

# DELTA CHI

# BRIEF

The foundation of any well-run chapter is not a single, “do-it-all” officer. It isn’t even a small cadre of elite officers who run the chapter from above. It certainly isn’t the use of the chapter meeting as a forum to make every decision that needs to be made!

The domination of a chapter by one or a few officers runs far too many risks. It is rare for one or two officers to be able to keep tabs on everything that must be accomplished. It would be even rarer for one or two men to know what is best for the chapter in all situations. Even assuming that the current officer(s) is (are) truly “gifted,” it is exceptional indeed for the rest of the chapter to wholeheartedly follow along with what they are being told they must and must not do. What happens when the current leadership graduates? Who has been trained to take over everything? How many men are benefiting from leadership experience?

On the other hand, the use of the chapter meeting as a forum to debate the pros and cons of every decision can be simply devastating. Instead of the meeting lasting one hour to an hour and fifteen minutes (as it should when it is properly run), it will drag on for two, three or even four hours. Morale will decline. Attendance will drop off. Given such an open forum, individuals will start imposing their personal agendas on the rest of the chapter. Anarchy, divisiveness and indecision will reign.

There is a better alternative, one that allows the chapter to tap the diverse talents and ideas of the membership, that enables the membership to further develop its interpersonal and organizational skills, and that at the same time allows the chapter meeting to function properly and the chapter’s officers to focus on their responsibilities. Any organization, in order to be not only viable but effective, must have an infrastructure. This infrastructure is the “skeleton” that supports the weight of the organization. For a fraternity chapter it is the committee system. It carries important lines of communications. It helps keep the chapter’s goals in focus and facilitates their achievement. Perhaps most importantly, it provides the members a direct opportunity to make the chapter better and, in so doing, meets their needs.

A committee system does not replace the chapter’s officers nor the chapter meeting but, rather, complements and supports them. Once the chapter has determined its goals, each committee should determine what it needs to do in order to help achieve

those goals. Most committees should have the authority to make many decisions without a chap-

ter vote. That’s right, no full chapter meeting vote on many decisions made by committees. The key decisions of the various committees should, however, be reported at a chapter meeting to keep the chapter informed. These reports should be presented first to the executive committee. This is not to subject a report to being overruled but is to insure that the report will be concise and is actually a report of a decision rather than a “we haven’t really worked on it much, what do all of you think we should do?” abdication by the committee.

Ideally, everyone is on the committee of his choice. First, the “B” appoints the chairmen, according to brothers’ interests in the positions. Once the chairmen are selected, other interested brothers join a particular committee by approaching the chairman. For best results, committees should be made up of at least three, but no more than seven men. It is vital to the long-term health of the chapter that the associate members are also included in the various committees. It not only helps get them involved but draws on their knowledge and creativity as well.

Chapters may also establish ad hoc committees. Ad hoc committees are formed for a specific purpose and are dissolved after their work is complete. For example, a chapter may decide to have an ad hoc committee for its White Carnation Ball or for Greek Week. A good time to allow these committees to form (or re-form) is at the semi-annual retreat. Be sure to place a “sunset” date on every ad hoc committee to avoid the tendency toward self-perpetuation. If there is a need for any of them to remain in existence permanently, then the committee should be converted to a standing committee and made a permanent part of the chapter’s by-laws. The retreat may bring up areas in which new committees are needed. If new ones are justifiable, start them. Have the “B” appoint the chairman, and then ask each member to go to the first meeting of the committee of his choice. At that first meeting, the committee should discuss its role in light of the chapter’s goals and set some objectives. After that meeting, the chairman of each committee can select its members.

Such a method adds prestige to each committee and especially to the chairmanships. It also adds authority, one of the basic keys to motivation. Having authority is a learning experience. That is what fraternity is really all about.

**“Management’s imperative is to cultivate its human resources.”**

**- Zig Ziglar, CEO, Zig Ziglar Corporation**

There are two basic types of committees, standing and ad hoc. Standing committees deal with basic, on-going programs of the chapter. Ad hoc committees are temporary committees that are created from time to time to deal with specific issues. They are then dissolved when their specific task is completed.

The following are standing committees that should exist in every chapter:

### **EXECUTIVE COMMITTEE**

This committee can be comprised of just the lettered officers (i.e., “A” through “F”). Many chapters include the associate member counselor, rush chairman, social chairman or a member-at-large. It is up to the chapter. **The “B” serves as chairman of this committee** (i.e., the “B” runs the executive committee meetings. See **Section V** on committee meetings.). The executive committee should meet once a week, preferably one or two days before the chapter meeting, in order to prepare for the meeting and develop an agenda. This committee is also responsible for re-evaluating old programs and developing new ones, assessing committees and assisting chairmen. Additionally, the executive committee should have a chance to review all motions and committee reports that are to be made at chapter meetings. Note: The executive committee does not have the authority to decide whether a motion can be made or not.

### **BROTHERHOOD COMMITTEE**

This committee coordinates brother and associate member events and activities that enhance the chapter’s brotherhood. Some brotherhood committee duties may include:

- Big Brother Coordinator (see *Big Brother BRIEF*)
- Organizing chapter retreats (see *Chapter Retreat BRIEF*)
- Planning trips (camping, canoe, sporting events, etc.)
- Developing an in-chapter awards program (Brother of the Week, “Delta Guy” of the Month, etc.)
- Weekly morale boosters (Brag Board, birthday announcements, etc.)

The possibilities are endless! When organizing and planning “brothers only” events, remember that all activities should be in good taste and in compliance with the FIPG.Risk Management Policy.

### **FUND-RAISING COMMITTEE**

This committee is responsible for coordinating the fund-raising projects for the chapter. **The fund-raising goal should not be included as part of budgeted income for the chapter.** The funds raised should go towards something “extra” for the chapter and/or chapter house (e.g., favors for the formal or date party, a new television, chapter computer, kitchen equipment, etc.). The chapter should be sensitive to contemporary issues. Just because the chapter is not offended by an idea, someone else may show concern. “Slave Auctions” and “Sexy Leg Contests” are examples of inappropriate activities. Again, all fund-raising efforts should be in good taste and in compliance with the FIPG. Risk Management Policy.

### **INTRAMURAL COMMITTEE**

This committee is responsible for making sure that the chapter has teams in every sport in which the brothers want to participate. It may wish to encourage both “competitive” and “play-for-fun” teams so that everyone has an opportunity to take part. It also needs to ensure that the teams are signed up and needs to encourage spectator support. The chairman may assign captains for each sport.

### **MEMBERSHIP EDUCATION COMMITTEE**

This committee should consist of three to four brothers, each of whom is responsible for one area of the Associate Member program. The Associate Member Counselor chairs the committee and oversees the program. This committee is described in greater detail in the *New Member Education BRIEF*.

## **PHILANTHROPY COMMITTEE**

This committee coordinates the community service projects of the chapter. Chapters should take special care as to what events they conduct. The committee should work closely with the Public Relations Committee to assist in getting Delta Chi known on campus and in the community. Philanthropic events should be conducted not only as public relations tools, but also because they can give the participants a great deal of satisfaction about themselves and others. Just because an event is for a good cause does not mean that the chapter should not be sensitive to contemporary issues. "Slave Auctions" or "Female Mud Wrestling" are examples of inappropriate events. See the *Public Relations BRIEF* for philanthropy project ideas.

## **PUBLIC RELATIONS COMMITTEE**

This committee needs to keep the chapter focused on the fact that "public relations" is not about image as much as it is about the appropriateness of every action and inaction on the part of each and every member and associate, as well as the chapter as a whole. The most important aspect of public relations is **ATTITUDE**. Advertising monthly philanthropic events will **NOT** make up for a negative chapter attitude or a low standard of behavior. This committee is described in greater detail in the *Public Relations BRIEF*.

## **RECRUITMENT COMMITTEE**

The entire chapter is responsible for recruiting, but this committee is responsible for organizing the recruitment effort. Duties include scheduling recruitment events, contacting and arranging transportation for potential members, assigning brothers to potential members (for personalized recruiting) and assigning bid teams. The recruitment committee is organized to assist the Recruitment Chairman.

## **SCHOLARSHIP COMMITTEE**

This committee should continually review the scholarship policies and requirements of the chapter and offer suggestions that will lead to improvement. It should be responsible for maintaining adequate study facilities, a computer room, a library, and any other services or facilities that will contribute to scholastic achievement. It should also be in charge of implementing scholarships and awards for improved and superior academic achievement in the chapter. See the *Scholarship BRIEF* for more ideas.

## **SOCIAL PROGRAMMING COMMITTEE**

This committee is responsible for planning and carrying out all social events of the chapter. All social activities must be in compliance with the FIPG Risk Management Policy. Having the "F", the chapter's risk management officer, as a member of this committee is essential. The committee should plan a calendar of social events several months in advance of the activities (e.g. the fall's social calendar should be scheduled before summer break). The social programming committee should prepare and submit a yearly social budget, which should be approved by the executive committee, ABT and chapter. The committee must then adhere strictly to its budget. Each member of the committee should have duties within the committee that are his responsibility to carry out (i.e. formals, date parties, swaps, mixers, exchanges, etc.)

Other standing committees may be formed to assist officers or chairmen with their duties. Many of these committees are dependent upon the chapter and how involved the duties of the office are structured. Some examples of these committees would be:

## **ALUMNI RELATIONS COMMITTEE**

This committee assists the "E" with the alumni files, homecoming, thank you notes to alumni, alumni events and the chapter's alumni newsletter.

## **BY-LAWS**

This committee should be responsible for not only keeping the chapter's by-laws up-to-date but also for making sure that the membership is aware of what the by-laws state.

### **FINANCE COMMITTEE**

This committee assists the “D” in budgeting the chapter’s funds. It is also responsible for developing and enforcing the chapter’s accounts receivable procedures. This committee is described in greater detail in the *Financial Management BRIEF*.

### **FOOD SERVICE COMMITTEE**

This committee assists the kitchen steward in coordinating the meal plan at the chapter house by working with the cook and/or food service. It may also be in charge of kitchen maintenance and improvements.

### **HOUSE MAINTENANCE COMMITTEE**

This committee assists the house manager in the assignment of house duties to the brothers living in the house and may be responsible for house improvements.

Ad hoc committees may be formed for anything that the chapter deems necessary. Some typical ad hoc committees would be:

- Founders’ Day Committee
- Greek Week Committee
- Holiday Celebration Committee
- Homecoming Committee
- Regional Conference Committee
- White Carnation Ball Committee

## SECTION II: THE SELECTION PROCESS

**"If you treat an individual as he is, he will remain as he is. But if you treat him as if he were what he ought to be and could be, he will become what he ought to be and could be." – Goethe**

The "B" is responsible for appointing all chairmen. He needs to receive input on these selections from the other officers. After the chairmen are selected, they should inform the "B" of the remaining committee members.

As mentioned, chairmen should be appointed. This will help assure that the most qualified person will become involved in the area where he may be most productive. Therefore, when appointing committee chairmen, the "B" should try to utilize the talents of each brother in the most appropriate manner. This requires an objective viewpoint on the part of the "B", as well as a thorough knowledge of the chapter's needs and resources. This is why it is recommended that the "B" receive input from other officers in the selection process and his recommendations be reviewed by the entire executive committee.

When appointing chairmen, the "B" should consider not only a brother's past accomplishments but also his potential. Many times there are qualified members who have never contributed much to the chapter simply because they were never asked. Many times you must give a person authority before he will take command of it. Never assume that someone is "dead weight." People tend to respond to expectations. Ask them to do something, and make them feel important before you make value judgments. It is not a good idea to ask for committee volunteers at a chapter meeting. Usually the same hands will go up and the same people will sit back and watch. However, many of those people who "sit back" simply do not wish to impose themselves on others, yet are well qualified and will work when given the opportunity or asked to take it.

It is a good idea to involve the associate members in chapter committees as soon as possible. This helps develop leadership and responsibility within the associate members and gives them a better feel for chapter operations. It makes them feel more a part of the chapter. Remember, a membership education program develops good brothers, not "good pledges."

Once a chairman is selected, he should be instructed on (1) what his job entails, (2) what resources are available to him, (3) what the deadlines are for certain projects, and (4) what are the parameters of the position. The "B" should expect interim (at least bi-weekly if not weekly) reports on each chairman's job performance, most of which will be informal. (It will be obvious if he is doing his job well.) If the chairman is doing his job, fine. If he is not, find out why and give him a second chance. If he is still not performing his assigned duties, the "B" should make him aware of the deficiency and discuss a plan of action to rectify the situation. If the person continues to be negligent of his duties, he should be relieved of his position and a new chairman appointed in his place (in accordance with the chapter's by-laws). Problems with committee members should be dealt with by the chairman in the same manner. **Everyone** involved must contribute and pull his share of the load if the chapter is going to have a strong committee system and eventually reach its potential.

**Throughout this BRIEF, reference is made to the "B" making the appointments of the Committee Chairmen. Because the "B" is generally responsible for committees and their operation, it is suggested that the "B" be given the responsibility for appointing the chairmen. Delta Chi Law provides that the "A" shall have the authority to appoint all committees. The "A" may delegate this authority to the "B". Chapters may not place this delegation in their by-laws in that the authority for the "A" is in Delta Chi Law, and chapter by-laws may not have provisions that contradict Delta Chi Law. The decision to allow the "B" to appoint the committee chairmen is solely that of each individual "A".**

## SECTION III: GOAL SETTING

**“No one ever achieved greatness by playing it safe.” - Harry Gray, CEO United Technologies**

### MANAGEMENT BY OBJECTIVES

One of the most effective means of committee planning involves a management system known as Management by Objectives (MBO). Although a complete description of MBO is beyond the scope of this **BRIEF**, it can be summarized in the following way. First, the chapter decides the purpose of a committee, preferably at a chapter retreat. This purpose is referred to as a core mission. An example of a core mission is the Preamble of The Delta Chi Fraternity. Given this core mission, the chapter then decides the committee’s general goals. After being given these general goals, the committee must determine the specific objectives that must be implemented to achieve its general goals. A list of tasks must then be determined to achieve each specific objective. The committee chairman assigns each task to a member of his committee. Finally, the brother who is assigned a task should develop an action plan to complete it. If the tasks are completed, then the specific objectives are reached. If the specific objectives are reached, then the general goals are achieved. And if the general goals are achieved, then the purpose of the committee is fulfilled.

MBO is effective for several reasons. First, it gives the committee a clear direction. Second, it gives the committee direction in accomplishing its goals. Finally, the MBO system assigns accountability to various members of the committee for different tasks.

The following is an example of how a chapter might implement the MBO process:

- A. Have the brothers individually brainstorm possible goals for the committee on paper. No discussion should be allowed. Remember, all ideas, no matter how unusual, should be considered. If nothing else, they may promote related ideas.
- B. Have each brother read his ideas and encourage the brothers to openly discuss the goals that are being presented.
- C. All goals should be recorded.
- D. After the entire goal list has been developed, open the discussion and attempt to lead the brothers toward consensus on the goals the chapter believes are most important.
- E. Goals should pass the “four acids test.” Goals should be:
  1. Timely - is the goal time oriented?
  2. Measurable - is the goal measurable?
  3. Worthwhile - is the goal worthwhile?
  4. Realistic - is the goal realistic?

If a goal cannot pass every part of this test (i.e., an answer for any of the questions is “no”), then try to restate the goal so that it does (or form a new, related goal that will).

- F. As stated before, objectives need to be fulfilled in order for goals to be achieved. A good way to develop an action plan to complete objectives for each goal is to implement the “5Ws & the H”
  1. What are we doing?
  2. Why are we doing it?
  3. Who is doing it?
  4. When are we doing it?
  5. Where are we doing it?
  6. How much money will it cost?
- G. These goals and objectives need to be printed and distributed to each member of the committee so that everyone knows what will happen and who is responsible.
- H. The goals and objectives should be reviewed regularly by the committee as part of an evaluation process. Modifications should be made as necessary.

After the goals have been set and clearly defined and the objectives established, each objective should be delegated to a brother (or group of brothers) in order to accomplish each task. See **Section IV** on delegation of authority.

The following example will illustrate the four acids test.

A chapter's rush goal is "to pin as many good men as we can during fall rush."

1. Is this goal time oriented? Yes.
2. Is this goal measurable? No. How many is "many"?
3. Is it worthwhile? Since it isn't defined, it's hard to say whether it's worthwhile or not.
4. Is it obtainable? Again, since it isn't defined, it's hard to say.

The danger of a goal that fails the four acids test is that the chapter never feels responsible for its own actions (or inactions). If it's not measurable, what happens is labeled "acceptable" after the fact. If it's not time-oriented, "We're not finished yet." If it's not obtainable, "No one could have done it!" If it wasn't worthwhile, "It was a stupid idea from the beginning."

Restate the goal so that it can pass the acids test, such as: "Pin at least 15 men during this fall's formal rush."

1. Is this goal time oriented? Yes.
2. Is this goal measurable? Yes.
3. Is this goal worthwhile? Yes, (for our purposes).
4. Is this goal realistic? Yes, (for our purposes).

The goal, "Pin at least 15 men during this fall's formal rush this semester," passes the four acids test.

There are additional advantages to MBO as well. First, the chairman is not overloaded with duties. Second, it gives the brothers an opportunity to become involved. Third, by having each chairman turn in weekly progress reports, the committees are kept "on task" if only to avoid reporting that they aren't doing anything! Fourth, these progress reports help with evaluation and documentation (see Section VI on reporting and documentation). And, fifth, these reports can be used to aid in the transition of officers and chairmen.

A complaint frequently voiced by "B"s and chairmen is that the committee system looks good on paper but does not work in practice. However, it CAN work in reality. The chapter must be determined to make it work. One man (the "B") cannot do it all. The chapter must decide on each committee's goals. Thus, it can set its objectives to meet these goals. It is also imperative that the chairmen be organized. If the chairmen do not know exactly what needs to be done, they cannot assign duties to the brothers. Committee members will only stay involved in a committee if they feel needed, if the chairman is organized, if they have the support of the chapter, if they are making progress towards the goals, and if they are proud of what they are doing.

## **SECTION IV: DELEGATION OF AUTHORITY**

**“The primary skill of a manager consists of knowing how to make assignments and picking the right people to carry out those assignments.” -Lee Iacocca, Theta Chi and CEO, Chrysler Corporation**

An old phrase states that “If you don’t delegate authority, you don’t have any authority at all.” This quote is important because if authority is not delegated, a committee **will** fail. Delegation of authority is an indispensable concept that must be grasped by any leader who wishes to be successful. Delegation serves a number of purposes, including:

1. Allowing more brothers to be actively involved;
2. Distributing the work load; and
3. Fostering a sense of accomplishment in the chapter.

Many officers and chairmen have difficulty delegating authority. They often prefer to do the job themselves in order to make sure it is done the way they want it. While this may often be more efficient in a limited application, it is usually not effective, as it can breed apathy or even resentment among non-involved brothers.

Sometimes, chapter leaders make the mistake of delegating only the menial work while keeping the appealing tasks for themselves. Naturally, this can give brothers the feeling of being used rather than of being important. Following are some simple guidelines to determine when to delegate authority:

1. When there is a lot of work.
2. When you feel someone else has particular qualifications that would suit the task.
3. When someone expresses interest in the task.
4. When you think a particular person(s) might benefit from the responsibility.

### **DO NOT DELEGATE:**

1. Without being clear on what is to be done, what the resources are and when the deadline is for completion of the task.
2. Something you would not be willing to do yourself (i.e., the menial work).
3. A task to someone who may not possess the capabilities.

### **METHODS FOR DELEGATING:**

1. Ask for volunteers. Explain the task and see who is interested.
2. A request for volunteers is often met with silence. Do not get discouraged. It is still a good idea; after all, the brothers wanted it done. Use your perceptions to select people for the task. Often, a person will not volunteer because he lacks self-confidence. If a leader expresses confidence in him by indicating he might be good for the task, the brother will feel good about himself and take the responsibility.
3. Do not be afraid to assign tasks. Do not assume silence means lack of interest. Take the initiative to suggest someone. The brother always retains the option of saying “no.”
4. Spread the tasks around. Make sure that the same people do not always get the same jobs.

Effective leaders possess skills that are utilized to motivate others. These skills are not natural; they need to be developed. Getting involvement from brothers is not the easiest thing to accomplish. Motivation is an internal process.

## MOTIVATION

**“To motivate yourself, identify your motives and take action on them; to motivate others, identify their motives and encourage them to take action.” - Zig Ziglar, CEO, Zig Ziglar Corporation**

What do others want?

It is not money or personal gain that people want most. They want intrinsic satisfaction. People will work harder for intrinsic satisfaction than they will for monetary income. The following are some ways you can help people satisfy these intrinsic needs.

1. **People Need to Feel Important** - See people as worthwhile human beings loaded with untapped potential, and go out of your way to express this attitude.
2. **Give Praise** - All people need praise and appreciation. William James, a well known American psychologist, said, “The desire to be appreciated is one of the deepest drives in human nature.” So get into the habit of being “praise minded.” The way people dress, act and express themselves as personalities can all be reasons for words of praise from you.
3. **Give People Status** - The more status and prestige you can build into a committee or a chapter, the more motivated the brothers become. There are many status symbols you can use to make others feel important. For example, develop a “Brother of the Week” Award, “Committee Chairman of the Month” or a “Delta Guy of the Month” Award. Also, simply treating people with courtesy is a way of giving them status. **“Courtesy is the one coin we can never have too much of, or ever be stingy with.” - Benjamin Franklin.**
4. **Communicate** - People like to know what is going on in the chapter. They want to be told about problems, objectives and “inside information.” They feel recognized and important when they are kept informed. Two-way communication within the brotherhood is necessary in order to achieve a mutual understanding. Mutual understanding leads to motivation!!
5. **Give Security** - People need more than financial security. People will look to you for intrinsic security. For example, they must know that you like them, respect them, understand them and accept them, not only for their strong points but also for their weaknesses. Do not take this for granted just because you are brothers! People like you to stand behind them when they are right and not to anger easily when they are wrong. They want you to be mature, realistic and objective, rather than temperamental. People want you to be honest and let them know where they stand. They are confident and secure in their relationship with you. People dislike indecisiveness, passing the buck and putting things off that are important to them.
6. **People Need You** – People need people. They need you to give them what they want and need; intrinsic satisfaction. When you give them what they want, they will give you what you want. That is what motivation is all about. It is not something you really do to other people, it is something they do for themselves. You give them the reasons and that makes you the motivator – a person who gets things done through others.

**“Leadership: the art of getting someone else to do something that you want done because he wants to do it.” - Dwight D. Eisenhower, Tau Epsilon Phi and former U.S. President**

## SECTION V: COMMITTEE MEETINGS

**“Cooperation must be earned, not demanded.” - Zig Ziglar, CEO, Zig Ziglar Corporation**

Often a perfectly good committee system will break down because the committee chairmen do not use committee meetings effectively. The two key purposes of any committee meeting are to communicate important information and make decisions. The information must move in two directions. In other words, the chairman must communicate necessary information to the committee members, and at the same time, the members must inform the chairman of their progress and suggestions. The committee chairman must be prepared for each and every meeting. From the start, an atmosphere should be created that encourages discussion, promotes solidarity and allows for the efficient exchange of information.

The following list is a quick guide to more productive committee meetings.

1. Establish the purpose of the committee with the first meeting.
2. Give proper announcement of meetings.
3. Use written agendas.
4. Greet brothers, individually, at each meeting.
5. Maintain a proper, business-like setting. NEVER allow food or beverages.
6. Start on time and end on time. Establish a time limit (about an hour).
7. Initiate items for members to consider.
8. Facilitate the deliberations and actions of the committee.
9. Know basic parliamentary procedure.
10. Stick to the agenda; move through items efficiently.
11. Read the non-verbal communication of the committee members; be an active observer.
12. Encourage free and complete participation - it is a right of members and a responsibility of chairmen.
13. Keep focused on the topic at hand.
14. Conduct committee business in front of the committee.
15. Conduct personal business outside of the meeting.
16. Privately confront members who are “road blocks” to the progress of the committee.
17. Replace members who do not produce but ONLY after every alternative has been exhausted.

**Remember to follow the chapter’s by-laws!**

The importance of these suggestions cannot be overemphasized. Each chairman will make adjustments depending on the type and composition of a committee, but for the most part, these suggestions are universal.

The layout of the meeting room is important. A meeting room should **ALWAYS** be set up before the meeting. Chairs should be arranged in a semi-circle, facing the front. As chairman, it is important to be in a position where you can see and be seen by everyone. Make sure members have tables, so they can have a place to work. In addition, committee members should bring a pen, paper, and their calendars to every meeting. Another suggestion, one that often meets with opposition from committee members, is to move meetings from public places (e.g. restaurants or the house) to a meeting room in the union or student center. The distractions at such public places are not conducive to an efficient meeting. Sure, socializing is important, but it can happen after business is finished. In fact, planning a post-meeting social event can help build morale as well as keep the meeting on course.

Suggest that the brothers dress comfortably. A chalkboard or newsprint can be useful if the committee wishes to record its business. Make sure that meeting times and locations are consistent and made known to the brothers from the start. When meetings are held on a regular basis, they become a part of the routine in the brothers’ schedules.

Another consideration in running a good meeting is using an agenda. A well-organized agenda keeps a meeting flowing smoothly. With an agenda, the chairman can plan exactly what will happen during the meeting. Make sure that each brother sees the agenda before the meeting starts. That way the chairman can assure that discussion will be kept to certain topics. Each brother should be given a copy of the agenda

at the start of a meeting. Nothing slows down progress more than having members going off on different tangents at the same time.

For more formal meetings, parliamentary procedure may be used. Often committee chairmen are hesitant to use parliamentary procedure, because they are afraid they will not be able to deal with what they think is a difficult system. (See the pamphlet on parliamentary procedure in the Chapter Operations Manual). The principles underlying parliamentary procedure are easy to understand. Keep in mind that the system is devised to promote simplicity and fairness. With a little practice, anyone can master the phrases and procedures that are used.

**“Practice doesn’t make perfect, perfect practice makes perfect.”**

**- Vince Lombardi, former NFL Head Coach, Green Bay Packers and Washington Redskins**

**If you must lead a discussion DO:**

1. Suggest some methods for problem solving, i.e., role-playing, brainstorming, etc
2. Encourage the committee to agree on a method of procedure before “jumping in” to the discussion itself.
3. Give the committee important information on the topic of discussion - do not keep any special information to yourself.
4. “Lead” as little as possible. If they forget who the leader is, it’s a good sign.
5. Attune yourself to “listen” for the feelings as well as the ideas of the brothers. Listen to what is behind the remark as well as the remark itself.
6. Accept the feelings and ideas of all committee members.
7. Try to set aside your own evaluation of ideas offered by the brothers.
8. Look mainly at the overall atmosphere - do not be trapped into overreacting to the needs of a specific brother. Try to maintain a balance of sensitivity to the task, committee and individual needs.
9. Listen attentively to what each brother has to say.
10. Use “we” instead of “I”, “my” or “you.” Encourage by manner and speech the concept of “our” committee.
11. Encourage a broad view of the situation and wide participation by asking if there are alternate points of view.
12. Summarize and clarify occasionally. **Always remain neutral on ANY issue.** Remember that chairmen can sometimes “take sides.” By choosing the wrong time to summarize, you may offend the opposing viewpoint.
13. Ask the committee to verify all summaries, just to make sure the facts are clear.
14. Reflect feeling or concern when such reflections will help the committee towards its objective. Do this with care, remembering that all reflection is selective and thus, an intervention by the leader.
15. If disagreement occurs, turn discussion to the committee for a solution.
16. If disagreement or polarization continues, make a clear statement of the problems on a chalk board and an itemization of the relevant information. Arguments tend to disappear when information is available.

**If you must lead a discussion DO NOT:**

1. Preach.
2. Moralize or make value statements.
3. Express your own opinion of brothers’ remarks.
4. Push your opinion of what the committee should be discussing or what it should take up next.
5. Argue or take sides.
6. Make a speech.
7. Talk a lot. When in doubt, do not say it.
8. Ridicule or embarrass any brother.
9. Dominate the discussion.
10. Show off your verbal ability or skill. You are only the catalyst for discussion and should not be noticed or remembered.
11. Defend your behavior or position. (Be willing to listen to all criticism. Do NOT get into an argument.)

## SECTION VI: REPORTING AND DOCUMENTATION

**“Don’t confuse activity with productivity.” - B.W. Luscher, Jr., U.S. Postal Service**

It has been said that a good leader does nothing except make sure everyone does his work. Although this observation is an exaggeration, there is some validity to it. If a chairman has been effective, all tasks should be assigned to different members of a committee, thus lightening the workload for everyone. It is not enough to simply assign a task. A chairman must check, and **check again**, to make sure everything is being done satisfactorily. This is where efficient reporting becomes important. In a committee system where several committees are working on different projects, written progress reports become even more important in keeping the “B” and the entire chapter informed.

The “B” should meet with the committee chairmen **at least** twice a month and preferably once a week. Before each meeting, the “B” should review the goals and objectives of the committee. Then at the meeting, review the progress with the appropriate brother(s). Discuss the objectives accomplished and the plans for the future. Make sure that there are alternative plans in case something goes wrong. Most importantly, be prepared. Remember, the “B” is a leader and he could very easily be called upon to solve a problem, make suggestions, or present helpful ideas.

The “B” should keep a list of the tasks delegated to each brother and committee. Then at the next meeting, the “B” can double check to see if all of the tasks have been completed. This practice shows the committee that the “B” is aware of those tasks for which it is responsible. If they know they will be called on to report, chairmen will get into the habit of being prepared. Written progress reports should be submitted weekly by the chairmen and read as his report during the chapter meeting. By requiring chairmen to complete a written progress report, the “B” has a copy of what was included in the chairman’s verbal report. Also, an accurate record of the steps followed in completing a project is available for future use.

As mentioned, these written reports are similar to verbal reports given during a chapter meeting. The report should be to the point, covering only those areas of relevance to the chapter. **One of the biggest problems is that committee work is done in chapter meetings. Only PROGRESS is to be reported during chapter meetings.** For example: the social chairman should say, “The social committee has scheduled a barn dance with XYZ Sorority the second Saturday of next month.” instead of getting up and asking, “What do you guys think we should do next month and with whom?” If a brother wants to have any input into the decision process of a certain committee, he should join that committee or simply tell the members of that committee what he thinks, instead of dragging it through the chapter meeting. It is helpful to stand when giving a report in front of a large group of people. Make sure that everyone can hear a report so that relevant information is not missed. Repeat all dates, times, and places so that they can be written down by those brothers who need them. Finally, when you are finished with your report, ask if anyone has any questions. This way you can be assured that you are not overlooking some vital piece of information and that everyone is sufficiently informed.

At the end of each semester, every chairman should fill out an end-of-semester evaluation and each committee member should fill out a committee membership survey. These two forms enable each committee to monitor its progress and to improve itself. They should then be kept in the chapter’s files for one year. After that time they become obsolete and should be discarded.

The “B” should have a notebook with a divider for each committee, and each committee should have its own notebook, passed on from chairman to chairman.

## SECTION VII: FOLLOW THROUGH

**“Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent. The slogan ‘Press On’ has solved and always will solve the problems of the human race.”**

**-Calvin Coolidge, Phi Gamma Delta and U.S. President**

Monitoring committee progress, making sure individuals are doing their jobs, and seeing that program objectives are met are just a few of the responsibilities of the “B”. In addition to overseeing the committee system, the “B” is responsible for communicating progress, or lack thereof, to the executive committee and to the chapter. Continuously informing the chapter of objective and goal achievement will extend feelings of accomplishment throughout the brotherhood. Communication is the most important element of follow-through.

A proven means of keeping the chapter informed is through the application of the Four P’s: Publish, Publicize, Praise and Promote.

### **Publish:**

A well-written narrative illustrating the chapter’s goals should be given to all brothers, alumni and chapter advisors. Send a copy to Delta Chi Headquarters as well. When goals and objectives are made public in this manner, there is usually a higher achievement rate.

### **Publicize:**

Make an appealing poster with the chapter’s goals and objectives on it. Hang it in a location for everyone to see. Do not forget to include important dates and key individuals. You may make a large calendar, marking goal and objective dates. As each goal or objective is reached, mark it off and make a special note of it at dinner or at the next chapter meeting.

### **Praise:**

Do not forget to give credit where credit is due. Publicly acknowledge individuals who are instrumental in helping the chapter reach its goals and objectives. Install a “Brother of the Week” award or hand out certificates of appreciation. Remember to publicly praise and congratulate a committee for a “job well done.”

### **Promote:**

The chapter will often need to be reminded of the goals and objectives established for each committee at the chapter retreat. The executive committee, and especially the “B”, is responsible for maintaining the focus for not only the chapter but the committees as well. This will help the chapter stay on course. Consistently promoting goals and objectives provides the direction necessary for making progress.

Brotherhood propels the chapter down the path towards its goals. Occasionally, a committee will run off course. It is the responsibility of the “B” and the executive committee to guide the committee back in its original direction. The direction is mapped out in each committee’s goals. Follow-through is the key to keeping the chapter on the right path.

Finally, the executive committee must help the brothers believe the fact that the goals are achievable. It must work to eliminate self-imposed constraints and help the brotherhood realize its full potential. The formula for success is being moved by what we wish to achieve, walking into the future and concentrating on goals.

The brothers need to be encouraged to move toward their goals rather than away from their problems. Talk about where you are going, not where you have been. Sell the future, and make it happen!

**DELTA CHI**  
**WEEKLY COMMITTEE PROGRESS REPORT FORM**

Committee \_\_\_\_\_ Chairman \_\_\_\_\_

Meeting Date: \_\_\_ / \_\_\_ / \_\_\_

Brothers present:                    1. \_\_\_\_\_ 4. \_\_\_\_\_  
   2. \_\_\_\_\_ 5. \_\_\_\_\_  
   3. \_\_\_\_\_ 6. \_\_\_\_\_

Activities this past week:  
1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_

Funds spent this past week:    \$ \_\_\_\_\_  
(verify with the "D")

For what supplies or other items (e.g. application fee, room deposit, etc.):  
1. \_\_\_\_\_ 5. \_\_\_\_\_  
2. \_\_\_\_\_ 6. \_\_\_\_\_  
3. \_\_\_\_\_ 7. \_\_\_\_\_  
4. \_\_\_\_\_ 8. \_\_\_\_\_

Funds remaining in budget:    \$ \_\_\_\_\_  
(verify with the "D")

Activities planned for next week:  
1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_

Funds needed: \$ \_\_\_\_\_

For what supplies:  
1. \_\_\_\_\_ 5. \_\_\_\_\_  
2. \_\_\_\_\_ 6. \_\_\_\_\_  
3. \_\_\_\_\_ 7. \_\_\_\_\_  
4. \_\_\_\_\_ 8. \_\_\_\_\_

Motion for chapter meeting: I move that \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Comments:

Chairman's signature: \_\_\_\_\_

\*\*\*\*\*

For "B"'s use only:

Motion accepted:    yes \_\_\_ no \_\_\_ tabled \_\_\_    other \_\_\_\_\_

# DELTA CHI

## COMMITTEE CHAIRMAN END-OF-SEMESTER EVALUATION

You have been working with your committee for at least one semester. This is a good time to assess the committee and to comment on what you would like to see it do in the future. This evaluation will help you and your successor in assessing and planning for the future.

### THE WAY IT IS NOW

1. List the brothers in your committee whom you would call "working members."
- |          |          |
|----------|----------|
| A. _____ | E. _____ |
| B. _____ | F. _____ |
| C. _____ | G. _____ |
| D. _____ | H. _____ |

2. List other brothers who are not in your committee but helped you this semester.
- A. \_\_\_\_\_  
B. \_\_\_\_\_  
C. \_\_\_\_\_  
D. \_\_\_\_\_

Comments:

3. How many committee meetings have you had since the beginning of the semester?

How many events have you had since that time?

### YOUR THOUGHTS ABOUT WORKING WITH A COMMITTEE

1. List all the reasons why you like working with this committee.
- A. \_\_\_\_\_  
B. \_\_\_\_\_  
C. \_\_\_\_\_  
D. \_\_\_\_\_  
E. \_\_\_\_\_

2. List all of the drawbacks you can think of for having this committee.
- A. \_\_\_\_\_  
B. \_\_\_\_\_  
C. \_\_\_\_\_  
D. \_\_\_\_\_  
E. \_\_\_\_\_

3. Weigh #1 against #2; consider #1 as "assets" and #2 as "liabilities." For you as a chairman, which is greater? Why?

# DELTA CHI

## COMMITTEE MEMBERSHIP SURVEY

You have been working with your committee for at least one semester. This is a good time to assess the committee and to comment on what you would like to see it do in the future. This evaluation will help in assessing and planning for the future. You do not have to put your name on this.

**COMMITTEE** \_\_\_\_\_

**CHECK ONE OR MORE AND FILL IN ANY COMMENTS YOU HAVE.**

**1. What is the general atmosphere in your committee?**

Formal \_\_\_\_\_ Competitive \_\_\_\_\_ Hostile \_\_\_\_\_ Inhibited \_\_\_\_\_ Informal \_\_\_\_\_  
Cooperative \_\_\_\_\_ Supportive \_\_\_\_\_ Permissive \_\_\_\_\_  
How can it be improved?

**2. How would you characterize your chairman's behavior?**

Attentive to group needs \_\_\_\_\_ Helps group \_\_\_\_\_ Dominates Group \_\_\_\_\_  
Concerned only with results \_\_\_\_\_ Takes sides \_\_\_\_\_  
How can he do better?

**3. How would you describe your committee's participation?**

Members involved \_\_\_\_\_ Most members talk \_\_\_\_\_ Group united \_\_\_\_\_  
Members apathetic \_\_\_\_\_ Group divided \_\_\_\_\_ Only a few members talk \_\_\_\_\_  
How can it be improved?

**4. Have you seen any improvement in your ability to work together?**

No \_\_\_\_\_ Some \_\_\_\_\_ A significant amount \_\_\_\_\_  
How can it be improved?

**5. Do you understand your committee's budget?**

Yes \_\_\_\_\_ No \_\_\_\_\_ Somewhat \_\_\_\_\_  
How can it be improved?

**6. Do you feel that you receive due recognition for your work?**

Yes \_\_\_\_\_ No \_\_\_\_\_ Do not expect it \_\_\_\_\_  
How can it be improved?

**7. How would you characterize the work accomplished?**

Accomplishment: High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_  
Caliber of work: High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_  
Amount of work: High \_\_\_\_\_ Average \_\_\_\_\_ Low \_\_\_\_\_  
How can it be improved?

**8. Do you feel you made significant contributions to your committee?**

Yes \_\_\_\_\_ No \_\_\_\_\_ Never given a chance \_\_\_\_\_  
How can you do better?

**9. Does your committee tackle tense situations such as disagreements, violation of rules, or no response to requests for volunteers?**

We try to ignore and forget such situations \_\_\_\_\_  
We usually settle such issues by majority vote or leader ruling \_\_\_\_\_  
We accept such situations as problems to be discussed and solved \_\_\_\_\_  
How can it be improved?

**10. How would you characterize your committee goals?**

Clear \_\_\_\_\_ Vague \_\_\_\_\_ Flexible \_\_\_\_\_ Did not set goals \_\_\_\_\_  
Comments:

**11. What do you see as the function of your committee?**

**12. How do you view your committee involvement?**

As a supplement to my education \_\_\_\_\_  
As an interference with my education \_\_\_\_\_  
As a way to spend my free time \_\_\_\_\_  
As a way to serve the chapter \_\_\_\_\_  
As a way to develop my leadership skills \_\_\_\_\_

# DELTA CHI COMMITTEE INTEREST SIGN-UP SHEET

**NAME:** \_\_\_\_\_

This sign-up sheet is only to let each committee chairman know who is interested in his committee. Remember, by showing interest in each committee, the chairmen have a better idea of who is willing to help out.

Alumni Relations \_\_\_\_\_

Brotherhood \_\_\_\_\_

By-Laws \_\_\_\_\_

Finance \_\_\_\_\_

Food Service \_\_\_\_\_

Founders' Day \_\_\_\_\_

Fund-Raising \_\_\_\_\_

Greek Week \_\_\_\_\_

Holiday Celebration \_\_\_\_\_

Homecoming \_\_\_\_\_

House Maintenance \_\_\_\_\_

Intramural \_\_\_\_\_

Membership Education \_\_\_\_\_

Philanthropy \_\_\_\_\_

Public Relations \_\_\_\_\_

Rush \_\_\_\_\_

Scholarship \_\_\_\_\_

Social Programming \_\_\_\_\_

White Carnation Ball \_\_\_\_\_

**OTHER:**