

SCHEPTEER

PHI KAPPA SIGMA'S VOLUNTEER MANUAL



VOLUNTEER MANUAL: TABLE OF CONTENTS

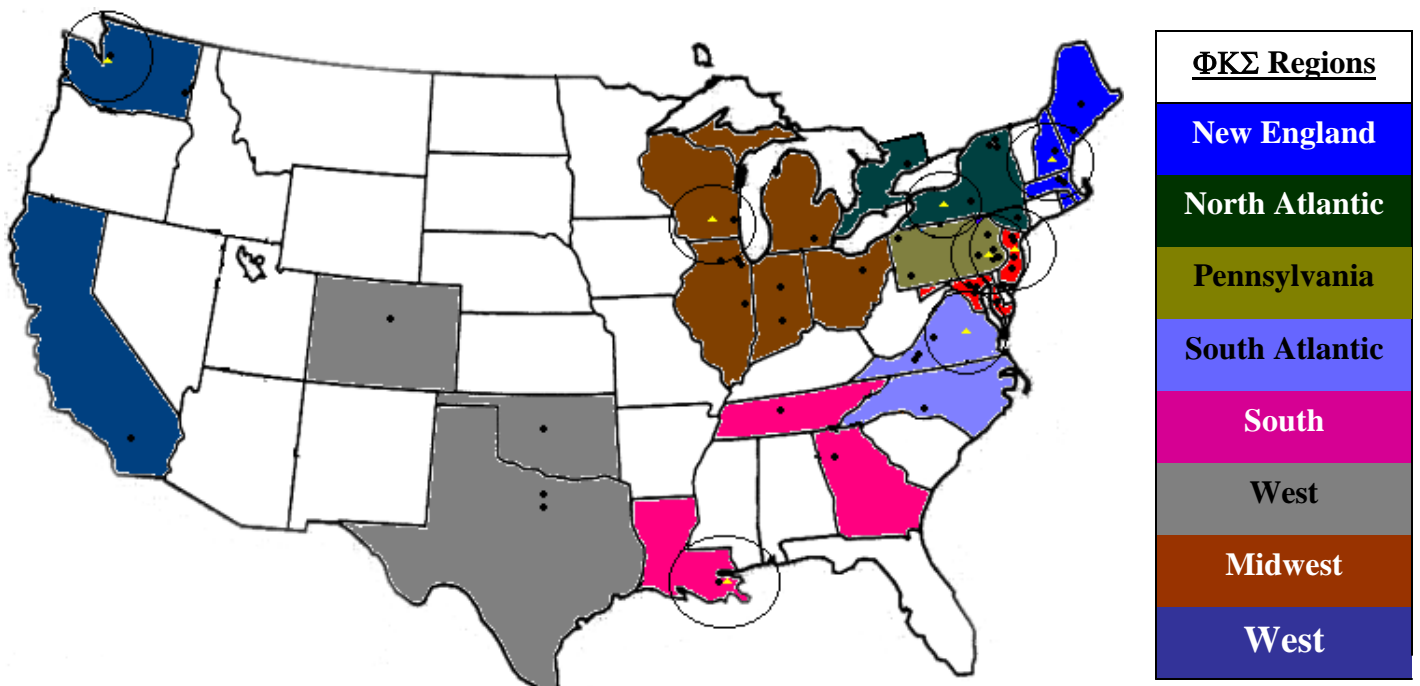
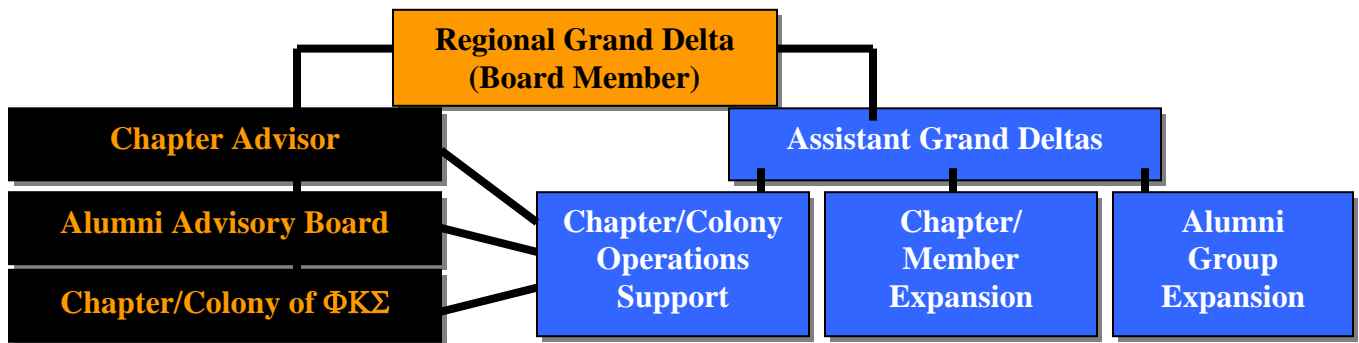
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INTRODUCTION

This document provides both recommended and minimum expectations for the volunteers within the Phi Kappa Sigma International Fraternity. The expectations need to be understood and followed by all of our volunteers at all levels. The volunteers are vital to the successful development of our chapters. This document is meant to reinforce their significant decision making authority of the chapter while also helping ensure a certain amount of consistency within the Fraternity's chapters located across the nation. In addition, since the development of our undergraduate membership is critical to our organization goals, the expectations are primarily in place to help ensure all our members have positive experiences. New volunteers will also find this useful by being made aware of some areas of their responsibilities.

This document is intended to reinforce guidelines set forth by Phi Kappa Sigma Constitution & Acts and Phi Kappa Sigma International Fraternity policies set forth by the Executive Committee of the Fraternity. References to manual and policies are all available in complete detail on www.pks.org.

Volunteer expectations are broken into two tiers, which are determined by an assessment of their skill level, proximity to existing chapter(s), proximity to expansion opportunities, and time commitment restraints.



MAKING A DIFFERENCE AS CHAPTER ADVISOR

Chapter Advisors play a vital role within Phi Kappa Sigma International Fraternity. The relationships developed with chapter officers should encourage them to seek the advice and support of the Chapter Advisor. By gaining the trust and confidence of the chapter's officers the advisor becomes an incredible resource for the chapter. Without the guidance of, and regular contact with an advisor, a chapter faces unnecessary struggles and challenges.

Involvement of a successful advisor consists of regularly attending chapter meetings, solicits assistance from other alumni, and makes it a priority to spend time with chapter leaders who make the biggest positive impact on the lives of the undergraduate members of the Fraternity. The Fraternity relies on this group of volunteers for the consistent support and assistance that our chapters require to maintain their success.

Chapter Advisors should always advise and not dictate. The greatest experiences our members are able to gain revolve around taking advantage of learning opportunities. Typically these learning experiences stem from ultimately making a decision and adjusting to the outcome of that decision. Allowing the chapter to make small mistakes and then helping them learn from the experience is what the best Chapter Advisors are able to do time and time again.

THE ROLE OF THE CHAPTER ADVISOR

As a Chapter Advisor, it is your role to focus on guiding the Chapter both currently, and with the future in mind, being mindful of its values, goals, and objectives of the Fraternity. The key components of a successful Chapter Advisor are knowledge of Fraternity/Chapter resources, policies, and especially, knowing the status of the chapter such that you can guide them down the preferred path. It is not their role to do things for the Chapter, but to advise/mentor them and make them aware of the multitude of resources available to them. This will ensure that the undergraduate chapter will have the best experience possible with Phi Kappa Sigma.

The 4 Responsibilities of a Chapter Advisor

Advice & Counsel:

- ✗ Chapter management/Mitchell Chapter Standards performance [Officers' Manual]
- ✗ Risk management [Equal to the Stars in Endurance Manual]
- ✗ Recruitment [Foundations Manual]
- ✗ New Membership Education [Pillars Manual]
- ✗ Officer training & transition [Officers' Manual]
- ✗ Alumni communication [Officers' Manual]

Fiscal:

- ✗ Budgeting
 - ⇔ Financial Management Tool (yearly or per semester)
- ✗ Accounts receivable
 - ⇔ Billing & Collection Service (Omega Financial, Automated Payment Highway, or Greek Bill)
- ✗ Timely payment of fees
 - ⇔ Within 30 days of invoice
- ✗ Monthly reports (Meeting Minutes, balance & income statements)
- ✗ Tax Filing (\$25,000 or more collected in dues annually)

Attendance:

- ✗ Induction ceremonies (Pledge Pinning Ceremony & Initiation Ceremony) [Book of Ceremonies]
- ✗ Retreats [Officers' Manual]
- ✗ Social functions (Homecoming, Founders Day, parent weekends, and key recruitment events) [Function Planning Form – Contact HQ]
- ✗ Chapter meetings [Officers' Manual]
- ✗ Regional leadership conferences, Men of Honor & Grand Chapter [International Headquarters]

Reporting:

- ✗ Communicate to the region's Grand Delta (Monthly) the International Headquarters pertaining to the current state of the chapter so that the Fraternity may provide additional assistance as needed.
 - ⇔ Recruitment progress
 - ⇔ Chapter management progress
 - ⇔ Financial progress
 - ⇔ New Member Cards & Fees (within two weeks of bid acceptance)
 - ⇔ Initiation Fees (two weeks prior to ceremony)
 - ⇔ Meeting Minutes & Financial Statements (monthly)

ALUMNI ADVISORY BOARDS (AKA ASSISTANT CHAPTER ADVISORS)

The purpose of an Alumni Advisory Board is to provide ongoing support and assistance to the undergraduate chapter. Splitting the duties among several alumni will lessen the time commitment for each alumnus, as well as increase the overall support available to the undergraduate members. This is the optimal model for involvement and support for our chapters located outside of our metro regions.

Each member of the board works individually with one chapter officer to support his efforts, and act as a mentor for that officer. As a board, the alumni work with the chapter officers to establish goals, monitor progress, and give support to the chapter as it grows and develops. Advisory boards should meet at least quarterly to discuss what is happening with the chapter and what specific focus or direction the board needs to provide. Individually, each board member needs to maintain contact with the officer whom they mentor, and assist him as needed. Contact may be as often as weekly meetings, or as limited as periodic emails or phone calls.

Alumni Advisory Boards usually have one member in attendance at each Chapter meeting to provide consistent oversight of the Chapter's activities. The member in attendance will typically communicate the action items discussed during the meeting to all members of the Alumni Advisory Board. Alumni Advisory Boards often help our chapters think outside of the box in terms of how to adjust to situations they are faced with every single day as well as continue to foster "Once a Phi Kap, Always a Phi Kap."

Alumni Advisory Board Roles:

Chair of Alumni Advisory Board – *Chapter Advisor who communicates to Grand Delta Operations Advisors (2) – Mentors Alpha & Beta*

1. Chapter management/Mitchell Chapter Standards performance [Officers' Manual]
2. Risk management [Equal to the Stars in Endurance Manual]
3. Officer training & transition [Officers' Manual]
4. Alumni communication [Officers' Manual]

Financial Advisor – *Mentors Tau*

1. Budgeting
 - a. Financial Management Tool (yearly or per semester)
2. Accounts receivable
 - a. Billing & Collection Service (Omega Financial, Automated Payment Highway, or Greek Bill)
3. Timely payment of fees
 - a. Within 30 days of invoice
4. Monthly reports (Meeting Minutes, balance & income statements)
5. Tax Filing (\$25,000 or more collected in dues annually)

Membership Advisor – *Mentors Iota, Recruitment Chair, & Pi*

1. Recruitment [Foundations Manual]
2. New Membership Education [Pillars Manual]
3. Scholarship Programming
 - a. Making the Grade with New Member Class
 - b. Grade Point League with entire Chapter

General Advisor – *Mentors other officers as needed*

10 KEYS TO SUCCESSFUL CHAPTER MENTORING

Advising is truly a two-way communication experience. Some helpful points to remember when working with our undergraduate brothers:

1. Be a role model. Through living our ritual we will foster "Once a Phi Kap, Always a Phi Kap."

2. High Standards. Help the chapter to develop high standards and advise the officers on holding everyone accountable to the standards.

3. Establish your role with the chapter. The chapter and the officers need to know and agree upon the roles of the Chapter Advisor within the structure of the chapter.

4. Listen to feedback when new ideas or opinions are presented to them. When presenting something new at meetings, end with the question, "What do you all think?" You will continue to show that you are a resource not a dictator.

5. Respect is a two way street. If the executive officers are given your respect, they will be enthused and want to learn. The average chapter member will also want to learn.

6. Actively communicate with chapter officers. Open communication enhances your ability to work successfully with officers.

7. Be cognizant of your experiences. Chapter members rarely like to hear about "the way it use to be." Glorifying the past or reminiscing about difficulties is usually a quick, sure way to lose your audience.

8. Allow mistakes to be made. What distinguishes an adequate advisor from a good advisor is the ability to gauge the impact of the resulting disaster and determine what intervention is not only desirable, but necessary.

9. Focus on an officer's strengths. Look at performance, not promise, and focus on strengths and not weaknesses when providing constructive feedback to your chapter.

10. Function as a liaison. There will be many times when an officer will need assistance in contacting the appropriate school official, another alumnus, or a resource person in the community.

THE ROLE OF THE GRAND DELTA

Our Grand Delta's are regional volunteers that focus on guiding chapters through regional oversight. It is this ongoing influence in a particular region that assures the Fraternity's success. In the business world, the Grand Delta would be considered the CEO of a region, through which his vision and direction come directly from the Fraternity's Executive Committee. As Board Members, they are charged with the responsibility of supporting the operation of the chapters and colonies within their specific geographic area; maintaining monthly contact with the International Headquarters, Chapter Presidents, and Chapter Advisors; appointing Chapter Advisors and Assistant Chapter Advisors; and attending regional and International Leadership Conferences and Grand Chapter. In addition, the Grand Delta coordinates the development of expansion opportunities as well as alumni groups within their region.

The Responsibilities of a Grand Delta

Region Responsibilities

- ✘ Responsible for the performance of the region's volunteers and Chapters/Mitchell Chapter Standards.
- ✘ Educate the region's volunteers on all of Phi Kappa Sigma's policies, services, publications, and review these at the start of each academic term with Assistant Grand Deltas, Chapter Advisors, and Alumni Advisory Board volunteers to ensure our chapters within the region are aware of all requirements.
- ✘ Region is staffed with trained Assistant Grand Deltas that provide consistent and appropriate coverage to Chapters/Colonies.
- ✘ All Chapters/Colonies staffed and trained with competent Chapter Advisors and/or Alumni Advisory Board.
- ✘ Assist House Corporations (if present).
- ✘ Maintain communication with each Chapter Advisor(s) by phone, email, or written correspondence (and the International Headquarters staff) at least once a month (typically done through email).
- ✘ Act as a resource to Chapter Advisors and Alumni Advisory Boards.
- ✘ Coordinate visits to each Chapter within the region a minimum of one time per academic year and report the present condition of each Chapter to the International Headquarters.
- ✘ In conjunction with the Alumni Advisory Board, monitor Chapter policies and finances, including accounts receivables and payables.
- ✘ Monitor Chapter administrative requirements: membership reporting, financial reporting, and academic reporting.
- ✘ Organize the region's leadership conference (Regional Skull Sessions).
- ✘ Have each chapter in your region have at least one member in attendance at Men of Honor each year and Grand Chapter biennially.

Expansion Responsibilities

- ✘ Build relationships with schools within your region for expansion.
- ✘ Work with the Expansion Committee when expansion opportunities are present.
- ✘ Guide and direct colony expansion opportunities via an Alumni Advisory Board.

Alumni Group Responsibilities

- ✘ Develop alumni groups within each metropolitan area within the region.
- ✘ Guide and direct alumni group expansion opportunities within the region.

REGIONAL ASSISTANT GRAND DELTAS

As the Grand Delta is the CEO of the region, the Regional Assistant Grand Deltas are project managers for the region. The focus of their activity is in the creation and development of expansion opportunities of new colonies as well as alumni groups to support our membership, undergraduate and alumni alike. This support can range from the development of alumni programming as well as the direct support of our chapters or colonies within the region

Chapter/Colony Operations Support Assistants

Financial Assistant

- a. Educate the Chapter Advisor or Financial Advisor (Advisory Board) on resources available from the International Headquarters.
 - i. Fee Schedule (Timely payments/cash flow)
 - ii. Dues Collection (Billing and collections resource)
 - iii. Financial Management Tool (Budget resource)
 - iv. Tax Filing (\$25,000 or more collected in dues annually) [IRS 990 Form]
- b. Best Operating Procedures
 - i. Membership Agreements (Holds each member accountable for dues)
 - ii. Use a third party for billing and collection of dues (Omega Financial)
 - iii. Dual signature checking accounts (Tau & Alpha)
 - iv. Yearly budget produced and approved April/May for the coming academic year (Setting programming and dues/fees)
 - v. Payment of bills within 30 days of invoice
 - vi. Collection of New Member Fees & Initiation Fees prior to ceremonies

Membership Assistant

- a. Educate Chapter Advisor or Membership Advisor (Advisory Board) on resources available from the International Headquarters.
 - i. Foundations Recruitment Manual
 - ii. Pillars New Member Education Program (4-6-8 week programs available)
 - iii. Making the Grade Academic Program
 - iv. Grade Point League Academic Program
- b. Best Operating Procedures
 - i. Plan to have positive NET growth from year one to year two (Membership – Graduating Seniors/Transfer Members + New Members Initiated = Positive Chapter Growth)
 - ii. Documented 365 recruitment program to attain positive chapter growth for the year
 - iii. Pillars New Member Education program adhered to with local volunteer oversight
 - iv. Making the Grade taught to each New Member Class by the Chapter Pi
 - v. Grade Point League program used with all initiated members of the Chapter

Chapter Development Assistant

- a. Educate Chapter Advisor or Operations Advisor(s) (Advisory Board) on programs offered by the International Headquarters.
 - i. Grand Chapter
 - ii. Men of Honor
 - iii. Regional Skull Sessions or Key Sessions
 - iv. Recruitment Workshops
- b. Educate Chapter Advisor or Operations Advisor(s) (Advisory Board) on Phi Kappa Sigma Policy
 - i. Risk Management
 - ii. Third Party Vendor Contracts
 - iii. Trademark & Insignia Policy
 - iv. Constitution & Acts of the Fraternity
 - v. How to utilize Chapter By-laws (Review and Update)
- c. Best Operating Procedures

- i. Build into Chapter Budget sending at least one member to each event
- ii. Motion and have approved the member(s) from the chapter who will be attending the event
- iii. Assistant Grand Delta in attendance at the events to have first hand experience of the value generated by being in attendance at the event (know your product if your going to sell it)
- iv. Review all policies with local volunteers at the beginning of each academic year and educate all new volunteers and local volunteers on Phi Kappa Sigma's policies and procedures

Chapter Expansion Assistant

- ☒ Investigate schools within the region that show promising potential to host a chapter of Phi Kappa Sigma International Fraternity and communicate those opportunities to the Expansion Committee.
- ☒ Develop Alumni Advisory Boards to work with each expansion opportunity.
- ☒ Provide training to the Alumni Advisory Board members in their roles and responsibilities to the colony.

Alumni Group Expansion Assistant

- ☒ Investigate cities to host Alumni Groups for Phi Kappa Sigma members and communicate those opportunities to the Alumni Relations Committee.
- ☒ Host an interest meeting in the city to explore potential success of the Alumni Group.
- ☒ Select the leadership present at the interest meeting to take the lead in formally organizing the alumni group.
- ☒ Provide training to the alumni group leadership as to their roles and responsibilities.

TWO LEGAL PERSPECTIVES

I. Volunteer Protection Act

The Federal Volunteer Protection Act, 42 U.S.C. § 14501, takes effect in late September, 1997. Its purpose is to protect volunteers from liability from their acts while performing services for nonprofit organizations without compensation. The nonprofit organization must be primarily for charitable, civic, educational, religious, welfare or health purposes.

Clearly, volunteers for fraternity-related educational foundations are protected by the Volunteer Protection Act. Similarly, people who volunteer on behalf of universities are protected by the new law. There may be circumstances where volunteers for fraternities are also protected.

The status of fraternity volunteers is more complicated than volunteers for the university or volunteers for the foundation. For example, a chapter advisor who is appointed by a college to carry out specified educational functions with a particular fraternity chapter is entitled to protection under the Volunteer Protection Act. The same volunteer appointed by the national fraternity is less likely to be protected. The probabilities of protection are enhanced if the general fraternity appoints the chapter advisor in order to comply with a request or regulation by the college. Similarly, the general fraternity can improve the chances of its chapter advisors being protected by the Volunteer Protection Act if it clearly defines the role of chapter advisors as educational rather than administrative or disciplinary.

While it is true that well-managed fraternities insure all of their volunteers against liability, it also should be true that a fraternity that is able to bring its volunteers under the Volunteer Protection Act may be able to negotiate lower insurance rates in the future.

Interesting aspects of the Volunteer Protection Act include the following:

- The federal law preempts state law to the extent that state law is in conflict with the federal law.
- There is a procedure whereby a state may opt out of the protection of the Volunteer Protection Act with regard to disputes involving only residents of the state.
- The protection is waived by criminal misconduct, gross negligence or reckless misconduct, or a flagrant indifference to the rights or safety of an individual. Thus, an advisor who passively or actively encourages unlawful behavior such as hazing or underage drinking is waiving protection under the Act.
- Injuries caused by a volunteer operating a vehicle are not covered by the Volunteer Protection Act if there is a state law requiring both licensing and insurance.
- There is no protection for harm caused through sexual misconduct.
- There is no protection for harm caused by violation of federal or state civil rights laws.
- There is no protection if the volunteer was under the influence of intoxicating alcohol or drugs at the time of the injury.

It remains to be seen what the practical effect of the Volunteer Protection Act will be. How it applies to fraternity volunteers can be influenced by the way in which the fraternity defines the role of the volunteer. Any volunteer can waive immunity through participating in or encouraging illegal conduct, through acting under the influence of alcohol or drugs, or through sexual misconduct.

Fraternities, universities and related foundations should examine the way in which they describe the activities of their volunteers. A clear statement of the educational role of the volunteer should help establish immunity. All organizations who hope to have immunity for their volunteers should consider a code of conduct for volunteers.

Source: *Fraternal Law*, September 1997

II. Directors & Officers Liability Coverage

Directors & Officers Liability: This coverage provides insurance protection for directors, officers, volunteers, employees, and for the organization. The basis for such claims is an allegation of “Wrongful Acts” against the insureds individually or the organization. “Wrongful Acts” means any actual or alleged act, error, omission, misstatement, misleading statement, neglect or breach of duty by the directors, officers, or the organization in the discharge of their duties. If a claim or lawsuit is filed against the insureds, the insurance company has the right to settle and provides coverage to defend the insureds against the claim or suit.

**** DISCLAIMER NOTICE ****

THIS BASIC INFORMATION HAS BEEN PREPARED AS INFORMATION ONLY! THE ACTUAL INSURANCE POLICIES ARE SUBJECT TO DEFINITIONS, EXCLUSIONS, LIMITATIONS AND VARIOUS OTHER TERMS AND CONDITIONS. THIS INFORMATION DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE ACTUAL POLICIES.

PROTECTING THE ORGANIZATION

Apparent Authority

Officers and directors of the board have authority to perform necessary duties in the management of fraternal affairs subject to control by the Executive Committee. Specific powers are ordinarily granted to the officers through the Constitution & Acts or by resolution, describing the way the fraternity is to be operated and managed. Ordinarily, the Constitution & Acts will set out the duties of the Grand Alpha (president) and other Grand Officers. Nevertheless, under certain circumstances, acts performed by officers may bind a corporation even in the absence of express authority. (This could include actions by committee and chapters of the organization.)

Actual Authority

Actual authority is the authority a reasonable person in the officer's position would ordinarily believe and expect to have been conferred upon him by the International Fraternity. Actual authority may be expressly granted to officers in the Constitution & Acts, by resolutions of the Executive Committee or by agreement by the Executive Committee to similar actions in the past. Associated with actual authority is implied authority; the authority to do acts that are necessary and incidental to the exercise of authority expressly granted.

Apparent Authority

Apparent authority is the authority that third parties reasonably believe an officer can exercise even though it may not have been actually granted. It arises where the fraternity knowingly permits the officer to exercise an authority or represents, knowingly or negligently, that the officer has such authority. Acts committed with apparent authority are ordinarily binding on the Fraternity. Apparent authority may arise by virtue of the nature of the office held by the officer- e.g., the president of the International Fraternity would generally have the power to hire an executive secretary.

Policy on Apparent Authority

This policy statement provides guidance concerning who is authorized to make public statements on behalf of or as a representative of the International Fraternity and the manner in which such public statements should be handled. It also provides guidance as to the distribution of documents or other information from the International Fraternity by the board.

It shall be the policy of the Fraternity that any communications on behalf of the Phi Kappa Sigma International Fraternity shall be official, at the direction of the president, board or staff. No statements shall be made, either verbal or written, that conflict with the position or policy of the International Fraternity. Leadership should understand, that by virtue of their position, that statements may be perceived by the public as official and on behalf of the International Fraternity. To control official communications, stationary and business cards shall be for the use of the elected president and staff only. Members of the board, committees or chapters may not use Phi Kappa Sigma International Fraternity stationary. Staff will prepare letters sent on behalf of the International Fraternity with a copy remaining in the office. Exceptions may be made to the policy so long as the purpose of the letter is made known and approved by the board in advance; if the exception is approved, a copy of the outgoing letter shall be provided to staff within 24 hours of dissemination for permanent file retention.

Phi Kappa Sigma Risk Management Policy (Summary)

Phi Kappa Sigma's New Members, Active Members and Alumni Members are bound by all federal, state, and/or local laws, and by university regulations and policy. Furthermore, our members are bound by Phi Kappa Sigma standards of conduct.

Phi Kappa Sigma expects each member to obey all applicable laws, regulations, policies and standards regarding the consumption of alcoholic beverages and controlled substances. Failure to abide by law, regulations, policy, or Fraternity standards may be cause for suspension of membership or discipline of the Chapter.

Fraternity policies state that:

- No alcohol may be present on Chapter property at any time.
- No Chapter may dispense alcoholic beverages.
- No Chapter may purchase (or use Chapter funds directly or indirectly for) alcoholic beverages.
- No alcohol is permitted at any rush or new member function (including bid day), any Phi Kappa Sigma ceremony (pledging, initiation, installation of officers, senior recognition, etc.) or any official function at which attendance is required or expected.
- The possession, use or sale of illegal drugs is a felony and is completely incompatible with Phi Kappa Sigma standards and is a basis for disciplinary action. If a Chapter does not take immediate action in such case, the Executive Committee shall initiate action in accordance with the International Constitution & Acts.

The following policies apply to Phi Kappa Sigma functions:

- All Phi Kappa Sigma functions are by invitation only.
- Invitation lists shall be limited to the number of individual members of the Chapter and no more than two guests additional per member.
- Multi-group functions should include no more than four (4) individual Greek organizations and include no guests.
- Chapter functions on Chapter property will be alcohol-free.
- Off campus functions should be located as close to the Chapter as possible.
- All events with alcohol must comply with Third Party Vendor guidelines.
- If alcohol will be served, the Chapter must travel to the off campus facility either on a bus, rented at Chapter expense, or in automobiles using designated driver procedure.

Risk Management & Function Planning Questionnaire

- 1. Type of function**
 - i. Purpose of function
- 2. Function date**
 - i. Time and duration
 - ii. Location
 - a. Chapter House
 - b. Other
 - c. Distance from Campus/Chapter House
- 3. Narrative of function/activities**
- 4. Planned attendance**
 - i. # of members
 - ii. # of alumni
 - iii. # of dates
 - iv. # of guests
 - v. # of general public
 - vi. Estimated total attendance
 - vii. Estimated gross receipts
- 5. Will there be any special construction, alterations or decorations for the function?**
- 6. Is university permission required to have this event?**
- 7. Has this function been held in the past?**
- 8. How many times?**
- 9. Have there been any claims, injuries or accidents as a result of this function? (if so, please explain in detail)**
- 10. Alumni responsible for function**
 - i. Name
 - ii. Address
 - iii. Phone (H)
 - iv. Phone (W)
 - v. E-mail
- 11. Chapter person responsible for function**
 - i. Name
 - ii. Address
 - iii. Phone (H)
 - iv. Phone (W)
 - v. E-mail
- 12. Additional Exposures**
 - i. Alcoholic Beverages
 - ii. Contractual
 - iii. Off-Premise/Transportation
 - iv. Emergency

*****NOTE*****

Full Risk Management/Underwriting Questionnaire & Function Planning Form is available through the International Headquarters. This form must be submitted to the International Headquarters **at least 30 days prior** the function date to be considered for acceptance.

Third Party Vendor Guidelines

The Phi Kappa Sigma Risk Management Policy requires that all events with alcohol must comply with Third Party Vendor Guidelines. **WARNING! YOUR PKS INSURANCE IS VOID IF YOU FAIL TO COMPLY WITH THE PKS THIRD PARTY VENDOR GUIDELINES.**

The Chapter must document the following for a 3rd party vendor function:

- ✗ The appropriate local and state authority must properly license the vendor. This might involve both a liquor license and a temporary license to sell on the premises where the function is held (if applicable). Attach copies of state and local licenses.
- ✗ The vendor must be properly insured with a minimum of \$1,000,000 General Liability and Liquor Legal Liability insurance. The vendor and their insurer shall name your Chapter and Phi Kappa Sigma Fraternity, Inc. as an Additional Insured. The vendor and their insurer shall agree that with respect to the interests of the Additional Insureds, their insurance will be Primary and that any other insurance coverage available to the Additional Insureds will be excess of and non-contributory as respects the vendors insurance.
- ✗ Insurance requirements compliance shall be evidenced by a properly completed "certificate of insurance" prepared by the insurance provider. You simply ask the establishment for this and it should be no problem, as many establishments are familiar with these requirements and can get the material from their insurance provider. If a temporary license to sell on the premises where the function is held is obtained, the certificate of insurance must note the dates (and times if applicable) that the coverage is applicable (do not forget the day after the event if it extends past midnight).
- ✗ The vendor must agree in writing to cash/credit sales only, collected by the vendor, during the function (sales can not be subsidized by the Chapter).
- ✗ The vendor must assume in writing all the responsibilities that any other purveyor of alcoholic beverages would assume in the normal course of business, including but not limited to:
 - ☐ Checking for proper identification upon entry
 - ☐ Not serving to minors
 - ☐ Not serving individuals who appear to be intoxicated or acting in a manner that could be detrimental to other persons
 - ☐ Providing safe transportation as appropriate
 - ☐ Maintaining absolute control of all alcoholic containers present
 - ☐ Collecting all remaining alcohol at the end of a function (no excess alcohol - opened or unopened - is to be given, sold or otherwise furnished to the Chapter)
 - ☐ Removing all alcohol from the premises
 - ☐ Complying with the Rules (as defined below)

**** DISCLAIMER NOTICE ****

Please refer to the risk management guide for a sample contract that can be used. Sufficient time in advance of any event should be allowed as planning and documentation for these activities may take up to 2-3 weeks to procure. Parties away from the Chapter house where uncontrolled drinking occurs are NOT permissible under Phi Kappa Sigma or F.I.P.G. policy. **The Third Party Vendor Contract and required documentation must be sent to the International Headquarters at least 7 business days prior to the event.**

Fraternal Information Programming Group (FIPG)

1. Alcohol & Drugs

- ✗ The possession, sale, use, or consumption of ALCOHOLIC BEVERAGES, while on Chapter premises or during a fraternity event, in any situation sponsored or endorsed by the Chapter, or in any event an observer would associate with a fraternity, must be in compliance with any and all applicable laws of the state, province, county, city and institution of higher education, and must comply with either the BYOB or Third Party Vendor Guidelines. **(NOTE: Our policy supercedes FIPG regarding BYOB. BYOB functions are NOT permitted. All functions including alcohol must comply with Third Party Vendor Guidelines.)**
- ✗ No alcoholic beverages may be purchased through Chapter funds nor may the purchase of same for members or guests be undertaken or coordinated by any member in the name of, or on behalf of, the Chapter. The purchase or use of a bulk quantity of common sources of such alcoholic beverage, e.g. kegs or cases, is prohibited.
- ✗ OPEN PARTIES, meaning those with unrestricted access by non-members of the fraternity, without specific invitation, where alcohol is present, shall be forbidden.
- ✗ No members, collectively or individually, shall purchase for, serve to, or sell alcoholic beverages to any minor (i.e., those under legal "drinking age").
- ✗ The possession, sale or use of any ILLEGAL DRUGS or CONTROLLED SUBSTANCES while on Chapter premises or during a fraternity event or at any event that an observer would associate with the fraternity is strictly prohibited.
- ✗ No Chapter may co-sponsor an event with an alcohol distributor, charitable organization or tavern (tavern defined as an establishment generating more than half of annual gross sales from alcohol) where alcohol is given away, sold or otherwise provided to those present.
- ✗ No Chapter may co-sponsor or co-finance a function where alcohol is purchased by any of the host Chapters, groups or organizations.
- ✗ All recruitment activities associated with any Chapter will be a DRY recruitment function.
- ✗ No member shall permit, tolerate, encourage, or participate in "drinking games."
- ✗ No alcohol shall be present at any new member/rush activity or ritual of the Chapter.

2. Hazing

No Chapter, colony, student or alumnus shall conduct nor condone hazing activities. Hazing activities are defined as:

"Any action taken or situation created, intentionally, whether on or off fraternity premises, to produce mental or physical discomfort, embarrassment, harassment, or ridicule. Such activities may include but are not limited to the following: use of alcohol; paddling in any form; creation of excessive fatigue; physical and psychological shocks; quests, treasure hunts, scavenger hunts, road trips or any other such activities carried on outside or inside of the confines of the Chapter house; wearing of public apparel which is conspicuous and not normally in good taste; engaging in public stunts and buffoonery; morally degrading or humiliating games and activities; and any other activities which are not consistent with academic achievement, fraternal law, ritual or policy or the regulations and policies of the educational institution or applicable state law."

3. Sexual Abuse & Harassment

The fraternity will not tolerate or condone any form of sexist or sexually abusive behavior on the part of its members, whether physical, mental or emotional. This is to include any actions, which are demeaning to women or men including but not limited to date rape, gang rape, or verbal harassment.

4. Fire, Health & Safety

- ✗ All Chapter houses should meet all local fire and health codes & standards.
- ✗ All Chapters should have posted by common phones emergency numbers for fire, police, and ambulance as well as posted evacuation routes on the back of the door of each sleeping room.
- ✗ Chapters should comply with engineering recommendations as reported by the insurance company.
- ✗ The possession and/or use of firearms or explosive devices of any kind within the confines and premises of the Chapter house is expressly forbidden.

5. Education

Each Chapter shall annually instruct its students and alumni in the Risk Management Policy of FIPG, Inc. Additionally all student members shall annually receive a copy of said Risk Management Policy.

MEMBERSHIP/PROFESSIONAL DEVELOPMENT – VALUES APPLIED

The standards of conduct that arise out of Trust, Honor, Respect, Knowledge, Wisdom, Responsibility, and Integrity are the values that constitute the ground rules of ethics, and therefore of ethical decision-making. Phi Kappa Sigma adopted our Fraternity Core Values at the 150th anniversary of the founding of the Fraternity. Phi Kappa Sigma formally adopted these values so that we can communicate more easily about core values. Our values allow us to understand ethical decisions better, our own and those of others.

The Core Values act as a multi-level filter through which to process decisions. So, being trustworthy is not enough — we must also be knowledgeable and therefore caring. Adhering to the letter of the law is not enough — we must accept responsibility for our action or inaction. The values can help us detect situations where we focus so hard on upholding one moral principle that we sacrifice another — where, intent on holding others accountable, we ignore the duty to be compassionate; where, intent on getting a job done, we ignore how.

In short, the Core Values can dramatically improve the ethical quality of our decisions, and thus our character and lives.

I. Trust

When others trust us, they give us greater leeway because they feel we don't need monitoring to assure that we'll meet our obligations. They believe in us and hold us in higher esteem. That's satisfying. At the same time, we must constantly live up to the expectations of others and refrain from even small lies or self-serving behavior that can quickly destroy our relationships.

Simply refraining from deception is not enough. Trustworthiness is the most complicated of the core ethical values and concerns a variety of qualities like honesty, integrity, reliability and loyalty.

II. Honor

We associate honesty with people of honor, and we admire and rely on those who are honest. There is no more fundamental ethical value than honesty. But honesty is a broader concept than many may realize. It involves both communications and conduct.

Honesty in communications is expressing the truth as best we know it and not conveying it in a way likely to mislead or deceive. There are three dimensions:

- ✦ **Truthfulness.** Truthfulness is presenting the facts to the best of our knowledge. Intent is the crucial distinction between truthfulness and truth itself. Being wrong is not the same thing as lying, although honest mistakes can still damage trust insofar as they may show sloppy judgment.
- ✦ **Sincerity.** Sincerity is genuineness, being without trickery or duplicity. It precludes all acts, including half-truths, out-of-context statements, and even silence, that are intended to create beliefs or leave impressions that are untrue or misleading.
- ✦ **Candor.** In relationships involving legitimate expectations of trust, honesty may also require candor, forthrightness and frankness, imposing the obligation to volunteer information that another person needs to know.

Honesty in conduct is playing by the rules, without stealing, cheating, fraud, subterfuge and other trickery. Cheating is a particularly foul form of dishonesty because one not only seeks to deceive but to take advantage of those who are not cheating. It has dual implications: a violation of both trust and fairness.

Not all lies are unethical, even though all lies are dishonest. Huh? That's right, honesty is not an inviolate principle. Occasionally, dishonesty is ethically justifiable, as when the police lie in undercover operations or when one lies to criminals or terrorists to save lives. But don't kid yourself: occasions for ethically

sanctioned lying are rare and require serving a very high purpose indeed, such as saving a life — not hitting a management-pleasing sales target or winning a game or avoiding a confrontation.

III. Respect

People are not things, and everyone has a right to be treated with dignity. We certainly have no ethical duty to hold all people in high esteem, but we should treat everyone with respect, regardless of who they are and what they have done. We have a responsibility to be the best we can be in all situations, even when dealing with unpleasant people.

The Golden Rule — do unto others as you would have them do unto you — nicely illustrates the value of respect.

Respect prohibits violence, humiliation, manipulation and exploitation. It reflects notions such as civility, courtesy, decency, dignity, autonomy, tolerance and acceptance.

- ✦ **Civility, Courtesy and Decency.** A respectful person is an attentive listener, although his patience with the boorish need not be endless (respect works both ways). Nevertheless, the respectful person treats others with consideration, and doesn't resort to intimidation, coercion or violence except in extraordinary and limited situations to defend others, teach discipline, maintain order or achieve social justice. Punishment is used in moderation and only to advance important social goals and purposes.
- ✦ **Dignity and Autonomy.** People need to make informed decisions about their own lives. Don't withhold the information they need to do so. Allow all individuals, including maturing children, to have a say in the decisions that affect them.
- ✦ **Tolerance and Acceptance.** Accept individual differences and beliefs without prejudice. Judge others only on their character, abilities, and conduct.

IV. Knowledge

Citizenship. Citizenship includes civic virtues and duties that prescribe how we ought to behave as part of a community. The good citizen knows the laws and obeys them, yes, but that's not all. He volunteers and stays informed on the issues of the day, the better to execute his duties and privileges as a member of a self-governing democratic society. He does more than his "fair" share to make society work, now and for future generations. Such a commitment to the public sphere can have many expressions, such as conserving resources, recycling, using public transportation and cleaning up litter. The good citizen gives more than he takes.

Caring. If you existed alone in the universe, there would be no need for ethics and your heart could be a cold, hard stone. Caring is the heart of ethics and ethical decision-making. It is scarcely possible to be truly ethical and yet unconcerned with the welfare of others. That is because ethics is ultimately about good relations with other people.

It is easier to love "humanity" than to love people. People who consider themselves ethical and yet lack a caring attitude toward individuals tend to treat others as instruments of their will. They rarely feel an obligation to be honest, loyal, fair or respectful except insofar as it is prudent for them to do so, a disposition which itself hints at duplicity and a lack of integrity. A person who really cares feels an emotional response to both the pain and pleasure of others.

Of course, sometimes we must hurt those we truly care for, and some decisions, while quite ethical, do cause pain. But one should consciously cause no more harm than is reasonably necessary to perform one's duties.

The highest form of caring is the honest expression of benevolence, or altruism. This is not to be confused with strategic charity. Gifts to charities to advance personal interests are a fraud. That is, they aren't gifts at all. They're investments or tax write-offs.

V. Wisdom

Fairness. Wisdom applied through fairness. Most would agree fairness involves issues of equality, impartiality, proportionality, openness and due process. Most would agree that it is unfair to handle similar matters inconsistently. Most would agree that it is unfair to impose punishment that is not commensurate with the offense. The basic concept seems simple, even intuitive, yet applying it in daily life can be surprisingly difficult. Fairness is another tricky concept, probably more subject to legitimate debate and interpretation than any other ethical value. Disagreeing parties tend to maintain that there is only one fair position (their own, naturally). But essentially fairness implies adherence to a balanced standard of justice without relevance to one's own feelings or inclinations.

- ✦ **Process.** Process is crucial in settling disputes, both to reach the fairest results and to minimize complaints. A fair person scrupulously employs open and impartial processes for gathering and evaluating information necessary to make decisions. Fair people do not wait for the truth to come to them; they seek out relevant information and conflicting perspectives before making important judgments.
- ✦ **Impartiality.** Decisions should be made without favoritism or prejudice.
- ✦ **Equity.** An individual, company or society should correct mistakes, promptly and voluntarily. It is improper to take advantage of the weakness or ignorance of others.

Loyalty. Wisdom applied through loyalty. Some relationships — fraternity-member, employer-employee, citizen-country — create an expectation of allegiance, fidelity, and devotion. Loyalty is a responsibility to promote the interests of certain people, organizations or affiliations. This duty goes beyond the normal obligation we all share to care for others.

- ✦ **Limitations to loyalty.** Loyalty is a delicate thing. Friends, brothers, co-workers and others may demand that we rank their interests above ethical considerations. But no one has the right to ask another to sacrifice ethical principles in the name of a special relationship. Indeed, one forfeits a claim of loyalty when he or she asks so high a price for maintaining the relationship.
- ✦ **Prioritizing loyalties.** So many individuals and groups make loyalty claims on us that we must rank our loyalty obligations in some rational fashion. For example, it's perfectly reasonable, and ethical, to look out for the interests of our children, parents, and spouses even if we have to subordinate our obligations to other children, neighbors or co-workers in doing so.
- ✦ **Safeguarding confidential information.** Loyalty requires us to keep some information confidential. When keeping a secret breaks the law or threatens others, however, we may have a responsibility to "blow the whistle."
- ✦ **Avoiding conflicting interests.** Employees and public servants have a duty to make all professional decisions on merit, unimpeded by conflicting personal interests. They owe ultimate loyalty to the public.

VI. Responsibility

Life is full of choices. Being responsible means being in charge of our choices and, thus, our lives. It means being accountable for what we do and who we are. It also means recognizing that our actions matter and we are morally on the hook for the consequences. Our capacity to reason and our freedom to choose make us morally autonomous and, therefore, answerable for whether we honor or degrade the ethical principles that give life meaning and purpose.

Ethical people show responsibility by being accountable, pursuing excellence and exercising self-restraint. They exhibit the ability to respond to expectations.

- ✦ **Accountability.** An accountable person is not a victim and doesn't shift blame or claim credit for the work of others. He considers the likely consequences of his behavior and associations. He recognizes the common complicity in the triumph of evil when nothing is done to stop it. He leads by example.
- ✦ **Pursuit of Excellence.** The pursuit of excellence has an ethical dimension when others rely upon our knowledge, ability or willingness to perform tasks safely and effectively.

- * **Diligence.** It is hardly unethical to make mistakes or to be less than "excellent," but there is a moral obligation to do one's best, to be diligent, reliable, careful, prepared, and informed.
- * **Perseverance.** Responsible people finish what they start, overcoming rather than surrendering to obstacles. They avoid excuses such as, "That's just the way I am," or "It's not my job," or "It was legal."
- * **Continuous Improvement.** Responsible people always look for ways to do their work better.
- ✗ **Self-Restraint.** Responsible people exercise self-control, restraining passions and appetites (such as lust, hatred, gluttony, greed, and fear) for the sake of longer-term vision and better judgment. They delay gratification if necessary and never feel it's necessary to "win at any cost." They realize they are as they choose to be, every day.

Promise-Keeping. When we make promises or other commitments that create a legitimate basis for another person to rely upon us, we undertake special moral duties. We accept the responsibility of making all reasonable efforts to fulfill our commitments. Because promise-keeping is such an important aspect of trustworthiness, it is important to:

- ✗ **Avoid bad-faith excuses.** Interpret your promises fairly and honestly. Don't try to rationalize noncompliance.
- ✗ **Avoid unwise commitments.** Before making a promise consider carefully whether you are willing and likely to keep it. Think about unknown or future events that could make it difficult, undesirable or impossible. Sometimes, all we can promise is to do our best.

Avoid unclear commitments. Be sure that, when you make a promise, the other person understands what you are committing to do.

VII. Integrity

The word integrity comes from the same Latin root as "integer," or whole number. Like a whole number, a person of integrity is undivided and complete. This means that the ethical person acts according to his beliefs, not according to expediency. He is also consistent. There is no difference in the way he makes decisions from situation to situation, his principles don't vary at work or at home, in public or alone.

Because he must know who he is and what he values, the person of integrity takes time for self-reflection, so that the events, crises and seeming necessities of the day do not determine the course of his moral life. He stays in control. He may be courteous, even charming, but he is never duplicitous. He never demeans himself with obsequious behavior toward those he thinks might do him some good. He is trusted because you know who he is: what you see is what you get.

People without integrity are called "hypocrites" or "two-faced."

DEVELOPING GOALS AND THE STRATEGIC PLAN

Mission & Vision Statements

- ✎ A mission statement is a key tool for any business. It captures the essence of your Region/Chapter goals and defines the philosophies surrounding them. A good mission statement accurately explains why your organization exists and what it hopes to achieve in the future. The mission statement describes what your Region/Chapter is all about to the members, host institution administration, alumni, community, and most importantly, your potential recruits. It is important to create a mission statement that reflects every facet of your Region/Chapter. It should describe the range and the nature of what the Region/Chapter offers as an experience.
- ✎ A vision is an inspired dream from the Region/Chapter. It's that which drives us toward accomplishing our purpose. A vision is the idea that started from our Founding Fathers and continues through our actions today. Whether or not it is in written form, the motivating purpose is there. The vision spreads to others and soon many share the inspired dream. A quality vision statement presents one clear, concise dream of changing the future that will be the focus of your accomplishments. Long-term aspirations can be communicated easily with a clearly written vision statement.

Crafting a mission statement requires time, thought and planning. Going through the process of writing a mission statement will help solidify the reason for our operation of the Region/Chapter and clarify the motivations behind our Fraternity. Once the Region/Chapters mission statement is complete, start spreading the word! You need to convey your mission statement to those internal and external stakeholders of the Chapter to let everyone know where the organization is going and why.

Display it in your market, where your Region/Chapter is operating, so members and others can see it every day. Print it on materials like email tag-lines, official communications, etc.

How the Vision & Mission Work Together

Vision and mission fit together. Several Regions/Chapters have proven that having written versions of both the vision statement and the mission statement work well. Vision and mission go hand in hand. The vision statement includes where you want to go, who you want to be, and how you will get there. However, you cannot predict or plan the future without knowing what is happening right now. The mission statement clarifies who and what you are now. These statements will help your volunteers and Chapter members have purpose, direction, values, and create meaningful work.

Benefits of Strategic Goal Setting

1. Clearly define the purpose of the Region/Chapter and to establish realistic goals and objectives consistent with that mission in a defined time frame within the Region/Chapter's capacity for implementation.
2. Communicate those goals and objectives to the Region/Chapter's community.
3. Develop a sense of ownership of the plan.
4. Ensure the most effective use is made of the Region/Chapter's resources by focusing the resources on the key priorities.
5. Provide a base from which progress can be measured and establish a mechanism for informed change when needed.
6. Bring together of everyone's best and most reasoned efforts have important value in building a consensus about where the Region/Chapter is going.
7. Provides clearer focus of Region/Chapter, producing more efficiency and effectiveness.
8. Bridges undergraduates and alumni volunteers.
9. Builds strong teams in the Regional volunteers, Alumni Advisory Board, Chapter Executive Board and the individual members of the Chapter.
10. Provides the glue that keeps the Fraternity together.
11. Produces great satisfaction among planners around a common vision.
12. Increases productivity from increased efficiency and effectiveness.

When Should Strategic Planning Be Done?

The scheduling for the strategic planning process depends on the nature and needs of the Region/Chapter and the its immediate external environment. For example, planning should be carried out frequently in a Region/Chapter whose membership experiences are in an environment that is changing rapidly. In this situation, planning might be carried out once or even twice a year and done in a very comprehensive and detailed fashion (that is, with attention to mission, vision, values, environmental scan, issues, goals, strategies, objectives, responsibilities, time lines, budgets, etc). On the other hand, if the organization has been around for many years and is in a fairly stable marketplace, then planning might be carried out once a year (Chapter Retreat) and only certain parts of the planning process, for example, action planning (objectives, responsibilities, time lines, budgets, etc) are updated each year.

Consider the following guidelines:

1. Strategic planning should be done when a Region/Chapter is just getting started. (The strategic plan is usually part of an overall business plan, along with a marketing plan, financial plan and operational/management plan.)
2. Strategic planning should also be conducted at least once a year in order to be ready for the coming fiscal year (the financial management of an organization is usually based on a year-to-year, or fiscal year, basis). In this case, strategic planning should be conducted in time to identify the organizational goals to be achieved at least over the coming fiscal year, resources needed to achieve those goals, and funding needed to obtain the resources. These funds are included in budget planning for the coming fiscal year. However, not all phases of strategic planning need be fully completed each year. The full strategic planning process should be conducted at least once every three years. As noted above, these activities should be conducted every year if the organization is experiencing tremendous change. Regardless, our chapter membership is revolving on a four-year basis, so we need to stay ahead of the curve.
3. Each year, action plans should be updated and communicated to new volunteers and chapter officers.
4. Note that, during implementation of the plan, the progress of the implementation should be reviewed at least on a semester basis by the Grand Delta, Assistant Grand Deltas, Alumni Advisory Board, and Chapter members. Again, the frequency of review depends on the extent of the rate of change in and around the organization.

Volunteers – Our Plan Champions

As a volunteer you are the Plan Champion to ensure that our Region/Chapter stays on task. It's our volunteers that keep the plan on the forefront of meeting agendas and budgets. Additionally, our local volunteers have the responsibility to report progress on these initiatives to the regional Grand Delta.

CHALLENGES, ISSUES, VALUES – OUR CHAPTERS BUILDING TOMORROW TODAY

Diversity

A well-rounded membership experience! This becomes challenging as fraternity life has been fighting negative stereotypes for years and this problem is not easily rectified. The acceptance of goals and strategic planning may be a challenge at first, but once the members begin to gain benefits from their efforts, change will become easily recognizable.

Cost/Benefit Analysis

You may have been intensely creative in generating solutions to a problem, and rigorous in your selection of the best one available. This solution may still not be worth implementing, as you may invest a lot of time and money in solving a problem that is not worthy of this effort.

Cost/Benefit Analysis is a relatively simple and widely used technique for deciding whether to make a change. As its name suggests, to use the technique simply add up the value of the benefits of a course of action, and subtract the costs associated with it.

Costs are either one-off, or may be ongoing. Benefits are most often received over time. We build this effect of time into our analysis by calculating a payback period. This is the time it takes for the benefits of a change to repay its costs. Many Chapters look for payback over a specified period of time - e.g. one term.

In its simple form, cost/benefit analysis is carried out using only financial costs and financial benefits. For example, a simple cost/benefit analysis of a new plasma HDTV scheme would measure the cost of purchasing the TV, and subtract this from the economic benefit of improving the Chapter's physical plant.

A more sophisticated approach to cost/benefit analysis is to try to put a financial value on intangible costs and benefits. This can be highly subjective - is, for example, re-wallpapering the chapter house common rooms at the estimated cost of \$3000, or is it worth \$10,000 because of the additional members that will move into the Chapter House due to the improved living environment. Would the ability to have chapter members join in the afternoon and evenings to play video games or watch the football game together outweigh the initial cost for the long-term benefits?

These are all questions that people have to answer, and answers that people have to defend.

The version of cost/benefit analysis we explain here is necessarily simple. Where large sums of money are involved (for example, building a new chapter house), project evaluation can become an extremely complex and sophisticated art. If this isn't your expertise, please contact an outside firm or the International Headquarters for direction.

Return on Investment

A measure of a Chapter's profitability, equal to a fiscal year's membership divided by cost of membership and New Member equity plus long-term growth potential. The return on membership should drive the focus of our Chapter through measuring how effective its recruitment program is. Effectively, the Chapter uses its membership fees to generate a positive membership experience that generates future members for an increased return on investment in the next fiscal year through growth in the number of active undergraduate members.

Competition with Collaboration

If you're working on a problem, odds are that someone else is working on the same or a similar problem. That person might be a member of the chapter, another fraternity on the campus, or at another Phi Kappa Sigma Chapter halfway around the country. Vital collaboration can happen within any of these scopes. Nobody should give up a competitive advantage by sharing the wrong kind of information. Nevertheless,

collaboration among competitors is not a bizarre or unrealistic idea. Clearly you don't want to divulge Chapter secrets, but not all information is competitively advantageous. You may find that by working with others on your campus may develop new ideas and applications to improve the Greek system as a whole that benefits all chapters located on the campus. We needn't reveal details about our respective projects in order to clarify our mutual understanding of how we can make improvements to the Greek system.

The benefit of sharing information, measured in terms of the value of information received in turn, can outweigh the cost of sharing, measured in terms of the effort of collaboration and any competitive exposure that it entails. Chapters may learn enough about each other's successes and failures to avoid charting collision courses, and to minimize redundant and wasteful efforts.

Transparency

Some Chapters may try to continue to operate secretly in our transparent world and they often end up paying a price for it. That is because when there is little to no visibility into how the Chapter is operating (no transparency), there is very little trust built with members and therefore no trust built with potential new members. Low trust stifles innovation and can instill fear. This in turn creates conflict as the Chapter will struggle with recruitment.

The need for a transparency strategy is born out of the massive exposure and risk Chapters open themselves up to when they conceal activities from the public (outside of our Ritual Meeting/Ceremonies), or live by poor values. Members and potential members can evaluate the worth of being in Phi Kappa Sigma and the benefits at levels when our Chapters are transparent in their activities. By sharing formerly secret information about corporate strategy, management, and challenges; we will be able to build a stronger future for our Chapters.

Knowledge Transfer Is Critical –Retreats/Officer Transition

For organizations that embrace the concept of knowledge management, the loud voice that once screamed knowledge is power has been reduced to a whisper. The notion that knowledge is power allows the one possessing the knowledge to assume a degree of control and develop a sense of job security. This tacit knowledge would then be lost to the organization upon transfer or graduation of the individual. On the other hand, explicit knowledge is that which can be shared throughout the organization. It consists of the documented experiences of those who have performed a given task for a time. Explicit knowledge is structured and available for use by the chapter. Examples of explicit knowledge documents might be a procedures manual, formal retreats, or best practice exchanges during officer transition.

Process improvement is action taken to change processes to meet the chapters needs and achieve our goals more effectively. This model enabled the chapter to systematically achieve levels of proficiency that will lead them to increased efficiency and competency. Embedded in this goal is the notion of a back-to-the-basics approach that starts with clearly defining our members needs and the services and products they desire. Our chapters are held together by a common interest in the pursuit of knowledge and are driven by a desire and need to share problems, experiences, insights, templates, tools, and best practices. These communities have the following objectives:

Identify processes that would improve cost, schedule, and technical performance within Phi Kappa Sigma.

Identify and implement best practices [Recruitment]

Accelerate learning [New Member Education]

Share lessons learned [Officer Transitions]

Maintain and share expertise [Officer Notebooks]

Facilitate team collaboration [Active Alumni Advisor/Advising Board]

Team members bring various kinds of experiences and backgrounds to bear on the issues of process improvement. They have intimate knowledge of the organization and are willing to share this knowledge with their peers in an effort to improve the organization as a whole. The Alumni Advisor or member of the Advising Board should meet regularly with the chapter to develop plans and to define approaches to process improvement for projects that chapter is working on.

To move to a performance-based organization, cultural change is not just important - it is essential. Traditionally, our chapters focused on the products they delivered. This is a long-standing culture that is deeply rooted in the formative years of the Fraternity. While this was effective while competing against other fraternities on campus, it did have the drawback that projects may not have communicated as frequently and thoroughly as they should to the rest of the members of the chapter. Ultimately, a communication barrier developed and when those that understood the importance of the projects, those individual members would ultimately graduate and the purpose of continuing a practice would eventually wither away as the member left the active chapter.

