual responsibilities within the chapter or colony.

If the chapter decides to pursue an associate member class of 25 for the fall, then the recruitment chairman needs to know it in February. His committee members should have specific lists of things to do and deadlines for those items. The membership at large has to be aware of its role in the recruitment process; through consistent follow-up it can become nearly impossible for them not to perform!

Always make it plain up front what will be required. This accomplishes two things: first, it lets the man make some estimate in his own mind as to whether he should take on this particular responsibility; second, it allows him to internalize the goals of the program, whatever it is, and begin to put his creative faculties to work on the problems to be solved immediately. Thus he feels more ownership of the project and, therefore, responsibility for its successful completion.

WHAT IF IT ISN'T WORKING OUT?

Most of the time, if there is a problem with the way someone is implementing a program, the difficulty can be traced to one of several reasons:

1. **Is he the right man for the job?** This goes back to the ideas of positive involvement and time management. It is best to make sure that a volunteer possesses the skills or, at the minimum, the desire to develop the skills to get the job done. Another good rule of thumb for picking someone to handle a project is whether he is busy - truly busy, not just claiming to be. A busy person is typically well disciplined and accomplishes his assignments on time.

2. **Does he understand what he is supposed to do?** By taking pains to insure that he has a complete working knowledge of the exact requirements of the project, aggravation on both sides can be avoided.

3. **Does he have intermediate goals?** It's easy to say that such-and-such needs to be finished by a certain date, but most people will let it slide until the last moment (known as the "term paper syndrome") unless

early on an agreeable calendar of deadlines is established, at each of which another part of the project will be completed. As each deadline is reached, meet with the person handling the project and assess the progress.

4. **Does he show a continuing interest in the project?** His enthusiasm for the job may wane, or midterms could get in the way, or any one of many factors could cause him to miss a couple of deadlines. Give him the opportunity to choose whether to continue with it or to relinquish the responsibility to someone else. If he reaffirms his desire to see it through, give him one more chance. If he doesn't, let him off the hook.

Sometimes, however, **nothing** gets results. This presents a delicate situation. Provide him with an easy way to save face, while at the same time considering the possibility that there are extenuating circumstances that have contributed to his ineffectiveness.

Finally, don't alienate him, because he may prove to be an asset in some other area later. Let him down easy and in private. He will feel his failure without having his nose rubbed in it and will appreciate the use of tact and empathy in handling the situation.

SECTION V:
OFFICER TRANSITION AND TRAINING

Officer transition and training is crucial to the continued success of any chapter and is the responsibility of both incoming and outgoing officers. The most effective way to facilitate this changeover is in a retreat setting, attended by as many alumni advisors as possible, old and new executive committees, and any other chapter advisors. This retreat is *not* to set goals for the chapter but to tailor the efforts of the new officers to the goals the chapter has already established. To plan an effective retreat, consult the *Chapter Retreat* **BRIEF**, which will explain the process step by step. In addition to an agenda and the *Chapter Retreat* **BRIEF**, the following checklist will be helpful in facilitating an effective officer transition. All other recommended reading can be found in the *Chapter Operations Manual* and on the web site.

"A"

Prior to the Election:
1. Attend at least two executive committee meetings
2. Attend at least one ABT meeting
3. Attend at least one IFC meeting
4. Review the *Chapter Operations Manual* and especially the officer's responsibility checklist (found in the *Chapter Operations Manual* and the *Cornerstone*)
5. Meet with current "A" to discuss responsibilities, problems, hints, etc.

Prior to Taking the Oath of Office:
1. Read the following publications:
   a. *Chapter Operations Manual*
   b. Delta Chi Law
   c. Chapter by-laws
   d. Chapter "A"'s Reference Sheet
   e. *How to Win Friends and Influence People* by Dale Carnegie
2. Review officer notebook with past "A"
3. Review parliamentary procedure (found in the *Chapter Operations Manual* and *Cornerstone*)
4. Contact alumni and advisors ("BB", ABT president, Faculty Advisor, and any other key alumni) in regard to officer transition/training facilitation
5. Review past semester's chapter meeting minutes
6. Review chapter risk management policies and FIPG guidelines
7. Meet with Greek Advisor and IFC president
8. Review past Visitation Reports
9. Send letter of introduction to sorority presidents, other fraternity presidents, neighbors, etc.

"B"

Prior to the Election:
1. Attend at least two executive committee meetings
2. Review the "B"'s responsibilities checklist
3. Meet with current "B" to discuss responsibilities, problems, hints, etc.
4. Sit in on one of the current "B"'s meetings with the committee chairmen

Prior to Taking the Oath of Office:
1. Read the following publications:
   a. *Chapter Operations Manual*
   b. Delta Chi Law
   c. Chapter by-laws
   d. *How to Win Friends and Influence People* by Dale Carnegie
2. Review officer notebook with past "B"
3. Review parliamentary procedure
4. Appoint and meet with incoming committee chairmen to start developing a plan of action for the term/ year in accordance with those goals set by the chapter at retreat (see *Committee System* **BRIEF**). These then need to be presented at the transition/training retreat.
5. Review the chapter's risk management policies and the FIPG guidelines
6. Review the past Visitation Reports
7. Make sure committee chairmen are keeping notebooks

"C"

Prior to the Election:
1. Attend at least one executive committee meeting
2. Read the "C"'s responsibility checklist
3. Meet with current "C" to discuss responsibilities, problems, hints, etc.

Prior to Taking the Oath of Office:
1. Read the following publications:
    a. "C" manual
    b. Delta Chi Law
    c. Chapter by-laws
    d. Past semester chapter meeting reports
    e. "No One Ever Told Me...!"
    f. "C"'s reference sheet
2. Review officer notebook with past "C"
3. Review the chapter risk management policies and the FIPG guidelines
4. Locate all old records and become familiar with filing system
5. Check supply of letterhead, envelopes, bid cards, etc.

"D"

Prior to the Election:
1. Attend at least one executive committee meeting
2. Attend at least one ABT meeting
3. Read the "D"'s responsibility checklist
4. Attend one finance committee meeting
5. Meet with current "D" to discuss responsibilities, problems, hints, etc.

Prior to Taking the Oath of Office:
1. Be confirmed by the ABT
2. Read the following publications:
    a. Delta Chi Law
    b. Chapter by-laws
    c. *Financial Management* **BRIEF**
    d. *Alumni Board of Trustees* **BRIEF**
    e. Tax Guidelines
    f. "No One Ever Told Me...!"
2. Review officer notebook with past "D"
3. Review the chapter risk management policies and FIPG guidelines
4. Meet with "BB", ABT president, financial advisor, and accountant (if applicable)
5. Look over the Headquarters' supply order form, and talk with the "C", recruitment chairman, and any other officers to see if anything is needed
6. Ensure that the budget for the following semester is ready for chapter approval

"E"

Prior to the Election:
1. Read the "E"'s responsibility checklist
2. Attend at least one ABT meeting
3. Meet with current "E" to discuss responsibilities, problems, hints, etc.

Prior to Taking the Oath of Office:
1. Read the following publications:
    a. *Alumni Board of Trustees* **BRIEF**
    b. *Alumni Newsletter* **BRIEF**
    c. *Alumni Relations* **BRIEF**
2. Review officer notebook with past "E"
3. Review the chapter risk management policies and the FIPG guidelines
4. Meet with the "BB", ABT president, and the alumnus editor of the chapter's alumni newsletter

Prior to the Election:
1. Attend at least one executive committee meeting
2. Review the "F"'s responsibility checklist
3. Meet with current "F" to discuss responsibilities, problems, hints, etc.
4. Review the chapter risk management policies and the FIPG guidelines

Prior to Taking the Oath of Office:
1. Read the following publications:
   a. *Risk Management Manual*
   b. Delta Chi Law
   c. Chapter by-laws
   d. Parliamentary procedure in *Chapter Operations Manual* or *Cornerstone*.
2. Review officer notebook with past "F"
3. Meet with the house corporation president, house manager, and the social chairman to discuss the "F"'s relationship as Risk Management Officer
4. Check condition of Ritual paraphernalia; replace or clean if necessary

ASSOCIATE MEMBER COUNSELOR (AMC)

Prior to the Election:
1. Read the Associate Member Counselor's checklist
2. Meet with current AMC to discuss responsibilities, problems, hints, etc.
3. If the AMC is a member of the executive committee, attend one meeting

Prior to Taking the Oath of Office:
1. Read the following publications:
   a. *Big Brother* **BRIEF**
   b. *New Member Education* **BRIEF**
   c. *Pre-Initiation* **BRIEF**
   d. "Good Brothers or Good Pledges?"
   e. *Cornerstone*
2. Review officer notebook with past associate member counselor
3. Review chapter's written membership education program with past AMC
4. Review the chapter risk management policies and the FIPG guidelines
5. Meet with the ABT's Membership Education Advisor
6. Review Associate Member evaluations of the recruitment program

RECRUITMENT CHAIRMAN

Prior to Election:
1. Read the recruitment chairman's responsibility checklist
2. Meet with current recruitment chairman to discuss responsibilities, problems, hints, etc.
3. If the recruitment chairman is a member of the executive committee, attend one meeting

Prior to Taking the Oath of Office:
1. Read the following publications:
   a. *Recruitment* **BRIEF**
   b. "Building Better Brotherhood"
   c. *How to Win Friends and Influence People* by Dale Carnegie
2. Review officer notebook with past recruitment chairman.
3. Meet with the ABT Recruitment Advisor
4. Meet with the IFC Recruitment Chairman
5. Review Associate Members' evaluations of past recruitment program
6. Review the chapter risk management policies and the FIPG guidelines

OFFICER NOTEBOOKS

In order to maintain a high level of stability in a chapter's programming, to make certain that the same mistakes are not made again and to see that great ideas are never lost, it is important for officers to continually develop their positions. When an officer transition occurs, a well-organized and complete officer notebook will make a tremendous

difference in the ability of the new officer to immediately understand and perform his responsibilities. With clearly defined programming, the new officer will have more time to spend in further developing and improving his position, instead of wasting time educating himself in what to do. Organized notebooks help facilitate a better officer transition, and every officer and chairman should have one.

The Officer and Chairman Notebooks ideally should all be similar three-ring notebooks. This makes them conspicuous and, hopefully, less likely to be lost or accidentally thrown away. The contents of each notebook should be clear, concise and useful. There shouldn't be any out-of-date information (having a notebook with limited space as opposed to a box or filing cabinet should help minimize this problem).

Each notebook should contain:

1. Officer Responsibilities sheet. Located both in the *COM* and in the *Cornerstone*.
2. The Basic Expectations of a Delta Chi
3. Reference Sheets; "BB", "A", "C", "D", "E"
4. Delta Chi Law
5. Chapter Bylaws
6. Pertinent **BRIEF**s (photocopies are fine). See Recommended Officer Notebooks form located in the front of the *COM* or check the web site.
7. Articles where appropriate. Located in the *COM* and available from the Headquarters and on the website:
    a. "What Does It Take To Have A Successful Chapter?"
    b. "Good Brothers Or Good Pledges?"
    c. "No One Ever Told Me...!"
8. Dividers for different sections
9. A section for After Activity Analysis forms (See **Appendix A**)
10. A section for short- and long-term goals of the office/chair
11. A section for helpful hints about running the position
12. A section for future ideas

SECTION VI:
CHAPTER PERFORMANCE APPRAISAL

The Chapter Performance Appraisal System is a method for chapters to compare themselves with the standards of operation set forth by Delta Chi. These standards have been gleaned from years of experience, and many have been adopted by the Board of Regents and the International Conventions. The Chapter Performance Appraisal System gives specific ideas for chapters to utilize in improving their operations.

The system can reveal to a chapter what its strengths are as well as bring to the surface the areas that need improvement. It also provides direction to a chapter in seeking such improvement.

While standards at the "excellent" level of performance are not easy, it is entirely possible for a chapter at the "satisfactory" level of performance to reach the "excellent" level within approximately a year to 18 months. It is also possible for a chapter operating at the minimum level to reach the "satisfactory" level of performance in the same amount of time.

A chapter at the "excellent" level of performance meets the requirements for the Award of Excellence. This chapter has successfully met the performance requirements at the "satisfactory" and "minimum" levels and has made significant progress towards completing those listed under the "excellent" level of performance. In order to receive the Award of Excellence, a chapter must be able to substantiate its achievements in every category.

A chapter at the "satisfactory" level is operating in a healthy state and has a sound organization. This chapter has successfully met the performance requirements at the "minimum" level of performance and has made significant progress towards completing those listed under the "satisfactory" level. It is providing a fraternal experience of which the chapter and Delta Chi can be proud. Yet, there is still room for improvement.

A chapter operating at the minimum level needs to concentrate on improvement. The various categories of the performance appraisal system (i.e., ABT, Financial Management, Membership Education) provide key areas that should be evaluated. Goals can easily be set for the "minimum" chapter by concentrating on the standards listed at the "satisfactory" level. Even the standards at the "excellent" level can provide goals in certain categories for a chapter currently at the "minimum" level.

A chapter operating below the minimum standards will have a difficult time contributing positively to the college experience of its members. In fact, it is probably detracting from that experience. This chapter needs special attention from both its alumni and the Headquarters. In order to improve, the chapter officers and members must take the time necessary to determine which areas need to be focused on and then develop plans of action to improve these areas.

Delta Chi has a responsibility to provide its members with the best possible fraternal experience. A positive experience should constantly be encouraged and fostered. A negative experience cannot be supported or sanctioned by the Fraternity. The Chapter Performance Appraisal System provides assistance in solidifying chapters to the point at which they can be reasonably assured that the individual experiences of their members will be positive and that the ideals of Delta Chi are being pursued.

NOTE: Of the categories listed, it is important to notice that the Ritual of Delta Chi is not included. Simply stated, there can be no deviation from the exacting performance mandated by Delta Chi Law as passed by the chapters in Convention. When it comes to the performance of Delta Chi's Ritual, "excellent" is the minimum performance that we can allow.

The Ritual of The Delta Chi Fraternity is the central unifying factor of our diverse and international Brotherhood. Without it we would not be brothers. There are ample opportunities for each chapter to express its uniqueness without tearing at the very fiber that empowers us all to call each other "brother." Strict adherence to and performance of the Ritual are basic membership obligations of all brothers. Each chapter should be prepared to discuss the meaning of the ritualistic initiation with newly installed brothers. It is advisable to use the chapter's "BB" or another advisory alumnus in discussing the meaning of our secrets and our Ritual, especially as they apply to everyday life.

	MINIMUM PERFORMANCE	SATISFACTORY PERFORMANCE	EXCELLENT PERFORMANCE
1. ABT	• Organized with a minimum of 5 Delta Chis (including the "BB", "A", and "D") • Advises on recruitment, risk management, membership education, scholarship and finances • Meets once per term • President has *ABT* **BRIEF**	• Assists in budget supervision • Assists in collection of accounts receivable • Meets two times / term • All board members have the *ABT* **BRIEF** • Designated Financial Advisor	• President has a C.O.M. • Meets monthly during the academic year • Designated advisors for other program areas (e.g., Recruitment, New Member Education, Alumni Relations)
2. ACCOUNTS RECEIVABLE	• A/R not more than 10% of the budget • Policies in chapter by-laws • "BB" involved with collection	• A/R not more than 5% of the budget • ABT involved with collection • Use promissory/ installment notes	• All current or being acted upon*

* "Acted upon" means that corrective action is at least in progress by the executive committee or ABT.

	MINIMUM PERFORMANCE	SATISFACTORY PERFORMANCE	EXCELLENT PERFORMANCE
3. ACCOUNTS PAYABLE	• All accounts paid within 60 days of billing	• All accounts paid within 45 days of billing	• All accounts paid within 30 days of billing
4. ADMINISTRATION	• A member of the chapter has regular contact with an administrator (e.g., Greek Advisor) concerning the chapter at least once per term	• A member meets with the Greek Advisor at least twice per term	• Invite an administrator to an appropriate function at least once per term
5. ALUMNI INITIATES	• Two alumni initiates per year	• Three alumni initiates per year	• Four or more alumni initiates per year
6. ALUMNI RELATIONS	• One alumni-oriented event per year • One alumni-oriented publication per year	• Two alumni-oriented events per year • Organized traditional alumni programs (Founders' Day, homecoming, etc.) • Two alumni-oriented publications per year	• Involvement of alumni in programs such as: fundraising, alumni relations, & recruitment • Have an alumni relations committee working with the "E" • Publish an alumni directory every 5 years
7. ANNUAL MEMBERSHIP INITIATION RATE	• 35% of September active membership	• 45% of September active membership	• 50% or more of September active membership

	MINIMUM PERFORMANCE	SATISFACTORY PERFORMANCE	EXCELLENT PERFORMANCE
8. ATHLETICS	• Field a team in at least one sport each term • At least 25% of the chapter is involved either as participants or as spectators	• Field a team in 50% of the sports offered • At least 50% of the chapter is involved either as participants or as spectators	• Field a team in 75% of the sports offered • At least 75% of the chapter is involved either as participants or as spectators
9. AWARDS	• Apply for individual awards ("C", "E", etc.)	• Apply for campus and Delta Chi programming awards	• Apply for campus and Delta Chi composite awards
10. "BB"	• Turns in two reports to the Headquarters Office (4/30,12/31) • Attends at least one meeting a month • Reads and follows responsibilities list • Attends all ABT meetings	• Helps oversee finances • Helps oversee program planning • Attends at least two chapter meetings/month • Attends at least one executive committee meeting a month	• Attends at least one additional chapter activity per month • Attends Regional Leadership Conference • Meets with officers at least once per month • Attends Ritual
11. CAMPUS INVOLVEMENT	• At least 20% of membership involved in non-fraternity activities or organizations	• Have at least 30% of membership involved in non-fraternity activities or organizations, 5% of which hold leadership positions	• Have at least 40% of membership involved in non-fraternity activities or organizations, 10% of which hold leadership positions
12. CHAPTER ORGANIZATION AND MANAGEMENT	• Regular, planned weekly chapter meetings • Chapter meeting follows regular order of business and uses parliamentary procedure • Executive committee meets prior to meeting • No individual holds more than one elected office • Has a committee system • Officers read and follow responsibility lists • Chapter has at least one COM	• Recruitment chairman and AMC regularly report to or are part of the executive committee • "B" meets regularly with committee chairmen • At least 50% of chapter membership is involved with a committee or is an officer • Executive committee meets one day prior to chapter meeting • "A"&" BB" have C.O.M.s • "C" prepares an agenda for chapter meetings • All officers / chairmen have up-to-date notebooks	• Written committee reports are submitted regularly • At least 70% of the chapter membership either holds office or serves on a committee • All officers and committee chairmen have the appropriate reference materials (COM, **BRIEF**s, manuals, etc.) • Alumni are involved in officer transition and training

	MINIMUM PERFORMANCE	**SATISFACTORY PERFORMANCE**	**EXCELLENT PERFORMANCE**
13. CHAPTER RETREAT	• Chapter holds retreats twice per year	• Officer retreats held	• Alumni, advisors, faculty involved in retreat process
14. CMRs, REQUIRED REPORTS AND LISTS	• On time, typed, and complete		
15. FACULTY ADVISOR	• Have a Faculty Advisor • A chapter member must have regular contact with him/her concerning the chapter at least once per month	• Advises chapter on scholarship program • Has a copy of the *Scholarship* **BRIEF** • Is a member of the ABT • Assists with contacts with the university	• Advises in other program areas
16. FINANCIAL MANAGEMENT	• Keep financial records up-to- date • Send in all IRS forms (e.g., 990) yearly • Budget adopted by the chapter and ABT • Financial policies enforced • Members receive written bills from "D"	• Use membership ledgers • Prepare monthly financial statements • Review regular financial statements with ABT • Budget for attendance at Conventions, RLCs, etc. • Use prommisory notes	• Maintain all financial records on computer or with a bookkeeping/ accounting firm • Budget at least 5% for savings
17. HOUSE CORPORATION	• Meets once per year • Incorporated under the laws of that state • Files IRS 990 form • Live-ins required to sign contracts that are enforced • Makes certain house is up to code • President has *House Corporation* **BRIEF** • Maintains adequate insurance	• Meets twice per year • All officers have the *House Corporation* **BRIEF** • Inspects the house annually for needed repairs and fire/safety hazards	• Has contingency funds available for emergencies and a regular method of saving money for future housing needs
18. IFC	• Chapter represented at all meetings by a delegate who is a member of the chapter's executive committee	• Chapter attends all IFC sponsored functions	• Some chapter members serve on IFC committees or as officers

	MINIMUM PERFORMANCE	SATISFACTORY PERFORMANCE	EXCELLENT PERFORMANCE
19. LEADERSHIP CONSULTANT VISITS	• "A" arranges for meetings with each of the chapter officers and the "BB" prior to arrival • Officers have read manuals and are prepared for interviews • Chapter meeting for the LC arranged prior to arrival • Meetings arranged with the Greek Advisor prior to arrival	• Membership is informed and prepared for visit and its purpose	• ABT meeting during visit • House Corporation meeting during visit
20. MEMBERSHIP	• 35 members or campus fraternity average, whichever is smaller	• Equal to the campus fraternity average	• Greater than the campus fraternity average
21. NEW MEMBER AND ACTIVE MEMBER EDUCATION	• No hazing • Program is written, has defined objectives, includes a pre-initiation program, and is followed • Follows the 8-week program in the New Member Education **BRIEF**, or a shorter program with the same guidelines • Associate members attend at least 25% of chapter meetings • Program reviews the Basic Expectations of a Delta Chi • Includes a definition of Delta Chi's local and international structure • Has a scholarship program • FIPG Risk Management Policy reviewed with each associate member and signed • Use the Cornerstone	• Includes "BB", faculty advisor and a campus administrator (e.g., Greek Advisor) as speakers • Includes a rush workshop • Associate members involved on chapter's committees • Associate members attend at least 50% of chapter meetings	• A workshop on budgeting is included in the program • Includes a presentation on student government and other opportunities on campus • Associate members attend at least 85% of chapter meetings • Chapter has a continuing education program for initiates • Program includes outside speakers on issues like rape, and alcohol/drug abuse

	MINIMUM PERFORMANCE	SATISFACTORY PERFORMANCE	EXCELLENT PERFORMANCE
22. OFFICER TRAINING/ TRANSITION	• Manuals are read and followed • Officers read and understand their duties as set forth in Delta Chi Law and other publications	• Make use of an organized system of passing on knowledge and experience (files, office notebooks, personal meetings, etc.) • "BB" is involved	• Conduct an organized retreat for officer training after each election • Additional alumni involved (ABT, HC, faculty advisor)
23. PARENTS RELATIONS	• Letter sent to parents of associate members upon affiliation	• Hosts at least one parents' event per year • Newsletter or e-mail sent to parents	• Letter sent to parents upon initiation • Involves parents in other chapter programs where possible
24. RECRUITMENT PROGRAM	• Use and follow a written recruitment program and have a working recruitment committee • Number of men associating equals campus average	• Consistently maintain a rush effort outside of the structured campus rush period(s) (if there is one) • Involve all members in a recruitment education effort • Number of associate members is greater than the all campus average	• Involve alumni in recruitment • Use a summer recruitment program
25. REGIONAL LEADERSHIP CONFERENCES, CONVENTIONS, LEADERSHIP COLLEGE, and "A"s' ACADEMY	• RLC attended by at least two delegates • Convention attended by at least two delegates • Chapter "A" attended "A"s' Academy • No inappropriate behavior	• RLC attended by at least half of letters officers • Convention attended by at least half of letters officers • An attendee at the Leadership College	• RLC attended by a majority of letters officers and some other underclassmen • Convention attended by a majority of letters officers and some other underclassmen • More than one attendee at the Leadership College
26. RETENTION RATE	• 80% of associate members initiated	• 85% of associate members initiated	• 90% of associate members initiated

	MINIMUM PERFORMANCE	SATISFACTORY PERFORMANCE	EXCELLENT PERFORMANCE
27. RISK MANAGEMENT	• Chapter is in full compliance with the FIPG Risk Management Policy • FIPG Risk Management Policy reviewed with chapter and signed every term • "F" serves as the Risk Management Officer • Chapter uses Risk Management Manual • Fire and safety issues are reviewed on an annual basis and fire safety devices are operable at all times and regularly inspected • Fire drills held annually	• Chapter has own risk management manual • Fire drills held each term	• Outside sources speak to chapter on risk management issues (e.g., sexual abuse, hazing, alcohol/drug abuse, fire safety, etc.)
28. RITUAL	• Ritual Manuals up-to-date and in good working order • Ritualistic meeting held regularly • Materials are safely and properly stored	• Ritual exemplification held within five days of each initiation • Support alumni hold alumni ceremony ach semester for graduating seniors	• Support alumni are involved in the Ritual exemplification process
29. SCHOLARSHIP	• Chapter GPA equal to or greater than 2.5 • Officers have at least a 2.4 GPA upon assuming office and during term • Prior to initiaiton, all candidates are confirmed to have at least a 2.25 GPA or are in good standing with the institution and have at least a 2.5 high school GPA	• Chapter and associate member GPAs are equal to or better than the all-men's or all-fraternity GPA, whichever is better • Apply for Delta Chi Educational Foundation awards • Have a scholarship chairman and a program that encourages academic achievement • Have a system of recognition for scholastic achievement	• Provide information or give a presentation at least once per term on scholarship and financial assistance programs available at the institution • Provide presentations on time management, study skills, etc.

	MINIMUM PERFORMANCE	SATISFACTORY PERFORMANCE	EXCELLENT PERFORMANCE
30. SERVICE	• The chapter sponsors or co-sponsors at least one service project per year • 50% or more of the membership is involved in chapter service projects	• The chapter sponsors or co-sponsors at least two service projects per year • 75% or more of the membership is involved in at least two chapter service projects	• Consistently involved in service projects • 85% of membership is involved in a minimum of 4/year sponsored or co-sponsored by the chapter
31. SOCIAL	• 50% or more average membership in attendance • Have social activities other than parties • "A","F", and Social Chair are aware of B.Y.O.B. and/or 3rd party vendor guidelines. • All functions are in full compliance with the FIPG Risk Management Policy	• Written program planned one term in advance • 75% or more average membership in attendance • At least one non-alcoholic event per term	• 90% or more average membership in attendance • Social budget prepared in advance, submitted to the chapter and followed • Program includes major annual social events • Two or more non-alcoholic event per term
32. WEBSITE	• Has operating website • No objectonable pictures or videos • Updated at least once per term • Linked to Fraternity's website: www.deltachi.org • Contains alumni information • Contains current recruitment information • Lists current officers' contact information	• Lists full membership • Includes chapter history	• Includes layout of house (if applicable)

CHAPTER PERFORMANCE APPRAISAL
SELF-EVALUATION FORM

CATEGORIES	MINIMUM PERFORMANCE	SATISFACTORY PERFORMANCE	EXCELLENT PERFORMANCE
1. ABT	_____	_____	_____
2. ACCOUNTS RECEIVABLE	_____	_____	_____
3. ACCOUNTS PAYABLE	_____	_____	_____
4. ADMINISTRATION	_____	_____	_____
5. ALUMNI INITIATES	_____	_____	_____
6. ALUMNI RELATIONS	_____	_____	_____
7. ANNUAL INITIATION RATE	_____	_____	_____
8. ATHLETICS	_____	_____	_____
9. AWARDS	_____	_____	_____
10. "BB"	_____	_____	_____
11. CAMPUS INVOLVEMENT	_____	_____	_____
12. CHAPTER ORGANIZATION AND MANAGEMENT	_____	_____	_____
13. CHAPTER RETREATS	_____	_____	_____
14. CMRs, REQUIRED REPORTS AND LISTS	_____	_____	_____
15. FACULTY ADVISOR	_____	_____	_____
16. FINANCIAL MANAGEMENT	_____	_____	_____
17. HOUSE CORPORATION	_____	_____	_____
18. IFC	_____	_____	_____
19. LEADERSHIP CONSULTANT VISITS	_____	_____	_____
20. MEMBERSHIP	_____	_____	_____

CATEGORIES	MINIMUM PERFORMANCE	SATISFACTORY PERFORMANCE	EXCELLENT PERFORMANCE
21. NEW/ACTIVE MEMBER EDUCATION	_____	_____	_____
22. OFFICER TRAINING/TRANSITION	_____	_____	_____
23. PARENTS RELATIONS	_____	_____	_____
24. RECRUITMENT PROGRAM	_____	_____	_____
25. RLC. etc. PROGRAMS	_____	_____	_____
26. RETENTION RATE	_____	_____	_____
27. RISK MANAGEMENT	_____	_____	_____
28. RITUAL	_____	_____	_____
29. SCHOLARSHIP	_____	_____	_____
30. SERVICE	_____	_____	_____
31. SOCIAL	_____	_____	_____
32. WEBSITE	_____	_____	_____

SECTION VII:
WHAT DOES IT TAKE TO HAVE A SUCCESSFUL CHAPTER?

Think about it. Is it a big house? Active alumni? Intramural championships? What?

When we look around at what we consider to be the successful fraternities, we see big houses, active alumni, and intramural championships. We then take those as the **reasons** those chapters are successful and conclude, if we are lacking any of these, that we cannot be successful because we don't have these things.

We are confusing the issue. Those big houses, active alumni, championships, or whatever, are not the **causes** but the results of a successful chapter, and results occur from action taken or not taken. The big house didn't just happen. It was worked for, alumni help (in terms of ideas and time as well as money) was solicited, and committees were organized. All these involved alumni were cultivated through the establishment of a well thought-out and implemented alumni program designed with both the *chapter* and *alumni* in mind. Those championships, like most everything worthwhile, took weeks of practice and hard work.

So we can say that successful chapters **do** things that make them "successful" – things that unsuccessful chapters fail to do either altogether or simply with less conviction. Two important points can be made here.

First, if you want to be successful, form the habit of doing things that failures don't like to do. Plan. Organize. Rework ideas. Try again. You won't like to do them either but you WILL like what they enable you to achieve.

This leads to the second and most important point. Successful people are motivated by the desire for pleasing RESULTS, while failures are motivated by the desire for pleasing ACTIVITIES.

A good example of this can be found in recruitment. Let's compare two different approaches. The first chapter selects almost all of its new members from the friends of its current membership. The only attempt at contacting anyone else is through a mass mailing inviting "interested" people to the "rush events." The chapter continues to lack diversity and often complains about the poor turnout at its events. Later on, the chapter wonders why so many of its members only show up for parties and don't remember that **that** was how they introduced "fraternity" to them.

The second chapter takes the list of prospective members and either calls them on the phone or visits them personally. The members make an attempt to get to know the individual. They introduce him and often his parents to the meaningful side of fraternity first and solidify his (and many others') decision to join by having a party where he can meet all the members as well as his future associate brothers. Not only friends of the current membership are contacted. Diversity and strength are not only encouraged but sought out.

As a result, the second chapter has not only the number of men it needs, but more importantly, the **quality**. The other fraternity hides behind **false** claims of "quality not quantity" as it pledges four men for the second year in a row. It falls further behind in its payments and suffers through another year of meager social activities, due to a lack of money. Simply put, the fraternity that went out and talked with friends and total strangers alike did well in recruitment (thus obtaining pleasing **RESULTS**) while the other fraternity, which was motivated by pleasing activities (talking with friends and partying), did poorly in recruitment.

Think of your own chapter and decide if it is motivated by activities or results. Think of all the things your chapter has been willing to do without in order to avoid doing the things it does not like to do.

We still haven't traced success back far enough. Since every action or inaction first has its origin in a thought or an idea, we need to look at attitude.

There is a native tribe in South America that has been dying from a strange disease for many generations. Finally, it was discovered that the disease was caused by the bite of an insect that lives in the walls of their adobe homes. The natives have several possible alternatives. They can kill the insects with an insecticide, they can destroy and rebuild their homes, they can move to an area that does not have these insects, or they can continue to live and die early in the same way they have for generations.

They have chosen to stay and die early. They have resisted change. They have chosen the "easy way out."

How many of our chapters have chosen the "easy way out"? How many of our chapters have resisted change and

resigned themselves to a life of "permanent potential," possessing the ability to be better but not taking advantage of it?

When the chapter members could have changed their associate member program to develop not good associates but better members, they talked about it but somehow slid back into the old ways. When it was suggested that they should hold a recruitment seminar to overcome the lack of recruitment skills, they said they couldn't find a date when everybody could be there. When their scholastics looked suspect, they resisted all attempts to improve their grades. Quiet hours were "too restrictive." Steak and bean dinners were "too embarrassing." "Scholarships only award brains and not effort." When it was pointed out that if they would pledge more men they could operate in the black (for a change) and increase their social budget, they countered with, "We want quality, not quantity."

We simply put forth far more effort trying to adapt ourselves to the hardships of a poor living than it takes to adapt ourselves to the hardships of making a better one.

We seem to have placed on ourselves an "invisible ceiling" that won't allow us to "stand up straight." We walk around stooped over claiming we **could** stand up but don't. That invisible "ceiling" is our assumptions, and these *assumptions* determine our performance by placing artificial limitations on our behavior.

How can YOUR chapter be successful?

It is not enough to **say** it wants change. It must truly **WANT** to change. It must talk, eat, think, sleep change. We become what we think, and we move in the direction of that which we dwell on. We must change not just for one rush week but for all time. We must change not just for one associate member class but for all associate member classes.

Don't expect it to just happen.

The key to success is in that moment when the chapter could go either way: regress to the old ways or move on to the new. That moment is not the time to give up but to redouble your efforts or to try a new approach. The proof of the quality of the men in your chapter is in their actions when that time comes, and it may come more than once.

With effort, your chapter could be one of the best, if not THE BEST, fraternities on campus. That is a FACT. If it is the best, then you can widen the gap between you and second best.

Stop saying, "I'll believe it when I see it," and start saying, "I'll see it when I believe it."

Success is **ATTITUDE**.

APPENDIX A:
AFTER ACTIVITY ANALYSIS

This form is designed to help you to provide succeeding officers with the benefit of your experience. By including one for each activity you do, mistakes that were made once need not happen again.

EVENT: _____ **DATE:** _____

EVENT PREPARATION:

1. _____ 6. _____

2. _____ 7. _____

3. _____ 8. _____

4. _____ 9. _____

5. _____ 10. _____

WHAT WENT WRONG AND WHY: _____
_____
_____
_____

HOW TO PREVENT: _____
_____
_____
_____

WHAT COULD HAVE GONE WRONG: _____
_____
_____

HOW TO PREVENT: _____
_____
_____

HOW EVENT COULD BE BETTER: _____
_____
_____
_____

_____
Chairman/Officer

SUMMARY

Few experiences are as worthwhile or potentially fulfilling as holding a leadership position or serving as an alumni advisor in the Fraternity. It will challenge you to rise to the level necessary to do your job well. These positions will teach you a great deal about the way people and organizations operate, as well as your own capabilities. It is hoped that this **BRIEF** will be of some assistance on the way and that you will pass on any insights by sending comments or additions to the materials to the International Headquarters.

The key words are "…organized to successfully pursue specific objectives."