

Kappa Delta Rho

Chapter Operations Manual





The National Fraternity of Kappa Del ta Rho

This past year at the Kappa Delta Rho Fraternity's National Headquarters we have worked hard to identify common needs among our chapters. As we continually search for new ways to add value to our organization and to make KDR the best that it can be, we've found among all of our chapters one common truth:

Even though all of our chapters are comprised of members from diverse demographic backgrounds and located in various geographical regions on campuses with different community cultures; all of our groups struggle each year with management issues regarding membership, money, organizational image, and basic chapter maintenance.

We have found that regardless of the size of your chapter's membership or budget, if these four issues of membership, money, image, and maintenance are not properly addressed by your chapter, that within a semester a strong chapter at the top of their campus' food chain can suddenly find themselves located near the bottom.

It is in response to this need that the National Headquarters has put together this tremendous resource for your members, *The Chapter Operations Manual*. Our primary goal at the National Headquarters is to help make all of our chapters number one on their respective campuses. By following the suggestions in each of the 16 different sections of this manual you will help move your chapter forward in such a positive direction that you will see dramatic improvements in chapter morale and campus image the very first semester!

None of us are perfect nor do any of us claim to be, but by working hard together as a group, striving to reach those dreams that seem just beyond your chapter's reach, your chapter will evolve in to something great. And being touched by greatness stays with you for the rest of your life! That is what it means to be a true KDR Gentleman, living our motto of *Honor Super Omnia* in such a way, that you can **be who you are while you let KDR help you become who you want to be!**

Good luck, God bless, and remember that it is all in the attitude!

Forever Your Brother,

**Benjamin K. Willis, ZB'96
Executive Director / Executive Vice President**

The National Fraternity of Kappa Del ta Rho, Inc.

Kappa Del ta Rho

Chapter Operations Manual

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Consul

Introduction

A fraternity is many things, yet there is nothing else quite like it in today's world. It is simultaneously a friendship and a business, a secret order, the best thing that ever happened to many of its members and a disaster waiting to happen. Properly run, it can be a dominant force in campus life and the envy of other fraternities on campus; however, if neglected it can fall apart over the course of a semester or shut down because of one ten-second bad decision.

The Consul's position at the head of the chapter is not for the purpose of making all the decisions or doing the lion's share of the work. Just as every officer is expected to understand and properly execute the responsibilities of his position, the Consul should be doing his job, and motivating the other officers to do theirs. Micro-managing the officers underneath you is one of the quickest ways to get them to stop working altogether.

A smoothly running chapter operations structure along the lines of this manual is not going to happen overnight or over the course of a semester. The development of your chapter is an evolutionary process. Smaller or newer chapters will not have the experience or manpower to fill out all the positions and committees outlined here; thus many will be overlapped. It is important to remember, however, that as your chapter becomes more successful in its operations, you will be able to recruit more people and grow into fully sized and fully functioning chapter as it is outlined here.

Basic Chapter Structure

The Consul will have two major officers under him to oversee two different areas of the chapter. The Senior Tribune serves as the Chief Operations Officer, overseeing the other officers and committees that carry out all the operations, or "tangible" facets of the fraternity, from house cleanup to Rose Formal. Member Education, scholarship, Intramurals, IFC, and all the other jobs and activities of the chapter are reported to the Consul through the Senior Tribune. The other side of the chapter is equally important but more difficult to define and monitor. The "intangible" facets of the fraternity - unity, morale, image, pride, and honor - these things are in the charge of the Pontifex. They are equally important, yet frequently they are not considered when there is a problem. The Pontifex is often one of the most underutilized and misunderstood positions in the fraternity. Make sure that your Pontifex understands his role and takes it seriously.

Below the Senior Tribune and the Pontifex are the Executive Committee and the Advisory Committee, respectively. They are made up of other officers, some of which have their own committees. As Consul, you provide the link between the tangibles and intangibles, between the plans and the people. This may sound vague and subtle, but it is important to master. You need to be sure that the needs of the brotherhood in general and the brothers individually are met through the activities of the chapter and in the management structure. We say that everyone in the chapter should "have a home". That means that they should have some sort of position or serve on some committee, so they

have a chance to express their opinions, engage their interests, and be able to “buy in” to the affairs of the chapter. This effective management on the tangible side increases the unity and morale on the intangible side. Do you see how they are related? Morale and operations go hand-in-hand. When one is working right both benefit, and when one suffers, they both do.

Far too often this important balance is not taken seriously, on one side or the other. Some chapters may claim that they have a “tight brotherhood”, which may be the case. However, they may be such good friends that no one feels the need to get down to the business of running the chapter. Other chapters may have a picture-perfect system of officers and committees, flawlessly planning activities, yet they may forget about those areas of brotherhood that don’t show up on the management chart.

In keeping this balance, the Consul must act as a sort of switchboard operator between the two sides. An incoming call must be properly directed. A problem on the intangible side, for example, a poor image or a brother who won’t buy in to chapter activities, should be directed over to operations, such as a philanthropy for the image problem or the right spot on a committee for the disaffected brother. In the other direction, examining, and improving, the morale and pride of the brotherhood can solve a problem on the tangible side, such as bill collection or a messy house.

In this role we define for the Consul, there are many things he must be. Not only the CEO of a business, the coach of the team, the big brother in a group of friends, but also the “face” of the chapter to the university and community, chief problem solver, facilitator, dreamer, goal-setter and long-term planner, the first to arrive and the last to leave, and the tar that fills in the cracks and potholes making the road to success smoother to ride on. Naturally he will set the spirit and pace of the chapter during his term.

One of the first and most important tasks that a Consul must complete is to determine his chapter’s position in the evolutionary process. Is the chapter a smaller sized chapter of 20 or less in which everyone has a specific position in order to reach the overall pressing goal of making the chapter grow so it can survive? Is the chapter a mid-size chapter between 25 and 40 members that can use a larger committee system, but without the specialization of a larger chapter? Or is the chapter a large chapter of more than 40 members that can delegate responsibilities and tasks like a well-oiled machine? Determining where his chapter fits in to this scheme will determine the way he organizes the overall structure of the chapter and delegates responsibility.

Building a Foundation

Chapters that have 20 members or less should have one goal that is a higher priority than any other goal - recruitment. This goal is important for a very simple reason – chapter survival. A chapter of 20 members or less can have its ranks reduced by as much as 50% in one semester from graduation and attrition alone. It is very difficult for a chapter to recover from that type of a situation, so the Consul must guide the chapter in the direction

of growth. One way to help the chapter grow is to organize responsibilities in such a way that utilizes the membership but doesn't have so many officers and positions that the chapter is completely inefficient. A chapter in this category will have officers that cover the responsibilities of several positions that can be overlapped for simplicity's sake. For example, the Junior Tribune can also serve as the Scholarship Chairman since they both fall under the classification of member education, and the Senior Tribune should serve as planner of all the chapter's events, social or otherwise, since they should all be considered recruitment events. For a chapter in this situation, the major offices and positions that should be focused on are as follows:

- Consul
- Senior Tribune/ Recruitment, Events and Service
- Junior Tribune/ Scholarship and Education
- Quaestor/ Fundraising
- Praetor/ Propraetor (combined)
- Pontifex/ Risk Manager (combined)
- Centurion

By combining positions and eliminating officers that are not absolutely essential, a smaller chapter is more able to focus on the task at hand. The tendency will be to try to take on too much, and as a result, events will not be properly planned, and the number one priority of a small chapter- recruitment- will not get the attention it deserves. Only after a few semesters of successful recruitment will you have the manpower to be able to take on more activities.

Climbing the Ladder

Running a mid-size chapter (between 25-40 members) is entirely different than running a small chapter. There are more members at the chapter's disposal to be able to work towards the chapter's goals. Mid-size chapters are able to make more effective use of the fraternity's committee system in order to make the chapter and events run more smoothly – as well as lighten the load on individual officers. For chapters that fall into this category, the following offices and committees should be added to those of a smaller chapter:

- Separate Pontifex and Risk Manager positions
- Separate Propraetor/ Alumni Relations
- Rush Chairman
- Scholarship Chairman
- Custodian/House Manager (if housed)
- Intramural/Athletics Chair man

As always, you will want to make sure that every brother in your chapter “has a home” as an officer or committee member. A larger chapter will have a need for more committees,

and will want to have more activities as well. Unlike a smaller chapter, every member will not have to participate in every activity to make it work, so you will need to match people's activities and offices with their interests and abilities. It will be much more challenging as Consul to make sure that officers are communicating and that the system is working properly. You will need to rely more heavily on the Senior Tribune, Pontifex and Praetor to help you monitor the chapter.

Continuing to Grow

When a chapter has around forty members or more, it will be able to support the full size of the chapter organizational chart (see appendix). This structure will cover the entire range of activities and operations that a chapter will have, and allow for healthy growth and long-term planning. Your chapter may have a particular need not covered in the chart, however, the framework is such that it can be added easily if necessary. You will be able to plan a number of different events without conflict and work as a "well-oiled machine".

Once your chapter is no longer merely recruiting to survive, but is on par with other fraternities on campus and is running smoothly, you will be able to begin to look ahead and set more long-term goals beyond just chapter size. Now you will be able to begin to plan a yearly philanthropy that will become a campus institution or begin brotherhood retreats or parents' weekends. If you already have these types of events, you may choose to add another or change an existing one. With all your officers and committees in place, you will be able to work on your goals for the future of the chapter. It is reaching these goals that sets a visionary above merely a capable administrator, and separates the exceptional Consul apart from the average one.

Conclusion

The job of Consul and the task of overseeing chapter operations as outlined in this manual is not a simple, easy job. It is not something that every college student has the ability or experience to do. Your term as Consul may be frustrating or difficult. That is why it is important to remember that you are not the first person to face these challenges. You serve as a link between actives and alumni, between members of your chapter and other chapters and the National Fraternity. Effective utilization of the undergraduate members will make your job easier and lead to the chapter's success, however that is only half the picture. Your chapter's alumni and members of the National Staff have faced these obstacles before, and will be more than ready to help you out. Resist the temptation to shoulder this burden yourself. Make use of their knowledge.

The office of Consul is most certainly a challenge and a responsibility. However, those that accept that challenge have the opportunity for great fulfillment and reward. You will labor to leave the fraternity better than when you found it, and your vision for the upcoming year will be your legacy. You are building a foundation, not only for the chapter's growth and development but for your own. Your efforts, successes, joys and

sorrows will be shared by the brothers you have led. As you lead your chapter, when you graduate and move on in life, remember that no matter what stands in front of you, Kappa Delta Rho stands behind you.



Officer Transition

Introduction

Transition is what allows the fraternity to continue year after year. Each year in the chapter new officers are elected. Along with this election comes much added responsibility and trust. When a newly elected officer begins the duties in his new position, it is important to be as prepared as possible. Chapters often spend too little time on officer transition, which means that the new officers spend too much time getting acclimated to their positions on their own, wasting valuable time that they could be taking to expand their programs and benefit the chapter. Effective officer transition will allow newly elected officers to learn from their predecessors and will allow outgoing officers to ensure that the programs, policies, and successes of their terms - as well as lessons learned from failures - do not diminish with the next administration. Smooth officer transition can be accomplished by including comprehensive transition notebooks for each officer and an officer transition retreat in your officer training process.

Transition is just one phase of the important and ongoing process of chapter development. It is a link between last year and next year. That means that it is very important to keep your chapter's long-term goals in mind when planning and conducting the transition process. The incoming Executive Committee should be thinking about the incoming freshmen members, their four years at school and beyond. Adopt a five-year mission and vision to ensure that the chapter has direction and growth and will last after you graduate and pass the gavel on to your successors.

Transition Notebooks

A transition notebook is a tool that should be updated and passed on from one officer to the next officer so that it can be referenced when needing to know what activities have been done in the past, or what elements went into previous events. A transition notebook should include the following:

- The corresponding officer manual for the position, e.g., the Propraetor should have the Alumni Relations Manual
- A Copy of the National Constitution, Bylaws, and Position Statements
- A Copy of Chapter Bylaws
- All current forms relative to the office
- Record of activities and events over the past year (copies of forms can be found in Appendix)
- Calendar of the past year
- Goals and programs for the upcoming five years
- Resources relevant to the office, e.g., the Propraetor should have a list of alumni contact information
- Any information that you wish someone had told you when you took office
- Other pertinent information specific to the campus
- Recommendations for the coming year

- Outgoing Officer Transition Questionnaire (Appendix)

Transition Retreats

A retreat or meeting away from the chapter is a necessity. Secure a location away from the chapter house to eliminate any distractions. It is recommended to take a weekend and find a location away from campus entirely to further eliminate distractions from college life. Chapter advisors or alumni may have a place for the officers to meet, or the officer team could even secure a neutral location such as a campsite. When planning your transition retreat, there are a few things to keep in mind:

- Require that all outgoing and incoming officers be present at the retreat. Provide at least four weeks notice for all officers. This should be scheduled when you are planning elections.
- Make sure that your Chapter Advisor(s) and Greek Advisor are aware of and available to attend the transition retreat. Provide at least four weeks notice for all advisors.
- Reserve your location for the retreat at least four weeks in advance.
- Work with the Quaestor in case there are and budgetary concerns for the retreat.
- How long will the retreat be? What type of goal setting will be included?
- How will you incorporate the goals of the National Fraternity into the goals your officer team sets for the year?
- The National Office may be able to send a representative to the workshop to help with the transition process. This is especially important if your chapter is facing new challenges or difficult situations in the upcoming year. Let your National Office representative know as soon as you select a date for the retreat.

The Process: A good transition retreat should have three phases, Examining, Exchanging and Envisioning.

- Examining: The outgoing committees should meet for the last time to reflect on what was accomplished over the past year, to summarize what worked, what needs to be improved on, and what lessons were learned. The new members of these committees should also be present to listen and learn.
- Exchanging: This phase involves one-on-one meetings between each incoming and outgoing officer to exchange ideas and skills. For the old officer this is the primary time to teach what he has learned; for the new officer this is a chance to absorb a wealth of knowledge and experience from his predecessor.
- Envisioning: The new officers and committees should meet together for the first time to plan for the next year and set goals for the chapter as well as each office. The old officers members of the committees should be present to assist and add input when necessary, but it is now the new officers' turn to run the meeting.

The Agenda: The following is a sample agenda for an officer retreat. Use this as a starting point, but feel free to customize it for the chapter.

- 9:00-9:30 The new Consul's vision for the upcoming year
 This will set the tone for the entire transition process and then the entire year.
- 9:30- 10:00 Overview of what each officer hopes to accomplish
 Use the Incoming Officer Transition Questionnaire as a guide
- 10:00- 11:00 Examining: Outgoing Executive Committee meeting
- 11:00- 12:00 Examining: Other outgoing committee meetings
- 12:00-1:00 Lunch
- 1:00- 2:30 Exchanging: One-on-one officer meetings
- 2:30- 3:30 Envisioning: New Executive Committee meeting
- Discuss past term
 - Discuss duties and responsibilities as an Executive Committee
 - Goals for term in office
 - Compile calendar for year. Include target dates for accomplishing goals, community service, fund-raising, homecoming, formal, etc.
 - Break – committee chairmen should arrive at this time
- 3:30-5:00 Envisioning: New Executive Committee and new committee chairmen.**
- Discuss expectations of committee chairmen (meetings, reports, delegation) goals of committees, budgets desired of committees.
 - Discuss good time to meet for regular Executive Committee meetings – this should be roughly halfway through the week between brothers' meetings
 - Discuss need for communication
 - Discuss expectations of each other

Follow-Up

Although the transition retreat is finished, the entire transition process is not finished. Shortly after the retreat, the new officers should be formally installed. After installation, the officers will still need, and should actively seek the advice of their predecessors. For example, the new Social Chairman may have questions as the first party approaches. This could include anything from alcohol and risk management policies to the cheapest place to purchase supplies. Having old officers initially available to assist the new officers is an important last step of the transition process.

Summary

A well-performed officer transition can make the difference in how successful the chapter is in the upcoming year. Old officers have a responsibility to make sure the new officers get a proper transition, while new officers must hold the old officers accountable to assure a proper transition that includes a transition notebook and retreat is planned.

Finally, evaluate the election and transition process itself and decide how to improve it for the next year. Start the planning for next year's retreat. Look beyond your term in office and see it as a link in a chain, rather than a separate entity. It is by keeping this perspective in mind that you will have an effective transition process.



KDR Outgoing Officer Transition Questionnaire

These notes will help your successors to do their jobs better. The more suggestions and details you can provide, the more it will help them. Please be as thorough as possible. Take some time to answer these questions, and place the answers in with your Officer's Transition Book.

What goals did you have when you began your term?

What goals did you reach? Was it worth the effort?

What goals did you fail to reach? Should the goal be kept for the next year? If so, what should be done differently to reach it?

What were some of the problems and challenges that popped up? How were they dealt with?

What parts of the job went really well?

What were the frustrating parts of the job?

What are important things to remember when dealing with the brotherhood? Non-members?

What can you tell the new officer to make his job easier?

Is there unfinished business that needs to be addressed?



KDR Incoming Officer Transition Questionnaire

What is the purpose of my office, and how will it benefit the fraternity?

What are the strengths and weaknesses of the last officer's accomplishments?

What parts of the program will I keep?

What parts will I discard or change, and what will I replace them with?

What goals do I have for the position over the year?

What steps will I take to get them done?

Whose help will I need to be effective in my job?

Who will be depending on me in my job?



Senior Tribune

Introduction

The Senior Tribune is the First Vice President of the chapter. He is second only to the Consul in position, as well as in number and variety of responsibilities. He does more than merely take the place of the Consul if he is unable to serve; he is an Executive Officer who oversees a wide range of chapter operations. As the Consul's "right hand man" he oversees the other officers and committees. In addition, he is in charge of recruitment; which is, perhaps, the area of chapter operations most crucial to its long-term growth and success.

Committees

Chapters have a number of committees to plan and execute its various activities. It is the Senior Tribune's job to oversee the work of the committees and make sure that their work stays true to the ideals, principles, rules and goals of the chapter and the National Fraternity. He must keep them on-track and working efficiently, and must make sure that different committees do not contradict or overlap each other. The Senior Tribune also must make sure that each committee stays on task and completes all of its responsibilities, for the entire chapter suffers even if one committee fails in its duties. All chapter operations will be covered and every member of the brotherhood will be utilized by an effectively functioning committee structure. Managing such a wide range of groups and so many different personalities will require an exceptional amount of skill and diplomacy. There is a separate Committee Manual for you to use that describes the functions of the various committees and how they relate to each other.

Recruitment Overview

The recruitment of new brothers is the first of a two-step process that will determine the future of your chapter, the second step being education. It is the finding of quality men and showing them the benefits of membership that will enable your chapter to continue in the years to come. Thus it does not make sense that the process of recruitment is widely ignored except for a couple of weeks at the beginning of each semester.

The emphasis and perspective should be on the wider process of recruitment, rather than the few weeks that the University may have designated for the purpose. Using this expanded process, instead of just one step, is why we refer to it as "recruitment" instead of "rush". Just because your school's regulations state that freshmen cannot receive bids before February 1st does not mean that you wait until the last week of January before you start meeting them. Any activity in which chapter members take part can be used as towards recruitment. This can be as simple as members watching movies or television with a friend, or inviting prospective members to take part in a philanthropy or community service event. Anything you do can be used to recruit members.

The Vision

Unless your chapter has a good idea of what it is and where it is going, trying to get more people to join it will be very difficult. It will be extremely helpful to begin the recruitment process with a workshop for the chapter. To begin with, the fraternity should reaffirm its vision and examine its image. Is your chapter's image a healthy one? Is it an honest picture of a group that people would like to join? Are the actions of any of your members hurting this image? How are you going to answer when someone asks, "Why should I join this fraternity?" When you set goals, you will need to plan for healthy growth. Set a target at a minimum for replacing all those brothers who will be leaving over the course of the upcoming year, plus three. This will allow you to grow at a conservative, healthy rate.

These are all questions that will need to be discussed and decided before you can proceed. The second half of a helpful recruitment workshop is education about the process - the more specific topics like the right way to recruit and how to overcome the objections that usually come up.

The Process

You will need to remind your members of the five steps of recruitment to make sure that the process is done correctly. Experience has shown that this is the most effective way to add new members.

Step One: Meet Them Step Two: Make Them Your Friend

In the "rush" to get as many new faces into your chapter as possible, it is easy to forget that a fraternity as well as a recruitment program is based on one-on-one interaction between people. Most people say they join KDR because of the people in the chapter that they met, liked, and wanted to hang out with. It takes time to build these interpersonal relationships, so why do we try to get it over with in two or three weeks? Making recruitment a "rush" will mean that far too often you will wind up with a compromise, convincing yourself that you did just fine. While recruiting quality brothers is much more preferable to recruiting a quantity of brothers, there is no rule that says you can't do both. However, the process, especially these crucial first two steps, takes more time than most chapters allow it. Your college or university may say that your chapter is unable to recruit freshmen during the first semester. That's fine. Don't recruit them - meet them and make them your friend. Don't even bring KDR into the picture yet, because that's "rush". But if you already have made a friend, when the time is right to start recruiting them you will be two steps ahead of everyone else.

Step Three: Introduce Them to Your Friends

After you've made new friends, it is still premature to ask them to become a member of KDR. We still need to focus on building a personal relationship. Add your new friends into your existing circle of friends that includes your brothers. There are many quality potential brothers that may be somewhat intimidated by the concept of a fraternity, especially considering what the media has done in the way of negative publicity. There will be some high quality students who come knocking at your door asking to join, but a majority of the ones who do this are looking to join a fraternity for the wrong reasons - either the status or the parties, so be careful. Most people you will want to join your chapter will do so only after they feel comfortable amongst its members.

Step Four: Introduce Them to Your Fraternity

If the recruitment process has been working correctly during the first three steps, then the last two steps are what should be taking place in what the university may call its formal "rush" period. All the work of meeting potential members has already been done, and all that remains is to sell them on the concept of KDR. This is the time to have formal recruitment events, which by FIPG policy are dry events, where the entire brotherhood is present so your recruits can see the chapter as a whole and decide if it is something they wish to join.

Step Five: Ask Them to Join

Only after much planning, socializing and foundation building will be sure of having a successful recruitment period. Some potential members may move through the first four phases faster than others, so remaining flexible in your schedule with multiple pledge classes in one semester is advisable, if possible. Sooner or later every friend that you consider a possible brother will know everyone, and it will be time to ask them to join. Does this last step sound like the most difficult? Here is the key to the five-step process: **If you have done the first four steps properly and in sufficient time, asking them to join will be the easiest part.** If a potential new member has already become familiar with the fraternity, most of their questions or objections will already have been answered. Let's look at six common reasons why people don't want to join fraternities:

- Time
- Money
- Grades
- Parents
- Girlfriend
- Hazing

If a person has spent enough time in steps one through four, he already knows that the above problems can be worked through. He will already know about the pledge program and our strong stand against hazing. He will already know about our scholarship program, and he will already know that while time and money are important concerns, they are equally important to our brothers.

Recruitment Strategies

Far too many chapters are content to plan a few events, throw up a few fliers, and wait for people to come knocking on the door looking to join. We've already seen that these aren't necessarily the people we want in our chapter anyway. How do we go about finding new members, then? You need to go out and find people, since they won't find you, particularly if you're in an off campus house or apartment. Brothers need to place themselves where they will come into contact with more students than those they see in class. There are a wide range of campus activities such as student government, student programming board, professional organizations (i.e. marketing club), student athletic board, and drama/comedy club that are fun, can improve your resume and college experience, and will allow you to meet prospective members. In addition, having a brother as an RA in a freshman dorm or an Orientation Counselor will be an added source. These two sources alone can provide huge benefits, even if the brother isn't initially allowed to talk about the Greek system with freshman students, he will still be a familiar face when recruitment rolls around and be able to influence some decisions – he was one of the first people that some guys met when they came to campus! Contact your high school's guidance counselor and see who's coming to your university this next year. A little early legwork will save a lot of effort later.

Another effective strategy will be to use the team concept in your efforts. By breaking up into groups of 4-6 people with similar interests and personalities, you will be able to do more effectively a task which is too big for one person, yet too personal for a large chapter. As Step Two becomes Step Three and then Step Four, a recruitment team is a very good way to slowly introduce someone to more and more of the fraternity's members and operations. In addition to meeting new people and introducing them to the whole chapter, each group should try to get a picture of their recruits so the chapter can better recognize them when it comes time for handing out bids.

Handing Out Bids

Each chapter has its own rules and guidelines for handing out bids. Some require a vote of the entire brotherhood, others only the agreement of the Senior Tribune and his committee. Unfortunately, the debate over issuing bids can frequently become an issue that divides the chapter into factions. Whatever the process, it is important to stick to the guidelines, you have established, such as scholarship requirements, which will keep it from getting personal. It is better to let one possible bid go than to risk breaking up the chapter into cliques.

Conclusion

The Senior Tribune is a vital part of the chapter. He is in charge of both the operation and growth of the chapter. He must balance his time and insure that one aspect of his job

does not take precedence over the other – they are both vital to the survival of the organization. Without successful recruitment, there will not be enough members to sustain the organization or allow the chapter to grow. Without proper functioning committees and chapter operations, it is difficult to hold events or show benefits to prospective members.



Committee Manual

Introduction

In order for a chapter of Kappa Delta Rho to operate smoothly, effectively and for the benefit of all its members, it must have committees that operate smoothly, effectively and for the benefit of all its members. One of the chief purposes of having committees is that all the business of a chapter cannot be dealt with during the weekly chapter meetings. If this were the case, those meetings would be much too long, disorganized, and repetitive with little actually getting accomplished. The purpose of the weekly chapter meeting is to give a chance for the officers and committees to report, and to vote on those issues that need the vote of the entire chapter. It is not a place to complain about a person not doing their job, to try to collect unpaid dues from members, or to decide the details of an event that should be decided within a more focused group. Each of those functions and most others are designed to be handled by one of the committees as outlined in this manual. For this principle you can use the model of Congress: bills are created by committees and brought before Congress as a whole. The whole assembly does not change the bill; they either approve it into law or send it back to the committee to be changed and brought up again. This allows chapter meetings to run smoothly and efficiently, rather than getting sidetracked into misplaced discussions or arguments. Learning how to take the committee structure and adapt it to your chapter's needs will be one of the most important things you can do as a leader of your chapter.

Chapter Management Structure

Before getting into the specifics of the structure, it is important to remember three principles no matter where your place in the picture is: education, participation, and communication.

Education: Before you take on your position, know what your responsibilities are, where you will fit into the chapter, who serves under you, and to whom you will report. This is done as a part of the transition process.

Participation: Election or appointment to an office is a vote of trust and confidence. Take it seriously. You must be able to perform the requirements of your position, although it is important to remember that it is the brother that exceeds expectations and goes above and beyond the call of duty that will advance to a higher office.

Communication: If a chapter were to be operated as a dictatorship, there would be no need for much communication amongst its members. Likewise, chapters that have little communication between brothers often wind up seeming like dictatorships. The committee system outlined here has been proven over the years to be the best way to run a fraternity chapter, however, it depends on open, honest communication in all directions: those above you and below you in the organization structure, as well as those beside you at your level.

The chapter management structure can be seen in the chart in the back of this manual. The chart diagrams the hierarchy of officers and committees within your chapter. The Consul presides over the entire chapter and chairs the Executive Committee; the Senior Tribune is in charge of recruitment and oversees most committees; the Junior Tribune is responsible for educational areas of the chapter; the Quaestor is responsible for chapter finances, and so on. The chapter structure is designed this way in order to provide a smooth operating system that does not allow one person to dictate the activities of the entire chapter. It is important to keep all officers and committees involved in the operations to ensure that all members are informed and involved in the decision making process. This is also why, in a properly functioning system, it is important for every brother to serve on some kind of committee. If all the member does is vote on other people's ideas instead of getting a chance to create and express his own, he will soon become disenfranchised. Try to relate a brother's committee appointment to his area of interest or expertise. Even those members who seem to have little interest in anything the chapter has done recently can be turned into an active participant if the right task and the right motivation is placed in front of him. It is making that connection between people and tasks that is the hallmark of an effective leader.

Committees

There are two committees that the National Fraternity requires each chapter to have, the Executive Committee and the Advisory Committee.

The Executive Committee

The Executive Committee is the brain and heart of the chapter. It has to be simultaneously in front, leading the way (the brain) and at the back, setting the pace and pushing the chapter forward (the heart). It should represent, or at least be aware of, all the different interests, personalities, and diverse opinions and values that make up the chapter. This is what keeps the group healthy and united. When the Executive Committee puts itself above the chapter, keeps its dealings a secret, or represents only one portion of the membership, serious problems in the chapter arise.

The Executive Committee consists of the Consul, Senior Tribune, Junior Tribune, Quaestor, Praetor, Risk Manager, and if the chapter is housed, the Custodian. Together they oversee all of the various chapter operations. Each member has their own committees that assist them and answer to them, and the Senior Tribune is responsible for overseeing the work of all committees to ensure that they are functioning. If every brother serves on at least one committee, then everyone has a home in the chapter (see General Chapter Management Structure) and a purpose.

The Committee should meet at least once a week. The Executive Committee is responsible for discussing chapter problems, setting goals and agendas, and evaluating chapter programs. It does this by setting priorities, seeing that the right people are given

the right tasks and have the resources to complete them, and by coordinating all the various activities of the chapter so that the work of each committee does not conflict with the overall goals of the chapter. It should not be required to make the sort of day-to-day operational decisions that are the responsibility of the finance or social committee. Consequently, they should not be planning events themselves. However, the Executive Committee should step in if a committee is not doing its job or is not acting in the best interest of the chapter.

It should be noted that in smaller chapters (under 20 people), many of the smaller committees will not exist or will be combined. This does not mean that the need for these jobs to get done goes away. Scholarship and philanthropy are just as important to a small chapter as to a large one. It is the Executive Committee's responsibility to ensure that all the bases are adequately covered and that the job gets done, although in a smaller chapter this frequently means overlapping responsibilities. Even though the Executive Committee and the Finance Committee may have many of the same members, there is still a need to have a Finance Committee.

The Advisory Committee

The Advisory Committee, like the Executive Committee, is charged with the overall success of the chapter, rather than a specific area. Whereas the Executive Committee is primarily concerned with overseeing the operations of the chapter, the Advisory Committee's function is to ensure the well being of the chapter and its members at the brotherhood and standards level. The values that are expressed in the ritual and the goals that each chapter sets for itself are the "intangibles" that are vital to the health of the chapter and are equally as important as the individual events. The well-being of the brotherhood as a whole and as individuals is the concern of the Advisory Committee. The committee reviews the conduct of chapter members, and takes corrective, educational, or punitive action if necessary. An effective Advisory Committee can maintain high chapter morale by ensuring each chapter member is living up to the standards of being a KDR Gentleman.

One of the key ways that the Advisory Committee can ensure good morale is by encouraging and rewarding positive behavior and by discouraging and penalizing negative behavior. A good Advisory will do this impartially and with the chapter's best interests in mind, which will eliminate the feeling that the penalty is "personal". It is important that the expectations of the brothers are clearly listed, starting with the Chapter By-Laws. Infractions and their penalties must also be clear. And most importantly, the toughest part of the job is that these judicial standards have to be enforced. A penalty system needs to be set up, and acceptable excuses should be considered before an event is planned.

The chairman of the Advisory Committee is the Pontifex, who is the officer most entrusted with the spiritual and moral well being of the chapter. Also serving on the committee is the Centurion, the "doorkeeper" and the officer most likely to keep order

and serve as the disciplinarian. A third member-at-large also serves on the committee who is not an executive officer. The chapter advisor(s) also serve as non-voting members of the committee.

The Advisory Committee should meet as often as necessary to ensure the health of the chapter. At least once a week they should meet to deal with fines and infractions, if there are any.

Other Committees

In addition to the Executive and Advisory Committees, there are a number of other committees that the chapter should incorporate into its operational structure. The number of committees and their size depends largely on the size of the chapter. Other committees that a chapter is recommended to have include, but are not limited to the following:

Recruitment: The recruitment committee is chaired by the Senior Tribune and should have three or four other members. It is responsible for organizing all recruitment activities of the chapter and keep track of and contacting prospective members. It should meet frequently during the beginning of the semester to plan events, and should continue to meet after each pledge class is started to begin work on the next one.

Member Education: The member education committee is chaired by the Junior Tribune and should have three other members. It is responsible for the continuous education and member development of the chapter. This responsibility not only includes being responsible for pledge education, but also includes providing continuous programming for the entire chapter to encourage continuous member education and chapter development.

Finance Committee: The finance committee is chaired by the Quaestor. It is responsible for regularly compiling financial statements for the chapter, prepares an annual income and expense budget for the chapter, recommends the cost of membership dues based on these numbers, and collects these dues from the membership. This committee should meet weekly to discuss the financial state of the chapter and resolve any delinquent dues from the membership.

Risk Management: The risk management committee is chaired by the Risk Manager. It is responsible for monitoring, enforcing, and educating members about fraternity and university policies as well as federal, state, and local laws regarding risk management.

Alumni Relations: The alumni relations committee is chaired by the Propaetor. The committee is in charge of alumni programming, alumni events, public relations, and correspondence for the *Quill and Scroll* and *The Sentry*. This committee also ensures that a chapter newsletter is published at least once per semester.

Scholarship: The scholarship committee is responsible for maintaining academic standards of members and pledges. The committee should meet weekly to discuss strategies and policies to ensure the academic success of the chapter and its members. This committee is key in assisting members that have specific academic problems.

Philanthropy/Community Service: The philanthropy/community service committee coordinates the chapter's philanthropic and community service endeavors towards KDR Kids. This committee should meet weekly and is required to organize at least one community service and one philanthropic activity each semester.

Social: The social committee works with the Risk Manager to promote safe and positive social functions on or off the chapter premises in compliance with university and the National Fraternity Risk Management Policy.

Brotherhood and Retreat: This committee helps plan transitional retreat as well as plans activities to ensure the continued bond and closeness of the chapter.

IFC/IGC/Student Government Representatives: These individuals represent the chapter to other governing bodies of the college or Greek System. It is very important to have someone in this position that is responsible and experienced because they will be providing input to an organization that governs the chapter. It is not realistic for a new initiate to be able to represent the chapter and its concerns when he is new to Greek life and may not be aware of any issues, concerns, or situations.

Intramurals: The Intramural Committee sets up teams and schedules competition with other fraternities or groups.

Additional committees that a chapter may have include: Fundraising Committee, Formal Committee, Homecoming Committee, and Expansion Committee.

Meeting Purposes and Times

In a properly functioning system, committees should meet to discuss their weekly business – what events are approaching, what new events need to be planned, what tasks have been completed, what tasks need to get done, what finances are needed, etc. – and reports the happenings of this meeting to the Senior Tribune. The Senior Tribune then updates the Executive Committee on the progress of all the chapter's committees' activities during the Executive Committee meeting. The Senior Tribune then provides feedback to the committee chairs. This can include instructing the committee to go in a different direction or even just providing praise for a job well done. Regular communication between committee chairs, the Senior Tribune, and the Executive Committee ensures that a committee that is not performing its duties is not able to hide. This way a chapter can take corrective measures, even to go as far as replacing a committee chair or committee member, before it is too late.

In order for proper follow-up and time to complete tasks, these meetings should not all be held on the same day. A sample chapter might have the following weekly schedule: committee meetings are held on Mondays or Tuesday, the committee chairs report to the Senior Tribune by Wednesday, the Executive Committee meeting is held on Thursday, the Senior Tribune follows-up with committee chairs on Friday, and the chapter meeting is held on Sunday. Spreading meetings out over the course of the week in this manner allows more work to get done, allows ample time in between meetings for necessary communication, and ensures that brothers will be more focused at meetings because they won't run from one to the next for several hours.

Documentation and Transition

It is very important to maintain documentation of the activities of each committee and the decisions made at each meeting, just as it is in general brothers' meetings. An accurate record will help the next person on the job to learn from your experience and not repeat the same mistakes. To assist you, there are several documentation forms in the back of this manual, including: Committee Report Forms, Event Manager Forms, Event Outline Forms, and Event Budget Forms. This documentation will help you plan event and will act as a reference for you throughout your term – as well as act as a guide to your successor during transition. It is very important to use the records from your term in office to train your successors. For more information on transition, consult the Kappa Delta Rho Officer Transition Manual.

Conclusion

This fraternity structure system has evolved over many years and can be adapted to any type of chapter. It is an ideal system, based on the principles of everyone doing their job correctly and keeping everyone else informed. It also ensures that if a person or group is not doing their job, there are ways to correct the situation. It requires great effort to set up committees and arrange for weekly meetings, and if your chapter is not used to operating in this manner, the task of organizing it along these lines may seem impossible. It is not impossible, and is worth whatever effort it takes to get the chapter organized in this way. The benefits are many and in every area: from improved scholarship to better run social events and increased alumni involvement. These goals can be realized in your chapter if the efforts of motivation and organization are made.



The National Fraternity of Kappa Delta Rho Committee Report

Chapter: _____
Committee: _____
Committee Chair: _____
Date: _____
Attendance: _____

Notes

Date and Location of Next meeting: _____
Date Submitted to Senior Tribune: _____



Pontifex

Introduction

The Pontifex is the spiritual, moral and ethical head of the chapter. That is the simplest way to describe his position, and his various duties and responsibilities stem from that purpose. He is charged with being a role model, respected for his opinions and views, and copied in his ideals. He should be your chapter's view of all that a KDR Gentleman should be and your chapter's interpretation of all that "Honor Super Omnia" means.

What Does it Mean?

In ancient Rome, the science and math involved in the engineering of mighty bridges and aqueducts was far beyond the understanding of the average uneducated man. Therefore, these structures that seemed to defy the laws of nature must have required the assistance of the gods. The mysteries of engineering became as a religion to the Romans, and engineers practiced rituals that took on significance beyond science and mathematics. The man who knew these mystical arts was known as a Pontifex, or literally "bridge builder". He was a person admired for his religious and scientific knowledge - which at that time were one and the same. In this way the Pontifex would figuratively "build a bridge" to connect man to his gods.

In the earliest days of KDR, all of her members were Christians and the Pontifex served as the chaplain of the fraternity, saying prayers at meals and other occasions. Our fraternity has gained strength through diversity by including men of all religions, although the need for a Pontifex has not disappeared. Everyone respects a man of courage and conviction no matter what his particular beliefs, provided that they are based on the universal principles of honesty, trust and doing the right thing. The Pontifex must be this role model of wisdom, good judgment, honor an common sense, representing all that is noble and true of all religions, rather than the specific beliefs of one. He must be ready to champion an unpopular cause if it is the right one.

The Ritual

It is because of this high position of respect that the Pontifex administers the oaths of brotherhood at formal meetings. It is the great importance he places on the ritual that is passed on to the other members. It is our ritual that defines our ideals and confirms our brotherhood. From it, we take our image, our unity, and individual values. These are the intangible areas that are concern of the Pontifex. The Pontifex should work with the Centurion to see that ritual materials are properly cared for and that the room is prepared correctly, and should work with the Executive Committee to ensure that everyone is familiar with their parts and that the ceremony is done appropriately and that ritual is conducted at least once a month.

The Advisory Committee

As chairman of the Advisory Committee, the Pontifex also serves as judge or arbiter when problems or disputes arise. Once again his wisdom, fairness and common sense are called upon to serve the fraternity's best interest. It is his committee's job to determine the appropriate penalty for an infraction as determined by the Fraternity's National Constitution and position statements, and the chapter's by-laws.

In the chapter management structure, the Consul is at the top, overseeing all areas of the chapter. The Senior Tribune and Pontifex are directly below him. The Senior Tribune serves as executive officer to run all the "tangible" operations of the chapter- its various committees and events. The Pontifex and Advisory Committee oversee all those "intangibles" as they are expressed in the ritual. He is charged with monitoring and influencing areas like chapter unity, morale, image, and all those other areas that fall under the vague yet important term "brotherhood".

The Pontifex and Advisory Committee should also serve as a check to the Executive Committee, ensuring that the day-to-day operation of the chapter that the Executive Committee oversees is keeping with the spirit and principles of the fraternity. The interaction between these two committees is what moves the fraternity forward. The Consul directs the body of the fraternity through its two major parts: the Senior Tribune should be the chapter's brain, the Pontifex the chapter's soul.



Junior Tribune

Introduction

College is a time of transitions- from home and family to independence; socially, spiritually, financially and otherwise. We each enter college essentially as dependent children and emerge as individual adults. Although our focus is rightly on academics - taking a major and preparing for a career, a well-rounded college experience goes far beyond attending classes. In college you will learn at least as much outside the classroom as in it. The fraternity acts as a supplement to the college or university and provides a portion of an education that cannot necessarily be learned in a classroom setting. Within the fraternity, the role of the Junior Tribune is to facilitate that education and growth process. The Junior Tribune is responsible for the education of pledges as well as the continuing education of the entire membership. The Junior Tribune is responsible for the welfare of the pledges at all times, and serves as the Senior Tribune in his absence.

Pledge Education

Pledge education is the biggest role of the Junior Tribune, although not the only one. An effective pledge education program is vital to the future and long-term success of a chapter. The pledges' impression of their pledge education program will determine their image of and attitude towards the chapter as a whole. Remember that the lessons you teach the pledges they will act out as brothers. Are you teaching financial responsibility and chapter unity? You may say it, but you need to live it yourself if the members you educate are going to believe you. If the pledge education program is disorganized or taken casually, the pledges will view the chapter as disorganized and act accordingly. It may even diminish the pledges' excitement towards the fraternity as well as hurt retention. A well-run pledge education program will elevate the pledges' expectations of the chapter as well as further define the expectations of a KDR Gentleman.

Unless the university mandates otherwise or academic pressures prohibit it, a pledge education program should be five to six weeks in length. A program that is significantly longer than that is generally not in the interest of the pledges, rather it is for the convenience of the brothers. A comprehensive pledge program will get the entire chapter involved in the pledge education process and have the following goals:

Goals of a Pledge Program

- To build a strong foundation for "Lifetime Brotherhood" within each new member of the fraternity
- To build a sense of understanding of the organization by teaching the history and heraldry of Kappa Delta Rho
- To build cohesion and unity between a pledge class and the entire chapter
- To instill the expectations of a KDR Gentleman
- To allow each new member to get to know and trust each brother
- To instill the importance of member accountability and financial responsibility

- To teach the proper chapter operations including:
 - Organizational Structure
 - Offices and Responsibilities
 - Committees and Responsibilities
 - Officer and Committee Transition
 - Meeting Structure
 - Recruitment and Retention
 - Event Planning
 - Risk Management Procedures
 - National Headquarters, University, and Alumni Relations

These goals can be reached through a well-structured pledge program that includes but is not limited to: team building activities, chapter improvement projects, guest speakers, presentations by Executive Committee officers, chapter retreats, and pledge planned events. An outline of the structure of a sample pledge program is included in this manual. It is important to use all resources possible when administering a pledge education program. Some of these resources include: *The Pathfinder*, KDR Officer Manuals, guest speakers, and alumni.

Pledge Registration

As soon as a pledge class is assembled, it is vital that the Junior Tribune makes sure to register each pledge with the National Office. This can be done at www.kdr.com. No pledge materials (*The Pathfinder* and pledge pin) will be sent until all pledges are registered and their pledge fees are paid. Furthermore, no initiation materials (plaques, member badges, and member cards) will be sent until all initiation fees have been paid and the National Office is aware of the initiation date. For more information on this, please review the pledge registration appendix at the end of this manual.

Continuing Member Education

A KDR Gentleman prides himself in being a lifelong learner that recognizes that the moment you stop growing and learning is the moment you start to deteriorate and die. As was stated earlier, the fraternity should act as a supplement to the university in the overall education of its members. It is far too often assumed that education – and therefore the Junior Tribune’s job – is complete with the conclusion of each pledge class. In reality, the education has just begun. This education will continue through the experience of taking leadership positions in the chapter, planning events, developing “people skills” through interacting with your brothers, and with the development of time management skills by balancing the fraternity, academics, and any other activities that a member may be involved in. The Junior Tribune, along with the Scholarship Chairman, should help facilitate this education even more by providing more educational activities such as workshops, campus presentation, or guest alumni or community speakers. Several topics that should be covered are:

- Career Nights
- How to Interview for a Job
- Resume Writing Tips
- How to Dress for Success
- Etiquette
- Time Management Skill
- Study Skills

You don't have to nag and plead to get people to learn. Think of an effective teacher or professor who created a desire for learning - how did they do it? By having fun and enjoying what they were sharing and how they were sharing it. Use the stealth approach - plan and schedule events that are entertaining alongside those that are educational. You can even combine them. Anything is more fun when it's done alongside a sorority, so talk to their educational officers and plan it together. By providing our members with this continuous education that supplements the education received in the classroom, we will further ensure the success of our brothers for years to come.

The Pledge Program

This outline illustrates the basic Pledge Education Program. It uses a five-week model, although if the university or other situations require, it can be condensed into four weeks or expanded into six. It is important to remember that the information contained herein is only part of the picture. New members learn by watching and copying the active brothers, so don't forget that attitudes and actions are just as important as the information laid out in this outline.

Starting Off On The Right Foot

The Pledge Induction Ceremony which is outlined in the Ritual Manual is designed to be a member's first Kappa Delta Rho experience. It is important that you properly induct the pledges before beginning the pledge program to properly welcome them into the chapter. At this point you can teach them the "informal" handshake (the one we use everyday, not the ritual grip). The more you do at the beginning to get your new members to be a part of the group, the less the chance that they will leave, either during the pledge period or thereafter.

As soon as the Pledge Induction Ceremony is complete, register the pledges on-line with the National Office so that pledge pins and Pathfinders can be sent out as soon as possible.

The Program

The Basic Lesson Plan:

1. History & Geography
2. Recruitment
3. Traditions
4. Scholastic Achievement & The KDR Gentleman
5. Structure & Duties:
 - Officers
 - Committees
 - Meetings
 - Transition
6. National Headquarters & Alumni Relations
7. Pledge Class Projects
8. Direction of the Chapter:
 - Risk Management
 - Treasurer
 - President

Week One

Background Information

There will be two meetings this week, each one being 1 hour to 1½ hour long.

The first meeting is the introductory meeting with the Pledge Educator. This meeting will cover Lesson # 1: History & Geography.

The Rush Chairman will hold the second meeting. This meeting will be over Lesson #2: Recruitment.

It is imperative that you hold these two meetings in the very first week (in order) for the following reasons:

Lesson One is used to give the new member an immediate connection to Kappa Delta Rho.

Lesson Two is meant to immediately get the new member thinking about how important recruitment is and what they can do to help their chapter grow.

By combining this new connection to KDR with the empowerment to help her grow we have given our new members a sense of ownership within the organization.

It is this sense of ownership that will increase the retention of your pledge class and cement a bond that will bring the new members closer together.

Remember...certain chapters may want to hold two pledge classes a semester.

By going over recruitment in the first week you then have four more weeks to gather enough prospects to start that second pledge class.

If your chapter only holds one pledge class a semester...that's O.K., you still are doubling your chances that your Rush next semester is going to be a successful one.

Lesson #1 – History & Geography

Lesson #1 Objectives

To introduce the New Member to the history of the following:

The fraternity world

Kappa Delta Rho's history

Who, What, Where, When, Why, How

The history of how your particular chapter got started.

To Introduce New Members to famous KDR's around the world.

To give the new member an over all view of where each of the following is located.

Alpha Chapter

The National Office

Each KDR chapter
NIC Headquarters
The very first Fraternity & Sorority.
It builds a sense of where other brothers can be found if they choose to plan a “Brotherhood Retreat” or a “Walk Out”.

Lesson #2 – Recruitment

Lesson #2 Objectives

To reinforce the fact that recruitment is the lifeblood of our organization!

To have new members communicate to the Sr. Tribune what freshmen prospective members are looking for in a fraternity.

Teach the NIC’s “The Right way to Rush” – 5-step model.

Teach them how to make two types of a “Names List” for prospecting.

**These lists are also a way to help the Senior Tribune Delegate Rush Responsibility!
A list of everyone they know at the university that could be a
“KDR Prospect”.**

A list of everyone who will be coming to their university within the next two years from their high school back home.

This is done so that when the New Member goes back home to visit he can start planting the seeds of Kappa Delta Rho in the minds of Prospects for next year. This also allows you to invite these people up to visit the campus for a tour and to meet some of your friends (who happen to all be KDR’s).

Homework

Study for a quiz about KDR History

Write down the phone numbers, addresses, and any other pertinent information for everyone on your names lists, and give it to the Sr. Tribune.

Week Two

Background Information

There is only one meeting and it should only take about one hour and ten minutes.

10 minutes: Quiz Lesson #1 & 2, also turn in Names List Information.

When, where, and by who were we founded?

Where are the 4 closest chapters and the 4 furthest chapters from yours?

If you could plan a trip to a different chapter, which one would it be, and why?

This question helps the Jr. Tribune determine a chapter to visit for a “Walk Out”.

Name the first fraternity & sorority, and when they were founded?

Add any important questions of your own chapter’s particular history.

What are the 5 steps to the right way to rush?

50 minutes Lesson #3 –Kappa Delta Rho Traditions

Fraternity flower and its meaning

Ratti stone

Greek Alphabet

Fraternity motto and its meaning

When and Where to wear Active & Pledge Pins

Chapter Flag

Fraternity colors and their meaning

Ordo Honoris

Red Rose Formal

Your Chapter’s Local traditions

This is very important to help build individual chapter loyalty.

Your Local University’s Traditions

This is helpful to build individual loyalty to the university that your chapter is located at.

Home Work

Learn Greek Alphabet.

Prepare for next weeks quiz.

Week Three

I. Background Information

A. This weeks’ meeting should take about 90 minutes.

1. 1st 15 minutes: take quiz

2. The Scholarship Chairman should present the next 15 minutes.

3. The last hour should be about planning a project and The KDR Gentleman.

II. Traditions Quiz

- III. Scholarship Chairman
 - A. He should make sure the pledges understand the scholastic expectations of the following:
 - 1. Chapter GPA
 - 2. Pledgeship GPA
 - 3. IFC GPA
 - 4. All males average GPA
 - B. He will also discuss his system for monitoring the chapter members GPA.
 - 1. Examples:
 - a) Study hours at the library
 - b) Study Buddies
 - c) Study with your Big Brother
 - d) Or ANY other way that you feel is most effective for your membership.

- IV. Pledge Class Projects

The pledge class should begin planning pledge class projects. They should work with the Philanthropy Chairman and Custodian (if applicable) to create community service and chapter or house improvement projects. You may also wish to consider social events and fundraisers, so that the pledges can learn how these events are planned and executed properly.

- V. The KDR Gentleman

The objective of this lesson is to make sure the new member understands the meaning of what it is to be a KDR Gentleman, and what it takes to live up to that standard. This lesson is left up to the Jr. Tribune regarding the most effective way to teach it.

- VI. Homework

Have each new member find out biographical information on each active brother, such as hometown, major, offices held, and so on.

Week Four

- I. Background Information
 - A. The 1st 30 minutes will be over Structure & Duties.
 - B. The 2nd 30 minutes will be over Transition

- II. Structure
 - A. The objective of this lesson is to teach the structure of a chapter of Kappa Delta Rho and the duties of its officers.
 - B. Go over each Chapter Office and its duties
 - C. Go over each Chapter Committee Chair and its duties.
 - D. Go over how a Chapter meeting is run.
 - Go over the Agenda and minutes of a previous chapter meeting.

III. Transition

A. The objective of this lesson is to stress the importance of transition between new and old officers and committee chairs.

A smooth transition is important each year, so that the chapter is in a constant state of moving forward instead of having to start all over again each year.

IV. The Transition Notebook

A. The objective of this is to learn how to effectively use a transition notebook to log previous events, and make sure the chapter can improve the event next year.

B. Some examples will be included from various committees and officers to further stress the importance of transition.

V. Homework

Have the Pledge Class put together a transition notebook for the Pledge Class Project.

1. This project could be any of the following:

- a) Philanthropy event
- b) Social Event
- c) Pledge Retreat
- d) Walk Out
- e) Brotherhood Event
- f) Spring Break Trip
- g) Community Service Event
- h) Fundraiser

(i) Car Wash

(ii) Bake Sale

(iii) Raffle

i) Or anything else that the class deems worthy.

Week Five

I. Background information

A. There should be two meetings this week.

1. The 1st lesson will be about the National Headquarters & Alumni Relations.

a) The Meeting should be one hour long and at the beginning of the week.

b) The Propaetor will give the lesson on Alumni Relations.

2. The 2nd lesson will be over the Direction of the chapter.

a) The meeting should be one hour to 90 minutes long and at the end of the week.

b) The Consul, Quaestor, and Risk Management Chairman will be at this meeting.

- II. National Headquarters
 - A. Know the name, with chapter and year, and duties of each of the following.
 - 1. National President
 - 2. Executive Director
 - 3. National Office Staff
 - 4. The KDR Foundation
 - B. Be familiar with the awards and scholarships given each year at convention.
 - C. Describe the Williams Leadership Academy and the importance of going.

- III. Alumni Relations
 - A. This part of the lesson should be given by the Propraetor and should last about 15 minutes.
 - B. List this year's Alumni Events
 - C. List important alumni from your chapter.
 - D. Discuss your chapters Alumni Corporation and Housing Corporation.
 - E. Also stress the importance of being an active Alumnus and how it will affect the future of the Fraternity.

- IV. Direction of the Chapter.
 - A. The 1st part of the lesson will be 15 minutes long and be given by the Risk Management Chairman.
 - 1. He will go over the Position Statements of Kappa Delta Rho, and FIPG Rules and Regulations.
 - B. The 2nd part of the lesson will be given by the Quaestor and should last about 20 minutes.
 - 1. He will go over the following topics:
 - a) Financial Responsibility
 - b) Pledge and Initiation Fees and Chapter Dues.
 - c) The chapter budget and where your money is spent.
 - C. The 3rd part of the lesson will be by the Consul and will last as long as needed.
 - 1. He will cover the direction of the chapter.
 - a) This is an important meeting because it will share the goals of the current Executive Council with the new members.
 - b) The meeting should also cover what the new member can do to help their chapter become the very best chapter it can be.
 - c) The Consul should also do some long-range goal setting with the new members for the years to come. This goal setting activity will help create a sense of accountability inside each of the new members, hence helping increase the chapter retention rate in the years to come.



Risk Manager

Overview

The Risk Manager has a broadly conceived and wide-ranging task to perform. His job is a thankless one, particularly on the weekends. Like the police, people prefer not to see him around. Rather than taking the credit for planning a fun event, he draws criticism for canceling it because it's against policy. He is the most disliked man in the chapter, right? If he is doing his job incorrectly, this is often the case, however, it doesn't have to be that way. Rather than trying to mop up accidents after they happen or dealing with problems one at a time, a good Risk Manager can prevent problems and issues from even arising in the first place. He does not have to be your chapter's policeman. Educating members and making sure that the other officers correctly do their jobs will prevent arguments just before the party is about to start and make all of your chapter's operations run more smoothly.

Thank Your Alumni

Things got a little out of hand in the 1980's. Just look at the hairstyles on some old composites and you'll see what we mean. That era was a time of a soaring stock market, a huge surge in college attendance and a rise in interest in Greek Life. It was also a time of very little control and supervision by the universities. While your alumni may fondly remember "the good old days" their memories might be a little incomplete. By the late 1980's fraternities were ranked as the sixth worst insurance risk, just behind hazardous waste disposal companies and asbestos contractors. If the Greek System didn't clean up its own act, someone was going to clean it up for them.

Enter FIPG

By 1987, one insurance company after another was dropping out of the business of insuring fraternities due to the escalating risk, and the ones that remained did so at astronomical rates. The Fraternity Insurance Purchasing Group (FIPG) was created to provide fraternities with more affordable insurance. There was a catch, however. Groups taking advantage of FIPG had to abide by their risk management policies. Other insurance companies adopted similar guidelines, and today, virtually every Greek organization has virtually the same set of policies for risk management. While no one in the Greek community enjoys the costs or guidelines associated with insurance, it is the price of doing business, and it is as cheap as it can be. Without insurance, a single lawsuit could bankrupt a chapter, not to mention the National Fraternity, out of existence. **Only by policing ourselves and adhering to our policies can we keep the cost down and keep our doors open.**

Share the Responsibility

As Risk Manager, you cannot be the only one in the chapter concerned with risk management, and you cannot be the only one doing the work and accepting the responsibility. Your primary task is education. Remember, risk management is more than just monitoring alcohol at parties – risk management involves anything to do with the overall safety of the chapter and guests. The only way to get the chapter serious about risk management is to make them *want* to be serious. How are you going to accomplish this miracle? By showing the chapter members that the benefits to them are worth what they have to give up. Here's a start:

The Benefits of Good Risk Management

- Lower insurance costs
- Lower social dues from not providing alcohol
- Higher grades
- More free time for having fun as a brotherhood, less time setting up and cleaning up open parties
- More respect and leeway from parents, the university, alumni, your landlord, the National Office and the public in general
- More time for real pledge education rather than useless stunts

What you have to give up

- Providing alcohol for random people who never say thank you and wouldn't dare be seen in your house in the daylight
- Constant supervision from the university and local police
- The possibility that you or your chapter will make the newspapers
- That random guy who's passed out upstairs
- The girl who got sick and... *never mind*.

Part of the educational process is the realization that we are talking about risk *management*, not risk *elimination*. Neither your college, the National Office, nor anyone else is attempting to take away your good time and prevent you from having a party. We all enjoy social interaction. The problem begins when each party has to be bigger and better than the last one, and bigger and better than the other fraternity parties on campus. That is when risks are taken, policies are violated, and laws are broken. Start by questioning your motives - what do you want to get out of a party? Do you want to have fun or do you want to get stressed out while most of the campus is in your front yard making a mess? **The better you define what you want, the more you'll be able to get rid of things that aren't helping you get there.**

Roles and Actors

There are a few key players in the Risk Management process. Ultimately everything begins and ends with the **Consul**. His attitude will be copied by the chapter as a whole, as will his actions. In the event of a crisis, he will execute the crisis management plan and be the chapter's spokesperson. His right-hand man in all situations will be the **Risk Manager**, whose job it is to line up the policies, crisis plans, educational seminars, and so forth. Since risk management is more than party control, the Risk Manager also has to

be familiar with fire safety, sexual abuse and hazing standards, signs of drug and alcohol abuse, and any unsafe situations in the house, like building code violations.

The **Social Chairman** is another key to risk management, and he doesn't have to be the person who is trying to get everyone else in trouble. He should be working with the Consul and Risk Manager to make sure that everyone knows the rules and sticks to those rules. If he works with the Risk Management team instead of undermining it, chances are greater that your events will be problem-free.

Your **Alumni** will also play a large role in risk management on both sides of the issue. The same alumni who are responsible for your higher insurance rates and restrictive party policies will most likely be back one or two times a year wondering why you don't party like they did, unaware that they ruined it for you. These are often the alumni that do the most complaining. You will also have a number of alumni who may be a little leery of coming back for Homecoming because they will have families with them and are not quite sure what the environment will be like when they get there. Yet these are the alumni who actively support the chapter financially or otherwise. They would prefer the same risk management standards that the university and FIPG require. In dealing with this situation, it is important to confirm your attitudes and policies long before the event starts, and then enforce it. You may alienate one or two, although you'll discover that the alumni you attract to a well-run event are the ones that contribute the most to the active chapter.

The **House Manager** is another officer who has risk management concerns. He must also check for and remove any unsafe conditions in the house, especially during a party when one may happen at a moment's notice - broken glass, a blocked fire door, a spill that may cause someone to slip and fall, loose steps in the stairwell, and so on.

Whether your chapter has a house or not there will be additional concerns to deal with as well. If your house or apartment is located beyond walking distance from campus, you will have to take responsibility for anyone who chooses to drive. Legally, if you serve someone alcohol (even BYOB alcohol) you are responsible for them and cannot let them drive if they appear to be the slightest bit intoxicated. This is why plenty of sober monitors and sober drivers are always recommended (this does not mean this semester's pledge class). **If you have events off campus, in an apartment or a house without letters on it, you may think that risk management policies don't apply. This is not true** - any event you have at a place in any way connected with the fraternity (i.e. fraternity members live there) has to follow FIPG guidelines, and should follow university guidelines as well, even if it is not on university property. By doing this you will have the university's support instead of opposition.

One way to avoid many of these risk management issues is through the use of third party vendors. Your chapter can comply with KDR and FIPG risk management policies by hiring a third party vendor to serve alcohol at functions. A checklist to ensure compliance for third party vendor events is included in this manual.

Crisis Management

It is important to develop a Crisis Management Plan and know how to use it. It should cover different types of emergencies, from fire and tornadoes to alcohol and drug violations up to and including possible death. Knowing exactly how to respond in such an event may be difficult, since the circumstances are always different. If the college or university and the press are involved then there are even more issues to be concerned with. In the event of an emergency a call should be placed to the National Office immediately for assistance. However, good judgment, common sense and a solid Crisis Management Plan will go a long way towards successfully handling the situation.

For More Information

The FIPG website, www.fipg.org, is an excellent resource for all areas of chapter risk management. Some information in this manual was taken from the website, which is much more thorough and has many practical suggestions about officers' roles and responsibilities, crisis management, hosting events within FIPG guidelines, hazing and harassment, and chapter house inspection. You would be wise to consult this site for assistance, and contact the National Office with any questions.

APPENDIX 2

FIPG, INC. RISK MANAGEMENT POLICY (12/97)

The Risk Management Policy of FIPG, Inc. includes the provisions which follow and shall apply to all fraternity entities and all levels of fraternity membership.

ALCOHOL AND DRUGS

1. 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.
2. 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.
3. OPEN PARTIES, meaning those with unrestricted access by non-members of the fraternity, without specific invitation, where alcohol is present, shall be forbidden.
4. No members, collectively or individually, shall purchase for, serve to, or sell alcoholic beverages to any minor (i.e., those under legal "drinking age").
5. 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.
6. 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.
7. No chapter may co-sponsor or co-finance a function where alcohol is purchased by any of the host chapters, groups or organizations.
8. All rush activities associated with any chapter will be a DRY rush function.

9. No member shall permit, tolerate, encourage or participate in "drinking games."

10. No alcohol shall be present at any pledge/associate member/novice program, activity or ritual of the chapter.

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."

SEXUAL ABUSE AND HARASSMENT

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

FIRE, HEALTH AND SAFETY

1. All chapter houses should meet all local fire and health codes and standards.
2. All chapters should have posted by common phones emergency numbers for fire, police and ambulance and should have posted evacuation routes on the back of the door of each sleeping room.
3. All chapters should comply with engineering recommendations as reported by the insurance company.
4. 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.

EDUCATION

Each fraternity should annually educate its students and alumni/alumnae in the Risk Management Policy of FIPG, Inc. Additionally, all student and associate members and key volunteers shall annually be sent a copy of said Risk Management Policy.

The National Fraternity of Kappa Delta Rho

How to Run a BYOB Event

The Entrance: The entrance to the party shall serve two purposes: a) to make sure all persons entering the party are either members of the sponsoring organization(s) or on the guest list and, b) to check the identification of individuals entering the party. At least one executive member of the chapter (one from each chapter if jointly sponsored) should be at the entrance at all times. Each sponsoring organization should provide a list of the active membership and their birthdays to be referred to at the entrance of the party. All individuals arriving at the entrance to the event must have their name on a pre-printed invitation guest list. If a person is not on the list prior to the event, no access is allowed. To ensure that men and women are treated equally at the entrance, monitors also must be both male and female. A guest's name is checked off the list once she or he has entered the social event. Several safety exits must be available due to fire code/laws; however, safety exits cannot be used as entrances.

Invitations: Guest lists must be generated for each function with specific names of all non-members who have been invited. No more than three guests per member are recommended. A bag full of invitations to an entire sorority, for example, even if the event is BYOB, is still considered an "open party." Social events where alcohol is present that are open to the entire Greek community are still considered "open parties." Guest lists should be completed four hours prior to an event in order to prepare adequately.

Identification: All persons shall have their ID's checked at the entrance to the party. Either an in-state driver's license or two other picture ID's may be considered sufficient identification.

Wristbands: Wristbands will be given out at the entrance to the party, and will be issued only to those of legal drinking age. For jointly held functions, the sponsoring groups should have different colored wristbands.

The Bar: There is to be a single bar area with designated servers who are of legal drinking age and who are not consuming alcohol. No alcohol may be distributed from any other area of the premises (this includes any other bedrooms). Designated servers will not serve anyone who is visibly intoxicated.

Procedures for BYOB Parties: Once a person of legal drinking age with alcohol has entered the party and obtained a wristband, he/she will immediately take the alcohol to the bar and exchange it for a punch card (e.g., a six-pack of beer for a six punch card designated for that brand of beer). An individual checking alcohol into the event also receives a stamp on the hand, this stops guests from leaving and trying to return with more alcohol. A person may receive only one beverage at a time. The hosting organization(s) will be responsible for monitoring the party to make sure no one is

drinking without a wristband. Further, no person shall be in possession of more than one beverage at a time.

Types and Amounts of Alcohol: Alcohol should be limited to a maximum of six (6) 12 ounce cans of beer or other malt beverages (e.g. Zima), or four (4) ten ounce cans of Wine Coolers. No hard alcohol is ever allowed. No glass bottles are ever allowed, wine coolers should be poured into plastic cups by the bartender before consumption. No “squeeze bottles.” No common sources of alcohol (punches, kegs, etc.) are allowed. No drinking games are ever allowed. No alcohol from individual rooms is allowed.

Ending Times and Alcohol Checkouts: All parties should have a designated ending time. Thirty minutes before the designated ending time, an announcement must be made to the effect that the bar will be closing. All alcohol belonging to individuals must be picked up the next day and the individual must have ID and his/her punch card. All alcohol remaining after the next day must be discarded. If anyone wished to leave the party prior to the designated ending time, that person must return the next day for his/her remaining alcohol as well.

Alternative Beverage and Food: There must be another area of the function dedicated to serving non-alcoholic drinks and food. The beverages should be plentiful and the food should be non-salty type foods. Breads, meats, cheeses, vegetables, brownies, pizzas, subs, etc. are considered appropriate foods. Water and coin operated vending machines do not qualify as acceptable non-alcoholic beverages. Non-alcoholic beverages must be dispensed from closed containers (cans, plastic bottles or fountain machines). There should be enough non-alcoholic beverage and food for all the guests.

Chapter Monitors and Security: Sober monitors should be assigned to specific areas of the event. There should be one (1) monitor for every twenty-five (25) people in attendance. Licensed and insured professional security is highly recommended as well.

Advertisements: In posters or other advertisements announcing events, the fraternity should not make reference to alcohol other than to say that the event is BYOB. The fraternity should avoid drawing pictures of kegs, beer bottles, etc., on the posters. Such advertisements may come back to haunt the fraternity when they are described by a witness or introduced as an exhibit in a trial against the fraternity or its members.



Quaestor

Introduction

The Quaestor is the second most important person in the chapter involved in chapter operations. Nothing can make activity grind to a halt quite like a lack of money. We know that a fraternity is not just a group of friends but a business, which needs to be run with sound businesslike practices. Ideally your chapter has been functioning on a sound financial basis already, and you will be able to learn much of the roles and responsibilities of the treasurer from your predecessor. Unfortunately, bad habits get handed down at least as easily as good habits do, so this manual will serve as a guide to ensure that you are aware of all the duties of the job.

The Budget

The budget is the overall picture that will guide your chapter for the semester. Planning it should be complete before the end of the previous semester. Input from all the officers and committees should be received, then priorities should be weighed and the budget put together by the Finance Committee, or if there is none, the Executive Committee.

It is important when planning the budget to have it balanced. This may seem obvious to some, although Congress never seems to get the hint. You cannot rely on outside sources of income, such as fundraisers and alumni donations to help balance the budget. These are unreliable sources, dependent on many factors. Let these outside sources be the “icing on the cake” to fund the extra fun activities the chapter does, but they should not be counted on to make up the rent payment or the chapter bill to the National Office. That should come from member dues.

Your tendency will be to take each semester independently and one at a time. Be sure to look at the big picture and the trends in your budget over the last few years. Are you able to end each semester with a surplus and put money in the bank? Or is your outstanding debt getting larger and larger? Accurate record keeping is essential for this. Leave the next Quaestor more information than what was handed to you.

The following are some of the major expenses in your budget which will go to the National Office:

Risk Management Fee: As of the 2002-2003 school year this fee was fixed at \$134 per brother, payable in the fall semester. The National Office holds none of this money; it goes straight to our insurance company as the cost of insuring each member. Since the National Fraternity has its own deadline to make this payment, it is the one item on your chapter bill with a 10% late fee if not paid by the first of October. If nothing else gets paid on time, this should be it.

Chapter Assessment: This fee is currently \$325 a semester and covers a portion of the cost of the programming put on by the National Staff, including your attendance at

the National Convention and Leadership Academy, Regional Conclaves, and chapter visits by the Programming Coordinators.

Chapter Dues: This year the annual membership fee is \$70, payable in the spring semester. This fee covers a wide range of fraternity expenses from those listed above to the Quill and Scroll, The Sentry, and other services we provide our chapters.

In addition, each new member is required to pay a pledge and initiation fee when they join, which will show up on the chapter bill at the end of the semester if it is unpaid. The pledge fee is essentially for risk management, and the initiation fee covers a new initiate's plaque, brothers' pin, and other items. This should be done on-line at www.kdr.com. Work with the Junior Tribune to ensure that this is done immediately after your pledges class is assembled, to be sure that their pledge materials reach them as soon as possible.

Collecting Money

The collection of dues from brothers every semester is frequently one of the most trying and frustrating tasks a Quaestor will have to perform. It does not have to be so. It is important to impress upon the brothers that they are entering into a financial contract as they enter into a fraternity. It is easier to teach a lesson at the very beginning, so make sure that financial responsibility is a part of the pledge education program. At the beginning of each semester you should print up chapter dues contracts (see appendix), fill them out for each member along with what he is expected to pay, and have him sign it. A piece of paper with a signature is both psychologically and legally more binding than a verbal agreement. Set up a payment plan well in advance, and expect that it will be followed. The toughest part of the job will be enforcing the penalties on those who are delinquent. Try to imagine the consequences if one brother is allowed to be delinquent on his bill. The next semester two more members decide they can get away with it and so on. It is not unreasonable at all to prohibit a brother from being active or living in the house for the upcoming semester unless his previous semester's bill is paid in full—including the social fee, the rent and the meal plan (if applicable). If this rule is enforced, it will be followed.

Of course, there will always be an occasion when there is financial hardship or other unusual circumstances, which must be dealt with on a case-by-case basis. However, experience tells us that these events are pretty rare. It is usually a question of priorities if someone is unable to pay his bill. How much does he spend on cigarettes or alcohol each semester? How about Spring Break? If someone isn't making the fraternity a priority financially, chances are that it isn't a priority in other areas, either.

Fundraising

We say that a fraternity is more than the sum of its parts. This is true of fundraising - you can raise more money and do more things as a chapter than the members could do alone. Therefore it's a good idea to try to cover as much of your extra expenses through fundraising as possible. Not only will this pay for social events, but the fundraisers can be fun events in themselves, when done as a brotherhood and especially when done alongside a sorority. Rather than take this burden on yourself, your chapter should appoint a fundraising chairman that should be a part of the financial committee. Here is a very brief list of successful fundraisers:

- Work at the local amusement park or stadium
- Have a brother auction
- Raffles and coupon books
- Car wash
- Campus opportunities

Conclusion

If a solid budget, timely payments and efficient bill collections are established, then the chapter treasury can almost run automatically, with only minor adjustments for the needs of a different semester. On the other hand, a small mess left unfixed will wind up a bigger mess next semester as new bills pile on top of old. If you feel this is the case in your chapter, don't panic. You may not be able to fix the situation over the course of one semester. Unpaid debts are a problem, so be sure to attack it at its source. Rather than worry about the numbers, focus on building a solid and responsible policy and you will find that the numbers will soon work themselves out.



Praetor

Introduction

The Praetor serves as the chapter's secretary and has various duties connected with that position. He is essentially the organizational glue that holds the chapter together by facilitating communication and paperwork amongst the various officers and committees. He sees that decisions are made and recorded and that the whole brotherhood is informed of the results. He prevents conflicts in scheduling by being aware of all the events being planned by all the committees. Chief among his duties is to take the minutes of weekly brothers' meetings, organize them, and read them at next week's meeting. He also takes the roll at meetings and other events where attendance is required and sends that information to the Advisory Committee if disciplinary action is needed.

The Executive Committee

The Praetor serves on the Executive Committee, and is also charged with keeping the minutes of those meetings. Other committees will have a member designated to record their decisions, which should be sent to the Praetor as well. At the Executive Committee meeting the Consul and Praetor should review the last brothers' meeting minutes and develop an agenda for the next meeting. This few minutes' worth of effort can mean the difference between a one-hour and two-hour chapter meeting.

Communications

The Praetor also serves as the communications director of the chapter. He should be in charge of the chapter's bulletin boards, phone, e-mail and birthday lists, and collecting information from various officers and committees to assemble and distribute the chapter's calendar of activities. Having one designated person responsible for scheduling chapter events will prevent any conflicts from arising. To ease the burden of communication, a Praetor can develop a phone tree so that a group of reliable brothers are responsible for getting in contact with other assigned brothers for event reminders or other needed communication – this system allows five brothers to call eight brothers each rather than one brother calling 40 brothers.

The Jack of all Trades

Some chapters have seniority systems and chapter awards based on a points system, used to determine various duties and privileges. The Praetor is usually the one who oversees this system and runs things like room selection in chapter houses. There are other paperwork duties that the Praetor must supervise, including various forms that must be sent to the college or university and the National Office, such as the roster and minutes of weekly brothers' meetings. The Consul may ask him to take on additional duties unique to the chapter that are not covered by one of the existing officers. It can be said that a

good and effective Praetor is someone who is familiar with all chapter operations and is useful in many different situations.



Custodian

Custodian's Manual

As House Manager, you will have many responsibilities to balance and many people that you will have to keep happy. In addition to the needs of the brothers living in the house, you need to consider the needs of the entire brotherhood, the neighbors, the town, the university, alumni, and whoever owns the house, which is often one of the last two.

Not all of our chapters have a chapter house; therefore, they do not have a house manager. However, there are some principles relating to the care and maintenance of chapter facilities that will apply to any place where brothers live, on campus or off. Many people mistakenly believe that if a house doesn't have letters on it, it isn't a "real" fraternity house, and therefore certain rules don't apply. This is not the case. Anywhere that brothers live can and will be in one way or another associated with the fraternity. Apartments and dorm rooms are still chapter residences, and still subject to the same policies, including Risk Management, that govern larger houses.

In the spirit of "putting your best face forward", the outside of the house must be kept clean and neat regardless of the desires or standards of the residents. The front of the house is all that most members of the public will see and it is how they will form an opinion about your chapter, the national fraternity and fraternities in general. Don't reinforce a negative stereotype; make the appearance of the house a priority.

Things you can do for the appearance of the house:

- Make sure there are no beer signs or glasses visible from the street, or anything else that would give an unfavorable impression to the public.
- Clean up after social events no later than noon the next day.
- Make sure that all cars are parked in appropriate spaces.
- Buy a flag and fly it on holidays.
- Mow the lawn at least as often as the neighbors do.
- Take a Saturday and completely repaint the common areas of the house. Make sure your budget has enough in it for pizza for everyone who helps.
- Put in some extra effort around Homecoming, Parents' Weekend, and other times you know there will be visitors. Decorate. Buy a bunch of flowers. Seriously.
- Ask your mother if the house looks okay- if she doesn't think so, most other people won't.

You should work with the Junior Tribune on making a house improvement project a part of the pledge program. Offer suggestions, but let them choose what they want to do. Help them organize it and purchase the materials. Make sure that the project is done safely and meets building code requirements.

Enforcement

You will also work with the Advisory Committee since this is the committee that handles infractions and will issue fines or other punishments if necessary. It is important that you enforce all the rules and policies regarding maintenance and completing work sessions. Failure to properly do your job will encourage others to ignore theirs, and the situation will go downhill very quickly. Develop a policy that works for the size of the house and the number of brothers, create a system of rewards and penalties, and then stick to it.

In many chapters, not all the brothers live in the house, but the whole brotherhood may use the house for meetings and events. The out-of-house brothers may tend to not treat the house with as much respect as those who live there. It is reasonable to expect that out-of-house brothers contribute to the care and upkeep of the chapter house. A small fee for out-of-house brothers to pay for common supplies and utilities is acceptable, as well as expecting them to assist with maintenance and cleanup, especially after an event that they have attended.

The Landlord

With any luck, your interaction with your landlord will be as infrequent as possible. However, there will always be some matter that will need to be discussed. Most older chapters live in a house that is owned by their Alumni Corporation, and the lease is generally long-term. One of the chief stated purposes of most of these Alumni Corporations is to provide housing for the active chapter, so relations between the landlord and tenant are usually very friendly. It is important to remember that we claim that brotherhood is not an excuse for imposition. Just because the brotherhood owns the house does not mean that you have a license to destroy the place and get them to fix it. You should be even more proud of a house owned by your chapter than a house owned by a non-brother or by the University.

University-owned houses are in a different category. In most cases members of the Housing or Residence Life staff are allowed into the house at any time, just as they are in dormitories. The administration will want to protect its property, and it is liable for anything that happens in the house. Therefore, the advantages of living right on campus are balanced with the responsibility of the fact that you will be under the University's supervision. Good relations with the administration are essential: look to the community service and public relations committees for help in this effort.

If your chapter lives in a smaller house or in apartments, many of these principles are still valid. You will need to consider your neighbors and your community and respect their standards. Your neighbors may wish to speak to the landlord after a particularly late Saturday night when they found beer cans in their bushes. The more you can do for your landlord and neighbors *before* an unfortunate mistake like this, the more forgiving and understanding they will be if it does. Again, consider the community service aspect of the responsibility of house rental. Offer to help rake leaves, and shovel their sidewalks for them. The more you can do, the more money there will be in the bank to cover over the disagreements that will occasionally happen.

Risk Management

Another responsibility you will have is to work with the Risk Manager to ensure a safe house. Repair minor damage as soon as possible, and if more extensive work is needed, report it to the owner of the house. You will need to conduct a fire drill at the beginning of each semester at a minimum, and make sure that there are adequate alarms and extinguishers, that fire exits are marked, and so on. In many cases your chapter house will have periodic inspections by the local building department of your town, or by the university in other cases. Mostly these inspectors will be looking for fire code violations, so have a copy of the guidelines in advance so that you know what they will be looking for. Make sure that exits and stairways remain clear, and so on.

Remember that inspectors, university officials, national officers, parents and other guests in the house don't know what happens on a day-to-day basis in the chapter house. If they walk in the front door, however, they will very quickly form an opinion and act accordingly. Guests sometime arrive without warning, so it is important to make sure that all common areas of the house are at least moderately clean at all times. No one expects a fraternity house to be on the cover of a home magazine, but on the other hand, not properly supplying the restrooms and leaving beer cans lying around the living room reflects very poorly on the brotherhood and suggests that there may be laws or policies that are being broken. Don't allow the state of the house to be dragged down by the lowest common denominator- let the cleanest brother in the house set the standard- not the messiest.



Centurion

Introduction

The Centurion's job is defined as the door-keeper of the chapter, and the person responsible for keeping order at formal and informal chapter meetings. In some chapters, this may seem like the easiest possible job, in other chapters this task may sound impossible. If this is the case, it is likely that other areas of chapter operations are not working well. What follows is a break-down of the Centurion's responsibilities and some suggestions for performing them.

A Little History

In the Roman Legions, a Centurion was in charge of one hundred men- the approximate equivalent of a sergeant in a modern army. In fact, many modern fraternal orders call a similar position to our Centurion the "Sergeant-at-Arms". This position dates from a time when secret societies had many enemies, and rival groups would literally try to break into meetings and fight. Thus, the doorkeeper was a very important position, because he would admit only those who knew the signs of the order and would frequently have to physically bar anyone else from entering. He would also be charged with breaking up any disagreements that might arise between members. Not surprisingly this person was usually one of the strongest members of the group.

Nowadays the chances that the Centurion will have to draw his sword to protect the sanctity of a secret conclave are (hopefully) very small. This is fortunate, considering the lawsuit potential of such a situation. However, there is still a need for a door-keeper and disciplinarian in the chapter. While the Centurion no longer needs to be of great physical strength, he does need to be a voice of order and authority at meetings.

The Ritual

The Centurion is entrusted with the care of the ritual materials. His primary responsibility is to make sure that all the required items are present and in good condition, and to prepare the room by setting up the altar and arranging the tables and chairs, if necessary. At the beginning of the formal chapter meeting, he admits the brothers after receiving the formal grip and password.

The Meetings

During formal and informal chapter meetings, the Centurion should maintain order. To this end he should be familiar with Roberts' Rules of Order. This will ensure that the meeting moves along quickly and remains on-topic according to the agenda. If your chapter meetings are frequently disorganized or disorderly, chances are that this is not the fault of the Centurion but the Executive Board, who have not prepared adequately for the meeting and cannot keep the group focused and on-track. However, even if the meeting

is planned flawlessly, there will be a few members who decide that they have an audience and it is time to entertain or air their grievances. This is where the Centurion steps in. A good idea would be to use a three-strikes-and-you're-out system where disruptive members are asked to leave the meeting. Within a few weeks of adopting this policy and sticking to it, the number of disruptions should decrease.

Other Duties

Some chapters, particularly the larger ones with houses, may add related responsibilities to the position of Centurion. As door-keeper, he may be charged with ensuring that windows and doors are secured and locked every night before going to bed. He may also assist the Risk Manager by being in charge of the door at social events, particularly when guests may be bringing alcohol in or creating other potentially dangerous situations. This is a good example of a time and place where the Centurion may help the chapter outside of chapter meetings, by nature of his being an imposing figure of authority. This characteristic, coupled with the care and attention to detail involved in the ritual, are the trademarks of the Centurion.



Scholarship

Introduction

One of the stated purposes of Kappa Delta Rho is to “promote scholarship, remembering our young members are students first and fraternity members second, and to continue its partnership with educational and administrative authorities of the institution where its chapters are located.” This purpose is just as important today as it was in 1905. With rising tuition costs, fierce academic competition, and future opportunities becoming increasingly reliant on academic success, it is very important for the Fraternity to place a strong emphasis on scholarship. Parents and prospective new members also look at scholarship to decide if the chapter is worthy of their support or time.

A well-run scholarship program that takes advantages of the college’s resources and opportunities will allow students to do better work in a smaller amount of time. Effective time management will allow chapters to devote more time to planning other more enjoyable endeavors. It is the job of the scholarship chairman to keep scholarship as a priority and make the chapter brothers as effective and successful as possible in their studies, which will ensure healthy relations with parents, the administration and the National Office, and allow your chapter to be competitive both in the classroom and on any other playing field.

Scholarship Strategies

The scholarship committee should maintain the highest academic standards for the members and the pledges. This committee is key when chapter members have specific scholastic problems. In order to reach the specific goal of the chapter achieving the highest academic standards, the committee can focus on certain strategies that will help the chapter reach that goal.

- Promote a positive attitude within in the chapter towards academic achievement – use peer pressure in a positive way, promote the expectation of academic excellence by chapter members, quit allowing the 8th year senior to garner attention by making a joke out of his academic ineptitude.
- Make sure that scholarship is a priority in your chapter. There is a proper time and place for athletics and social events, but if scholarship is not taken seriously there will be no more chapter to have those athletic or social events.
- Evaluate the academic needs of the chapter – what programming, such as time management and study skills workshops does the chapter need?
- Set individual and chapter goals for the academic year – include both GPA and campus ranking among other Greek organizations in these goals.
- Develop a chapter scholarship plan – regularly report progress to the chapter.
- Develop a scholarship plan for pledges – pledges often have a difficult time prioritizing fraternity activities and schoolwork.
- Develop a scholarship plan for members on academic suspension – individualize these programs to the members’ needs.

- Utilize resources such as workshops and academic support centers that your college or university provides.
- Recognize and reward academic achievement and improvement – develop awards and scholarship for your top members each year.
- As a last resort, you will need to place restrictions on those brothers whose grades continue to be below an acceptable level. Requiring extra work sessions, removing intramural privileges, or enforcing social probation are unpleasant, but if you fail to enforce standards people will ignore them.

Scholarship Tactics

Develop Chapter Resources

Many chapters have no resources on hand to encourage scholarship. To some other chapters, having scholarship resources means a rusty old filing cabinet in the basement stuffed with old exams from the late 1980's. While keeping recent syllabi and tests on file is not a bad idea, it cannot be the end-all be-all of a chapter's scholarship program. Likewise, the concept of "study tables" as the key to your scholarship program is also less than ideal. It may sound like a great idea, especially as a part of a pledge program, but everyone studies in a different manner and with different resources, and gathering any group of people in a common area is not going to result in studying, it is going to result in socializing.

A more beneficial system will be to develop a system of mentors in the chapter, similar to a big brother or pledge dad, who can work with a few younger brothers. Creating these study groups based on majors, pairing stronger students with weaker ones, will be very effective. Use friendly competition between groups to encourage everyone to do better.

You should begin to develop a resume bank and have juniors and seniors keep their resumes on file. This will assist younger members developing their own, and may even help an alumnus with a job opening find a qualified graduating brother for employment.

Use Campus Resources

Believe it or not, your college or university wants you and the members of your chapter to succeed. They have numerous resources that you can take advantage of. Many schools have something like an Academic Resource Center for this very purpose. They will be very helpful in providing information about study tips, schedules, time management, career planning, resume writing, and a whole host of other resources. They may offer lectures about these topics, and may even be able to send someone to your next chapter meeting to talk to everyone right there in the house. All these opportunities will be wasted if they are not acted upon, and it is your responsibility to act- to ask the school and to inform the chapter.

It would serve the chapter well to develop a scholarship calendar with dates that these resources are provided, applications and due dates for financial scholarships, and the like. Create weekly or monthly study tips for the chapter's calendar. The more information you can provide the chapter, the better off it will be.

You may wish to consider inviting various professors and advisors to have dinner with the chapter. Hopefully this will help to dispel any negative ideas the faculty may have about your chapter or the Greek System, and will familiarize them with their students. Your relationship with the college will be strengthened; you will gain an ally on the faculty, and who knows - you may actually learn something.

Rewarding Scholarship

Studies have shown that humans that are rewarded positively for good behavior are much more apt to learn and retain habits than those that are punished for negative behavior. Therefore it is very important to reward and praise those members that are succeeding or improving scholastically. Some ideas for rewards include, but are not limited to:

- **Praise:** conduct monthly announcements during chapter meetings of those members that achieved various academic accomplishments (i.e. John got a perfect score on his organic chemistry mid-term).
- **Scholar of the Year:** recognize the chapter member that exemplifies what it means to be a KDR Gentleman Scholar.
- **Most Improved GPA of the Semester:** recognize the brother that has worked to improve their GPA from one semester to the next.
- **Most Improved GPA of the Year:** recognize the brother that has worked to improve their GPA over the course of the academic year.
- **Dean's List:** recognize the brothers that achieved placement on the Dean's List.
- **KDR Foundation:** in addition to chapter awards for outstanding scholarship, the KDR Foundation awards \$12,000 in general scholarships and \$28,000 in chapter-specific scholarships for outstanding achievement.



Philanthropy/Community Service

Why?

Why do we have to get up early on a Saturday morning and help out at a homeless shelter? Why do we have to collect a whole lot of money and then give it to someone else? Is there a point?

Because...

There are many reasons why it is important to have philanthropy and community service activities. The first and most important is the need for us all to give back to our community and help make it this best possible place for us all to live. We, as a society are only as strong as our weakest link. By those of us that are more fortunate helping give others a “hand-up” we can all grow and be better off. Another need for being active in philanthropy and community service is the image of your chapter and the Greek community as a whole. If nothing else motivates you, this should be it. In case you haven’t turned on the TV recently fraternities are not represented in the most positive ways in the news and entertainment worlds. Are these stereotypes true? No, but they probably have some elements of the truth in them. For every item that your chapter puts in its “negative” column (a wild party, a tasteless t-shirt, a messy house) there needs to be a few items in the “positive” column. We’ll deal with eliminating the negatives elsewhere, but right now we will concentrate on the adding up the positives.

Who are the outstanding brothers in your chapter? The ones that are average? The ones that do exactly what they are required to do and nothing more? No, the outstanding brothers are the ones that go above and beyond the call of duty when no one has asked them, no one will be rewarding them, in fact no one may even know they did anything. In much the same way we want to be more than just a “typical frat” on campus. We want to stand out. It’s better for recruitment, better for social activities, and is just more enjoyable for everyone involved. If you joined Kappa Delta Rho expecting a free ride on other people’s coattails then you were grossly misinformed during recruitment. Being a KDR Gentleman is hard work. Philanthropy and community service are part of that work, and your chapter should put together at least one philanthropy and one community service event per semester. We don’t necessarily see the immediate benefits of philanthropy or community service. But much like an investment, it will pay dividends far into the future. In the meantime, take pride in your chapter, your fraternity, your community, and your country.

What’s the Difference?

There is a difference between philanthropy and community service. Philanthropy is collecting money giving it to a worthy cause. Community service is doing the actual work yourself at the homeless shelter, soup kitchen, or nursing home. There is a need for both of these in your community and in your chapter. Some brothers have the organization and solicitation skills to raise a lot of money for a worthy group. Others

may prefer to help with their hands or just have more time to donate. There are opportunities for many different types of service, depending on the preferences of your members.

Examples of Community Service

- Habitat for Humanity
- A local soup kitchen or homeless shelter
- Helping at a local nursing home
- Tutoring high school kids
- Rake-a-thon in public parks
- Adopt-A-Highway
- Big Brothers/Big Sisters

Examples of Philanthropy

- Dance-a-thon
- Quarter Mile of Quarters
- Car Bash or Car Wash fundraiser (don't confuse the two)
- Chili Cook-off
- Couch-a-thon
- Clothing and toy drives
- Selling coupon books

Our National Philanthropy

We have created a National Philanthropy to direct the efforts of our chapters. KDR Kids was launched in 2001 to provide support to a wider variety of charities. Not all communities have the same charities in their area; however all communities have charities that benefit the young – or at least the young at heart. KDR Kids is not an organization in and of itself; rather it is the banner that encompasses all of our philanthropy and community service projects as a National Fraternity. By doing this, the efforts of the individual chapters are added to each other under the national banner, and all the work that we do will reflect on the organization as a whole in addition to the chapter.

You're not done yet!

Remember how we said philanthropy and community service is important of the overall image of the Greek community? As important as it is for ourselves to get involved, we still have bad publicity to fight. All of the wonderful activities that you may do will be a lot less effective if you don't tell someone about it! In fact, you should tell everyone you can about it, including:

- Campus newspaper and radio station
- Student Life/Greek Affairs office
- The National Office (see the attached form)
- Your alumni and parents
- Your local town newspaper, radio and TV

If you're in a smaller town, a photograph and story about your project could make front-page news. Call these groups listed above two weeks before the event takes place and let them know what's going on and ask if they'd be interested in sending someone to see the event and talk with the brothers. Follow-up and remind them a few days before the event. These are the kind of headlines that we look forward to seeing. Try to create as many as you can.



The National Fraternity of Kappa Delta Rho

KΔP Kids Report

Chapter: _____
Committee Chair: _____
Date of Event: _____
Benefiting Organization: _____
No. of Brothers/Pledges Participating: _____
No. of Community Service Hours: _____
Amount of Money Donated: _____

Description of Event

Consul's Signature: _____
Committee Chair's Signature: _____
Greek Advisor's Signature: _____
Benefiting Organization Signature: _____



Propraetor

Introduction

The Propraetor is the official term for the Corresponding Secretary of the chapter. His responsibility is the chapter's public relations, which generally divides itself into three areas: Alumni, the National Office, and the general public.

Alumni Relations

Alumni Relations are such an important part of chapter operations, and so frequently overlooked and under-utilized, that there is a separate manual published by the National Office for that purpose. If you do not have one, contact the office and one will be sent to you. The Alumni Relations Manual covers a wide range of topics from recruiting alumni volunteers to planning a successful reunion event. It will be very useful to the Propraetor and the Alumni Relations or Public Relations committee, although it is not the only part of their job.

The Propraetor will also serve as, or have under him on his committee, the chapter Historian. The Historian's responsibilities include taking appropriate pictures of events and maintaining photo albums, keeping records and family trees, and writing and updating the chapter history. After this information is collected and organized, he can publish it in various places, including alumni newsletters and the chapter website.

The National Office

The Propraetor is also charged with the chapter's public relations as they pertain to the National Office. He should prepare chapter reports for inclusion in The Quill and Scroll and The Sentry, send copies of the chapter newsletter to the office for distribution to the other chapters, and notify the National Office of any alumni address changes of which he is made aware. Many chapters are not aware that the National Office staff will layout, print, and mail newsletters for chapters, the only charge is for postage (bulk rate charged for mailings over 200 addresses).

General Public

The Propraetor should also see that the chapter gets good publicity in the community. Whenever philanthropy, community service, chapter awards or other similar events that show the chapter in a good light take place, he should notify the campus and local press. If possible, they should be notified beforehand, so someone from the media can be present.

Another responsibility of the Propraetor and his committee is the chapter's website. In fact, many chapters have gone as far as appointing a Webmaster as a separate position. The website will be used by all of the above - the alumni, the National Office and other

chapters, and the general public, to be informed about your chapter. A website with good content and good appearance will enhance the image you wish to portray. On the other hand, there are too many cases where inappropriate stories, photographs, or other materials are put on display on fraternity websites that destroys any of the positive public relations that a chapter has done. Remember that the Internet is a public forum, just like a newspaper. Don't put anything on your chapter website that you wouldn't publish in a paper and leave on people's doorsteps. Leave the party pictures and dirty jokes in the bathroom where they belong.

As you can see, the job of Propraetor is more important than many would think. There is a lot of "bad press" about the Greek Community, and while you can't eliminate it, you can do your part to combat it and leave it a little better off than when you found it.

The National Fraternity Of Kappa Del ta Rho



Al umni Rel ations Manual

*"Since the Beginning, wherever men have
come together, there have I been."*

-George E. Shaw, Alpha '10

Fall 2002

J.R. Rees, Nu '01

Introduction

Kappa Delta Rho is not just a phenomenon that is experienced during a college career. KDR is a lifelong brotherhood that never truly ends. As we finish our college years we must remember that a member's affiliation and responsibility to the fraternity does not end after graduation. Alumni support and an effective alumni relations program are vital for long-term fraternity success.

Kappa Delta Rho would not be the successful national fraternity that it is today without the continued and generous support of its alumni. Long-term chapter success directly correlates with an active chapter alumni base. With this in mind, we must be sure that each chapter creates an effective alumni relations plan.

An effective alumni relations plan will positively impact a chapter's:

- Recruitment
- Member Education
- Finances
- Networking
- Overall Fraternal Enjoyment!

Remember - once an alumnus loses interest, it is very hard to get them involved again.

Where to Begin – Recruitment

Fraternity, by its very nature, is focused on a member's undergraduate years. A member is likely to remain involved in KDR after graduation if it is articulated that there are many ways to serve the fraternity, and that it is not only welcomed, but expected. It would be unrealistic to expect a newly graduated member to remain active with the fraternity if such expectations are not instilled during their undergraduate years. The most effective way to instill lifelong involvement in Kappa Delta Rho is to start during recruitment.

There are several ways to show a member that continued involvement in KDR is encouraged. One way is to invite alumni to all recruitment events. Their presence shows current - as well as prospective - members the different dynamics of fraternity life, while allowing them to see first hand the successes of members that have come before them.

Another way to encourage alumni involvement is to solicit prospective member recommendations from alumni. When a recommendation is received, acknowledge it with a note of thanks.

Finally, be sure to follow up. If a bid was accepted – let them know, they will be excited to know that they were able to help the chapter out. If it was decided not to extend a bid to the prospective member – let the alumnus know why, they will appreciate your honesty.

Alumni Relations Assessment

An effective alumni relations program is detailed and **well thought out**. Good alumni relations programs include consistent correspondence and well-planned alumni events. Use this checklist to assist your chapter in assessing its current alumni relations efforts.

- ❑ Chapter Newsletters are mailed out at least once a semester.
- ❑ Invitations are sent six months prior to an event, and reminders are sent both three months and one month prior to the event.
- ❑ Alumni events are held for Homecoming and Rose Formal.
- ❑ Alumni are nominated for Ordo Honoris.
- ❑ Chapter has at least one Alumnus Advisor and they are on record with the National Headquarters.
- ❑ Chapter has an Alumni Corporation and/or Housing Board.
- ❑ Chapter invites alumni to recruitment events.
- ❑ Chapter solicits prospective member recommendations from alumni.
- ❑ Chapter invites alumni to pledge induction, initiation, and formal chapter meetings.
- ❑ Chapter invites alumni to participate in philanthropic events and community service projects.
- ❑ Chapter maintains current contact information of all alumni and notifies national headquarters of any updates.
- ❑ Chapter sends holiday greeting cards and birthday cards to all alumni.
- ❑ Chapter sends “Thank You” notes to alumni that have volunteered time or money to the chapter.
- ❑ Chapter invites alumni to present and speak to the chapter sharing life experiences and areas of expertise.
- ❑ Chapter invites local alumni to dinner.

- Chapter recognizes and sends congratulatory notes to alumni that have been recognized in their field, by the university, or their community.
- Chapter contacts College/University Alumni Office to coordinate specific calendar dates for alumni events.

Chapter Newsletters

The chapter newsletter is the primary method used to keep alumni informed about the accomplishments and activities of your chapter. Your chapter newsletter not only serves as a medium of communication between the chapter and alumni, but should also serve as an excellent public relations tool with the national office, campus administration, parents, and the community. Therefore, it is vital that the chapter consistently publish quality newsletters on a regular schedule.

Publishing chapter newsletters on a regular schedule is important for many reasons. It emphasizes the chapter's dedication to keeping alumni informed, gets readers into a routine of anticipating and reading the newsletter, and also shows your chapter's quality of operations by keeping a routine publishing schedule. For smaller chapters, or chapters that are inexperienced in publishing newsletters, it is a good idea to start small – publish one newsletter each semester. For those chapters that are larger or more experienced, a goal should be to publish at least four newsletters each year to maintain a strong line of communication between the chapter and alumni.

The chapter newsletter should be distributed to more than just alumni. Be proud of your newsletter and your chapter's accomplishments. Distribute the chapter newsletter to prospective members, the national office, campus administration, campus newspaper, parents of chapter members, local businesses, and the community in general. This can aid in recruitment and will be an excellent tool for overall positive chapter public relations.

The contents of your chapter's newsletter can vary. There are, however, some general themes and items that should be included:

- ❑ Announcement of special events such as Homecoming, Rose Formal, reunions, and alumni weekends
- ❑ Follow ups and the above mentioned special events
- ❑ Recognition of any alumnus that has been honored by the fraternity, college or university, professionally, or by the community
- ❑ Recruitment recommendation request
- ❑ Chapter update (include recruitment, scholarship, philanthropy, and community service)
- ❑ Distinguished accomplishments or awards received by the chapter or individual members
- ❑ Dates for college or university sporting events
- ❑ Alumni News & Notes, address updates, etc.

Helpful Hints

- ❑ If provided with articles, the National Office can layout and mail your chapter's newsletter. The chapter will only be charged bulk rate postage. This will save your chapter printing fees and postage fees (over cost of bulk rate).
- ❑ Remember, your chapter newsletter will be read not only by alumni, but their family, college and university officials, and other fraternity professionals. Your chapter newsletter should be professional and tasteful. It should reflect everything that is positive about Greek life and not reinforce negative stereotypes.
- ❑ Photographs should be high quality and depict a variety of events including philanthropy, community service projects, special events such as Rose Formal or Homecoming, and campus/community involvement. Photographs should not contain alcohol or "party pics" that damage the image of the chapter and Greek system in general.
- ❑ Edit, check, and double check the newsletter for spelling errors, grammar, punctuation, and context. Be especially mindful of the spelling of names of alumni and class year as well as the proper use of alumnus and alumni. "*Alumnus*" is singular. "*Alumni*" is plural.
- ❑ Solicit and utilize articles from alumni. It is very important to keep alumni involved in the development process of the newsletter.

- Include a calendar of chapter and special events and make sure that issues are timed properly so that alumni have ample time for arrangements and planning. **Alumni tend to plan their schedule in terms of months, not weeks.**
- Include an alumni profile return card or special insert page to keep current and new information on alumni that can be included in later issues of the newsletter.
- Include names, telephone numbers, mailing addresses, and email addresses that alumni can contact with questions and information.

How to Plan an Alumni Event

6-12 months before event

- ___ Choose a date
- ___ Choose the activity(s)
 - If everyone liked it last year, try it again
- ___ Put someone in charge and appoint a committee
 - Make sure the people you put in charge have the ability and experience to make it a successful event
- ___ Contact your alumni organization for assistance in planning
- ___ Contact the National Office for assistance in publicity
 - They can provide updated address lists and mailing labels, and can help put together mailings for the events

6 months before the event

- ___ Make reservations if necessary
- ___ Consider reserving a block of hotel rooms for alumni and guests
- ___ Contact your school's Alumni Affairs Office on campus to see if they will allow the chapter to put an announcement in the next alumni magazine
- ___ Put out a mailing to alumni listing all events, plus hotel information

3 months before the event

- ___ Plan meals and other activities
- ___ Confirm event space and hotel reservations
- ___ Put out another reminder by mail and/or e-mail

1 month before the event

- ___ Finalize plans and reservations
- ___ Buy supplies and decorations
- ___ Plan Risk Management and transportation
- ___ Call alumni who haven't registered yet—let them know who will be attending
- ___ Assemble a welcome packet for alumni with a welcome letter, schedule, map, gift etc.

During the event

- ___ Make sure everyone is introduced, included, and having fun
- ___ Make sure the Risk Management plan is working
- ___ Determine what activities are good, which are not working well
- ___ Recognize each returning alumnus; possibly present awards to select alumni

After the event

- ___ Begin planning next year's event
- ___ Send "Thank You" notes to the alumni who attended
- ___ Update chapter **and** national mailing lists
- ___ Document contacts and processes used in planning the event; teach it to next year's leaders

Maintaining Alumni Records

Before you can correspond with your alumni, the chapter needs to have accurate and up-to-date contact information. It is important to obtain and maintain an accurate list of chapter alumni and contact information.

The National Office can provide mailing labels or a directory of alumni to chapters upon request. Chapters may also use the Alumni Affairs Office of your college or university to receive address updates or information on lost alumni. Furthermore, alumni generally keep in contact with members they were close to, or members they were initiated and/or graduated with. If you include a list of lost alumni in your chapter newsletters you can track them down.

Continuously update your records. Whenever you receive and update, make sure to record it in your files. When chapter members graduate, make sure they provide you with their contact information as well as their parent's address and information so that you can maintain contact until that member is permanently established.

When updating your chapter's alumni records, remember to always forward any updates or corrections to the National Office. This will insure that all parties involved have accurate information for alumni.

A good guideline of information to keep on alumni includes:

- ❑ Full Name
- ❑ Complete Address
- ❑ Phone Number and E-mail Address
- ❑ Family Information
- ❑ Date of Birth
- ❑ Roster Number (if tracked) and Initiation Date
- ❑ Class Year

- Personal Achievements and honors or awards
- Professional Information

Alumni in Advisory Roles

As stated earlier, long-term chapter success directly correlates with active chapter alumni. The chapter should continuously look to recruit advisors and volunteers. If someone contacts the chapter to volunteer, use them. Work with them to help define a role so that their talents can be most beneficial to the chapter – and that they will enjoy.

Below are a few recommended advisors:

- ❑ **Chapter/Alumnus Advisor:** The Chapter Advisor is the main advisor for the chapter, this individual is often, but is not limited to being a member of Kappa Delta Rho. The Chapter Advisor should attend most chapter meetings and events, and should act as a direct contact for both the university/college and the National Headquarters.
- ❑ **Faculty Advisor:** The Faculty Advisor is a faculty member or administrative employee of the college/university that acts as a liaison between the chapter and school. The Faculty Advisor should monitor chapter members' academic standing and serve on the chapter's Advisory Board. The Faculty Advisor should provide academic support whenever possible. The faculty advisor should also be invited to attend all chapter events.
- ❑ **Specialty Advisors:** Some volunteers may have a specific area of expertise that can benefit the chapters. These areas include, but are not limited to: finance, technology, recruitment, member education, officer transition, and operations. The chapter can hold retreats or workshops where the volunteer may facilitate and help the chapter with these specific areas of need.
- ❑ **Alumni Corporations:** Alumni Corporations are formed to help organize and maintain the alumni activities and business of the chapter.
- ❑ **Alumni Advisory Board:** An Alumni Advisory Board is a group of four to six alumni that meet with the chapter executive committee on a regular basis, discuss the status of the chapter, chapter operations, and vision for the

future. The Alumni Advisory Board provides advice and insight from past experience to assist the chapter.

Conclusion

An effective alumni relations plan is a key element to long-term chapter success. It should be well thought out and work towards building a lifetime relationship. The key ingredients to building that lifetime relationship are known as *The Alumni Motivators*.

The Alumni Motivators: ***Key Ingredients of a Lifetime Relationship***

- **Communication:** constant communication between the chapter and alumni that keeps both parties informed.
- **Celebration:** frequent events that allow both the chapter and alumni to celebrate each other and KΔP.
- **Appreciation:** a show of respect and gratitude to alumni and volunteers for being who they are and helping to make KΔP great.
- **Education:** continuous process of teaching both undergraduate members and current alumni expectations of how to be a good alumnus member of Kappa Delta Rho.

By focusing on these key ingredients, and incorporating the information provided in this manual, your chapter will broaden its experiences and maintain relationships sworn to last a lifetime.



Project Management Worksheets

Introduction

Documentation is essential to sustained success for a chapter – especially in regards to chapter events. Proper documentation can help you manage a event while you are planning it as well as allow the people that come after you to know what went in to planning the event, who to contact, what supplies were used, how much the event cost, and what was successful about the event. Proper documentation will also give your successor a timeline as to when things need to get done. The Project Management Worksheets will assist you in documenting your events – both in current planning as well as for your successors.

Event Manager

The Event Manager worksheet is the backbone of good project management. With the Event Manager worksheet, you should outline what tasks need to be done when and by whom in the “Timeline” section. In the “People to Call” section you should track the contacts that you need to call for the event. This can include people with the university, vendors, or even people that advertise the event. In the “Supplies & Cost for Event” log what supplies that are needed for the event as well as the cost. This can aid when it comes time to budget for the event next year.

Budget Form

The Budget Form worksheet is used to track the finances of the event. It is used to track how much each particular part of the event cost (meeting space, supplies, food, etc.) as compared to how much was budgeted for the event. In the “Budget” section of the worksheet, log each item, how much was budgeted to spend on it, how much it actually cost, and then how much more or less was actually spent on the item than was budgeted for it. At the bottom, total up all of the items and you can calculate the actual cost of the event compared to the budget.

Event Outline

The Event Outline worksheet is used to outline the program of the actual event. In the “Event Schedule” section of the worksheet, write down the order of events for the evening. For example a sample outline of a formal might look like this:

- I. Cocktails
- II. Welcome
- III. Dinner
- IV. Consul’s Address
- V. Chapter Awards
- VI. Dancing

In the “Explanation of Outline” you should write the outline in more detail with some specifics. Finally, the “Follow Up Questions” will allow you to reflect on the results of the event – including what went right and what could be improved.