

#1 EXECUTIVE OFFICER MANUAL

*A Guide to Leading an
Alpha of Chi Psi*

Chi Psi Fraternity #1 Manual

This manual is not meant to be read “cover to cover,” as much of the content will be familiar to you through your experience. It is organized into the three primary sections of Leading Your Alpha, Being Your Alpha’s Front man and Being Your Alpha’s Administrator with corresponding sub-sections within each to more clearly define your role and help you best serve your Alpha as #1.

The #1 is...

[A Leader](#)

Your Brothers elected you to lead. They expect you to identify Alpha objectives and pursue them diligently. They expect you to set the tone and show them the way toward success. This includes setting the example. Your attitude toward certain activities and stakeholders will permeate throughout the Alpha. It is essential that, as a #1, you make decisions that drive your Alpha toward success. You have countless resources available to you that will help you decide what decision to make. It is up to you, however, to make the decision and implement it. Your biggest potential pitfall is doing nothing...the absence of decision making, complacency, apathy, etc. Make decisions. Act! Leverage your resources and lead your Alpha toward success.

[Quick Reference Guide](#)
[Delegate or Do?](#)

[Officer Position Summaries](#)
[Strategic Planning](#)

[A Front Man](#)

One of your primary responsibilities is the representation of your Alpha to the outside world. You will attend IFC meetings, speak at alumni gatherings, greet parents, and interact with the Central Office. You will be the first impression many have of your Alpha and our Fraternity. To ensure that this impression is positive, you must always conduct yourself as a gentleman. This manual details many of the relationships you must manage as your Alpha’s #1.

[The Alpha, Pledges and Potential Recruits](#)
[Parents and Alumni](#)

[Campus and Community](#)
[National Fraternity Volunteers and Staff](#)

[An Administrator](#)

Your peers elected you because they think you have the ability to make their Alpha work. You were undoubtedly elected on a platform through which you promised to improve certain aspects of the Alpha’s operation. You must be familiar with each and every detail concerning the Alpha’s day to day operation. These small and seeming inconsequential tasks must be executed flawlessly if you expect to advance your Alpha during your term as #1. Spend your first few weeks in office ensuring that these daily routines are efficient and expedient. This manual details many areas of Alpha operation with which you must be familiar to succeed as #1.

[Governance and Bylaws](#)
[Risk Management and Insurance](#)
[Program for Excellence](#)
[Dynamic, Values-Based Recruitment](#)
[Program for Pledge Education](#)

[R&T and #5 Manual](#)
[Conflict Management and Resolution](#)
[Working with the Central Office](#)
[Leadership Transition](#)

Leading Your Alpha

Quick Reference Guide: Making a splash in your first month as #1

If the President of the United States gets 100 days to make his first impression, a Chi Psi #1 has no more than a month. So celebrate your election, remember the responsibilities it carries, and get moving.

The Central Office asked several Brothers what key items a new #1 should address immediately upon taking office. The following is a summary of those suggestions – a Quick Reference Guide for your first month in office. Each focuses on the development and management of key relationships between the Alpha and its stakeholders. As you will discover from reading this manual, this is the most essential component of your job as #1.

1. Use proper Chi Psi terms. If you expect the Central Office, your Alpha's alumni, and even your local Greek Life administrators to take you seriously, use the lingo you learned when you first read *The Chi Psi Story*.

Correct

Alpha

Lodge

#1, #2, #3, #4, #5

Badge

Pledge Button

Brother

Incorrect

Chapter

House

President, VP, Secretary, etc.

Pin

Pledge Pin

Member

We use "Alpha" to refer to the organization and call our buildings "the Lodge." We sign our correspondence (even e-mails) with "YITB" or "Yours in the Bonds." We capitalized "Fraternity" when referring to one specifically. Remember that "alumnus" is singular, "alumni" is plural, and "alumnies" isn't a word.

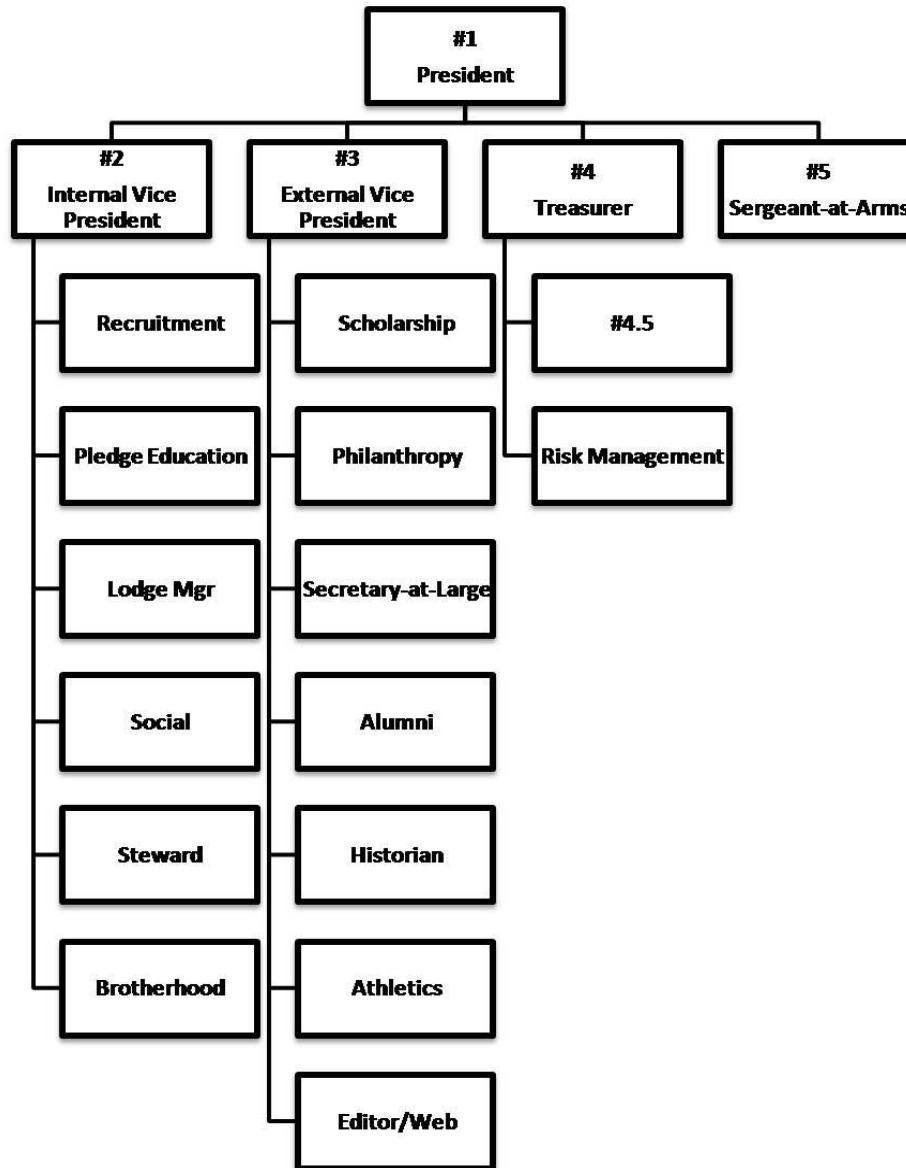
2. Following your election, contact the Alpha's Alumni Corporation or Advisory Board President as soon as possible. Schedule a meeting over lunch or dinner with him. Discuss risk management, crisis response, and fire safety. Review goals, priorities, and responsibilities. Express your desire to work with the Alphas alumni. Exchange contact information, and agree to be available for each other at any hour.
3. Contact the Fraternity's Executive Director at the Central Office. Introduce yourself and share with him some of your goals for your term. Store the contact information for Central Office staff members in your phone. Call them when you have question, need advice, or encounter a challenging situation. You must contact the Central Office immediately if an incident occurs regardless of how impactful it may seem.
4. Contact the Director of Greek Life for your College or University and schedule a meeting with him or her. Introduce yourself, explain your goals, and ask for feedback on

opportunities for success. Provide contact information and ask what you can do to help them achieve their goals.

5. Review and familiarize yourself with Chi Psi risk management policies and crisis response procedures. Review the Program for Pledge Education and information regarding educational programs available to you through The Chi Psi Educational Trust. Call the Central Office if you have any questions about these. These are the rules by which you must operate.
6. Contact the local Greek police department liaison, the head of campus safety and security, the local fire marshal, and any other prominent emergency administrators. Introduce yourself, provide your contact information, and emphasize how seriously you consider the safety of your Brothers, Pledges, and guests. Invite them to dinner with the Alpha and ask them to speak briefly about a current and important issue with which the Alpha might assist. If an accident ever occurs, you will need their help, and a positive impression on their part will benefit the Alpha.
7. Schedule a meeting with those Brothers that ran against you and the key Brothers that supported them. Ask for their support, and develop a plan to keep them involved. Promise to listen to their ideas. You will need all the help you can get, and this will help them continue to feel good about their affiliation.

This checklist assumes that day 1 is the day after you get elected which will likely occur much earlier than when your term actually starts.

Day	Category	Stakeholder	Action Item
1	Example Setting	Brothers, Pledges, Recruits, Alumni	Conduct yourself as a gentleman! Use Proper Chi Psi vocabulary. Alpha not chapter. Lodge not house. Use correct Executive Committee names (#1, #2, #3 etc not vice president, secretary, treasurer.) Badge not pin.
1	Relationship Management	Alumni	Contact the key person from these alumni entities: Alumni Corporation, Advisory board, Educational foundation. Schedule a time to meet with them individually or collectively.
2	Relationship Management	Central Office	Contact the Central Office. Introduce yourself. Complete an officer update form.
2	Relationship Management	IFC Office	Contact your IFC advisor. Schedule an appointment. Review goals, areas to improve and ways to engage other Greeks and the community.
3	Alpha Operations	Brothers, Pledges, Recruits	Review Chi Psi risk management policy. As #1 you are held liable for the actions of every Brother. Understand the rules by which you must abide and develop a plan for mitigating risk.
4	Alpha Operations	Brothers, Pledges, Recruits	Review the Chi Psi Program for Pledge Education. Meet with your pledge educator. Discuss ways to improve your Alpha's pledge education process. Consult with the Central Office for ideas on how to do so.
5	Alpha Operations	Brothers	Schedule a meeting with the men who you ran against. Listen to their ideas and figure out ways to incorporate their best ideas into your own agenda.
6	Alpha Operations	Brothers, Pledges, Recruits, Parents, Alumni	Meet with your #4. Discuss the current state of the Alpha's finances and identify the biggest financial challenges facing the Alpha. Confront these immediately with the support of Alumni and the C.O.
7	Relationship Management	Local emergency staff	Contact head of campus security, local police and fire chiefs and any other local emergency staff. Introduce yourself. Convey your desire to support their agendas through the Alpha's operations. Invite them to dinner.
7	Alpha Operations	Brothers	Conduct your first Executive Committee meeting. Share your collective thoughts about the state of the Alpha and discuss big-picture goals for the academic term.



For the Alpha to operate near capacity, it is essential that a clear communication and accountability structure be in place.

In the example above, the top five positions represent the Alpha's executive committee. It is important to notice the distinction between the #2 and the #3. Many Alphas task the #2 with excessive oversight duties only to have the #3, the secretary, as merely the note-taker. The key element of this structure is that the #2 and #3 share the majority of the operational responsibilities while acting as a complementary team of vice presidents. Provide them with equal oversight duties, dividing the chair positions as the Alpha sees fit.

It is recommended that no more than seven men serve on the executive committee. If the Alpha's vice-presidential oversight system is operating ideally then the #2 and #3 should be able to adequately report on, and represent, their sub-chairmen. In the interest of making efficient decisions the executive committee should stay at or below this recommended size.

Delegate or Do? Interacting with your Executive Committee

Imagine the organizational structure above if it were upside down. It would look something like a tree. At the base of this tree are you and your executive team. You are the trunk of the tree and the roots that hold everything together. Your chairmen are the branches of this tree, spreading your sphere of influence wider and reaching to new heights.

A fine line exists between delegating and doing. On one hand, you want to make sure that your goals are being reached. On the other hand, you need to be a stabilizing force for your Alpha. What do you DO and what do you DELEGATE?

The things you should do are the things that keep the organization running. Keeping aware of your Greek surroundings, you should be present at IFC meetings. Always looking to grow and improve your external relationships, you should frequently be communicating with outside parties. Looking to administer the experience of your Brothers, you should manage rosters, be aware of deadlines and complete forms. You should maintain a master calendar for the Alpha. Develop a vision for the next 3 weeks, 3 months and 3 years. Look for reasons to praise Brothers as progress is made toward these goals.

When it comes to delegating, the most important concept is that you must empower your fellow executives and chairmen to accomplish goals on their own. Before delegating tasks, consider the ability and willingness of the Brother to complete the task. In order to empower your non-executive chairmen, it is important that they understand several things:

- The Alpha's goals
- The resources at their disposal
- That they are trusted

They must first understand what the over-arching vision of the Alpha is. That vision comes from you and your executive committee. Is your Alpha trying to grow improve its recruitment performance? Are you trying to improve your service and philanthropy efforts? What is your mission for both the short and long term? Communicate your objectives early and often.

You can further empower your chairmen by letting them know what resources they have at their disposal. Via the external relationships that you manage, learn about the resources other groups can offer. Discover what campus offices can support your Alpha. Direct your chairmen to engage with those offices. Inform your chairmen what their budget is and encourage them to submit proposed budgets if they need more money.

Finally, trust your chairmen to create. These Brothers were elected or appointed because people believed in them. Now is the time to let them go. Minimize bureaucratic red tape and let your Brothers produce. Share with them what needs to get done but let them figure out how to do it. This will create a sense of autonomy and accomplishment that will keep your men wanting to work hard.

Officer Position Summary

As the #1 you will need to see the big picture objectives that you, your Brothers and your Alumni are trying to reach. It is important to delegate tasks to the following executive committee members and encourage them to work collaboratively to meet goals.

#2 and #3

The #2 is the go-to-guy for the #1. Similar to the Vice President of the United States, the #2 should be fully capable of directing the Alpha when the #1 is sick, out of town or otherwise unable to be present.

The #3 is also a high-level leader. This person is far more than the minute-taker. He has critical oversight duties and should have be a collaborative force for his sub-chairmen.

Regarding the responsibilities of the #2 and #3, these are largely dependent on the needs of the Alpha. Remember that the #2 and #3 should be a complimentary team of vice presidents. The recommended approach is to make one person the “internal VP” and the other person the “external VP.” The distribution of responsibilities between the #2 and #3 is your choice. Key chairmen that will be divided between these two positions: Recruitment, Pledge Education, Lodge Manager, Steward, Alumni relations, Social, Brotherhood, Service, Scholarship, Philanthropy, Historian, Athletics, Risk Manager.

#4

The #4 is the financial recordkeeping and financial control officer for your Alpha. He has the responsibility to properly record income from each Brother for all dues and fees. He also has the responsibility to disburse moneys to vendors in a timely fashion.

The #4 should prepare and present a financial report to the Alpha each month. This report should include a Balance Sheet and a Profit & Loss report. The #1 should review these statements along with the bank reconciliation with the #4. The #1 should also review any significant cash transactions during the prior month.

Communication is vital to this role. The #4 must also communicate with each brother regarding the status of their account. The #4 must communicate with the #1 regarding brothers that are not performing financially.

Documents to Review Monthly:

- Balance Sheet.
 - The Cash account(s) on the Balance Sheet should agree with the Reconcile report.
 - The Accounts Receivable account on the Balance Sheet should agree with the Member Balance Detail report.
 - The Accounts Payable on the Balance Sheet should agree with the Vendor Balance Detail report.
- Profit and Loss.
 - Review the accounts against the budget. Accounts that have a significant variance to the Budget need to be reviewed. You may need to adjust your budget to reflect this dynamic.
 - The Profit and Loss report is an accrual based document. The income portion of the report represents amounts billed to Brothers, not amounts collected from Brothers. Likewise, the expense portion represents expenses incurred, not expenses paid.

- The Reconcile report lists checks paid and monies deposited. Checks that are stale, over 90 days old should be reviewed. Deposits that are not cleared must be resolved with the bank within 30 days.

For more detail about your role in maintaining the Alpha's financial security, [click here](#).

#5

More than just the Sergeant-at-arms, the #5 is the Alpha's ritual expert. When the Alpha facilitates the Fraternity's ritual, the #5 becomes supremely important. As the #1, you must support your #5 tirelessly and help him perform his duties. Those duties include: taking inventory of ceremony supplies one month before initiation, assigning speaking parts for initiation, coordinating a practice initiation, working with the alumni relations chairman to invite alumni to initiation, knowing the bylaws and running efficient meetings.

Bound copies of the #5's manual are available from the Central Office. This document explains in great detail the many responsibilities of the #5 position. Reviewing this before presiding over his first initiation would be a prudent exercise of the new #1.

Recruitment Chairman

Know where you are and where you are going, and be able to communicate that to recruits. The longevity of any organization is reliant on their ability to recruit people who fall in line with the vision of the group. Your job as the #1 is to constantly monitor the Alpha's direction and make small adjustments that will set you on course to reach your long term goals. Take some time each semester, ideally during an AMR, to make a long term vision statement for the Alpha and then set goals to be accomplished during the upcoming academic period. This will ensure that the Alpha is taking steps toward a long term goal that will endure even after you graduate. Communicate these goals through a transition manual and allow the Alpha to prosper.

Be honestly positive. Regardless of the current state of your Alpha, there is always room to be positive with a prospective member. Listen to your brothers and gauge what needs to be improved and what is going well. Understanding this, encourage brothers to be honestly positive in their communication with recruits. For example, if a young man is fond of community service, but the Alpha currently struggles in that area, communicate to him that it's an area in need of improvement and challenge him to be the sort of leader that single handedly rallies the efforts of the group. On the flipside, if a recruit is strong academically, like your Alpha, use this as a selling point in that his interest and priority will be mirrored in other Chi Psis.

Know the goal of recruitment. Does your Alpha currently set a goal for number of bids to be given or ideal pledge class size? Ask yourself this question: what is the ultimate goal of recruitment? The goal of recruitment is to show yourselves as a brotherhood to as many people as possible, all the while offering a valuable enough experience that others want to join your group. In terms with which you may be more familiar; build your names list. Your recruitment efforts will only be as strong as the number of men with which you have contact. Encourage brothers to be involved on campus and give them the ability to constantly add to the names list. GoogleDocs is a great method through which brothers can build the names list and access it from anywhere. Foster an environment of meeting as many people as possible. Remember that Quantity drives Quality! Set a recruitment goal to build your names list bigger than ever before and then coordinate friendly events with the young men to whom you now have access.

Know what to look for in recruitment chair's actions. The recruitment chairman should constantly be doing two things: motivating and educating. Utilize a committee of recruitment team leaders to focus on the details of a particular recruitment event. Allow the recruitment chair to use the weekly meetings to motivate members, through the "have, do, become" exercise, and educate by discussing recruitment topics or engaging in practice conversations.

Keep recruitment a priority. The fraternity that rules recruitment rules the campus. Remember, our organization can only be as strong as the men who join. Therefore, if we are to value the quality of our members then we need to prioritize recruitment. As #1 it is paramount that you allocate the appropriate time and resources to recruitment so that it may succeed. When scheduling, give recruitment the priority over less valuable events. When budgeting, give the recruitment chair more money to work with than in the past and see how much your efforts improve.

Social Chairman

On a personal level, one would be described as social if they mingle with a wide variety of people in a multitude of diverse settings. Your social chairman should try to execute this same ideal within the context of the Alpha. Challenge him to schedule mixers with groups other than just sororities including other fraternities (traditional, service, business and multicultural), sports teams, clubs and university employees. Additionally, the social chairman should explore hosting these interactions within the context of learning skills that might be useful in social settings (i.e. dancing, fine dining, public speaking, etc).

Risk Management Chairman

The Risk Management Chairman should be a senior Brother in the Alpha who commands enough respect to execute his difficult responsibilities. He should be a voting member of the Alpha's executive committee and have input into each and every aspect of the Alpha's operation. He must be familiar with every detail of the rules, policies, and expectations enforced by Chi Psi Fraternity, the host institution, and the community. He uses this familiarity to scrutinize each activity and event for violations and danger.

Use your Risk Management Chairman as a second set of seasoned eyes on the lookout for potential problems for the Alpha. Send him to liaise with the local police and fire departments to establish communication and positive working relationships.

Philanthropy Chairman

One of the cornerstones of our Fraternity is the assistance of others. The philanthropy chairman exists to facilitate this process. It is important to realize that there are two subcategories which can be thought of as:

- 1) Philanthropy- raising money for a cause. For example, raising money for your school's dance marathon event.
- 2) Service- selflessly giving time to a cause. For example, volunteering to adopt-a-highway near your campus.

Both of these events can be carried out by your Alpha or through involvement with a different organizations' event. What is important is that the Alpha have a good mix of both. When scheduling these events for the Alpha, think about engraining lifelong habits in your Brothers. Small but frequent service and philanthropy involvement will breed habits of service that will last a lifetime.

Alumni Relations Chairman

To understand where the Alpha is going it must understand where it has been. Through interactions with your Alpha's alumni, your Brothers can gain perspective while learning what practices have and have not worked in the past. At the very least, alumni expect consistent and transparent communications; without a dialogue there can be no mutual benefit. Aim to send monthly email blasts to all of your alumni. Contact the Central Office for alumni rosters. Once per semester the Alpha should distribute a hardcopy alumni newsletter. When planning for mass alumni involvement, the Alpha should target one date per semester to entertain their elder Brothers. For your most involved local alumni, engage them with the opportunity to attend a lunch with the executive committee or a chance to come speak with the new member class. Alumni should be contacted in advance of major ceremonies. When alumni are around the Lodge, the two most common causes for concern are that nobody initiates conversation with them and the Lodge is poorly maintained. If alumni donate, personally handle the 'thank you' note.

Pledge Educator

The Pledge Educator is one of the most essential roles in the Alpha and should be facilitated by a Brother or team of Brothers with a high level of seniority. The Fraternity's Program for Pledge Education provides a detailed curriculum and an array of optional activities for the Pledge Educator to implement.

Treat your Pledge Educator with the respect his position deserves. He cultivates the next generation of Gentlemen for your Alpha and, in so doing, should have the support of the entire Alpha at his disposal.

Lodge Manager

The building in which your Alpha lives is a key piece of the Chi Psi experience. The Lodge manager is the keeper of this building. The Lodge manager must first insure the safety of all Brothers and guests. He should tend to:

- Fire safety including fire drills
- Cleaning schedules
- Relationships with local fire, police, landscaping

Scholarship Chairman

As an organization that strives to advance Brothers in "intellectual, moral and social life," it is important that intellectual stimulation is created outside the classroom. In addition to coordinating study tables, the scholarship chairman should track Brothers who fall below the all-mens average. Furthermore, the scholarship chairman should aim to create an academically motivated environment for the Brothers. Guest speakers, which could be professors, alumni, parents, etc, should be brought in at least one time per month. Additionally, the chairman should make a weekly announcement about an on-campus academic event which the Brothers could attend as a large group.

Alpha Editor

One of the easiest ways to stimulate positive relationships with alumni and parents is the distribution of a regular newsletter. The Alpha Editor collects relevant content and works with alumni volunteers to prepare this newsletter for distribution. He may also have responsibilities related to the Alpha's website or Online Community group.

Strategic Planning: How to Take your Alpha to the Next Level

Standards are essential, but we must generate ownership of the Alpha at the individual level. This generation needs a vision to pursue. This applies to both individuals and Alphas. Individual goals parallel the holistic process and Alpha goals should, too. The Alpha must constantly update its vision and pursue it. Good leadership knows how to instill that vision within individuals and, thus, the Alpha as a whole. The Alphas that perform at the highest level do so because they want something strongly enough and they actively seek it. Those that seek only to maintain status quo eventually fall into complacency and fail.

Being Your Alpha's Front Man

Described simply, your job as #1 is the management and maintenance of relationships. Every meeting attended, form filled, email sent, and call placed serves this purpose. To be great, you must first understand each relationship that affects your Alpha. It is essential that you recognize and analyze each relationship thoroughly. Do not overlook the simple and seemingly inconsequential associations; these often become the most important and the most influential.

This section provides a detailed analysis of the relationships common to most Alphas. While all may not apply to you and yours, you will find that most represent some interaction you will have at some point during your #1 tenure. Each provides details on what the respective stakeholder expects from you and your Alpha, what you may expect from the stakeholder in return, and how you can further the productivity of that relationship.

Active Brothers

Your primary job as #1 is to serve the Brothers who elected you. They expect you to lead them in their pursuit of excellence, represent them to various stakeholders, and administer the various operational functions of the Alpha. Ultimately, your purpose is to facilitate their experience within the values of the National Fraternity.

Brothers are busy people. Between their diverse involvement on campus and their academic pursuits, their remaining allotment of time is precious. They have given this time to the Fraternity and you must be considerate of it. Conduct meetings in an efficient manner. Outline the Alpha's schedule of activities weeks in advance. Create financial transparency and welcome feedback on financial allocation. Create simple and universally understood methods of communication.

Brothers expect that you and your executive committee will create a meaningful and fun schedule of events. As #1, be cognizant of the allocation of your resources when planning events. Give the core components of the Alpha's programming the most funds and scheduling priority.

From your Brothers, you should expect their attendance, their committed payment of dues and an enthusiasm about the Alpha. To the outside world, each Brother carries the weight of the organization on their shoulders. Demand respectful behavior at all times and a mindfulness that their actions reflect on the Brotherhood. It only takes one member's foolishness to bring down the entire Alpha.

Pledges

The men that pledge to Chi Psi through your Alpha are the future of our organization. Their development must be a priority of the Alpha and they should receive ample time and financial support. As the most malleable members of the Alpha it is critical that they are shown a positive example by all Brothers and especially by you.

New members know why they joined but they don't necessarily know what to expect. Ease their concerns immediately. The formal pledging ceremony should be held promptly after bids are accepted. At the first pledge meeting, the pledge period calendar should be set forth outlining all major dates and events including when pledging will end. (Note: pledges need to know the date of initiation. However, they should understand that simply because they pledged does not mean they

will become an initiated Brother) New members must be notified of all commitments so that they may balance their academic calendars with their extracurricular involvement.

The Program for Pledge Education focuses on discussion-based learning. As new members learn and begin to embody the values of a Chi Psi gentleman it is important that they have a support system. The Pledge educator should be an exemplary Chi Psi to whom the pledges aspire. Strongly consider making the Pledge Educator a junior or senior Brother with ample leadership experience. The Alpha may implement a mentorship program (often called a “Big Brother” program) that pairs a young man with a senior Brother who guides him through the process.

You can expect that the pledges, as an extension of the Brotherhood, carry themselves in a way that reflects well upon the Fraternity. Their conduct is especially important when it comes to interacting with other non-Greek males as their friends and classmates will be curious as to why they joined a Fraternity and what their experience is like. Educate and empower your pledges to be a good representative of the Alpha and understand that they have the most access to potential recruits.

Recruits

Recruits are the single most important non-member stakeholder. Everything the Alpha does stems from its ability to apply the fundamentals of People and Purpose to bring the best men into the Fraternity-

Because your institution and its associated organizations offer a wide variety of experiences it is essential that Chi Psi offer something unique but complementary. Recruits have many options to consider when allocating their time. What experiences and activities does your Alpha offer that are worth that time?

Attracting the best young men on your campus means that the Alpha must engage recruits in a variety of diverse ways. Incorporate recruits into activities such as athletics, philanthropy, community service, socials and educational events. As the Phired Up example goes; if your recruitment efforts only consist of cookouts and card games then you will recruit a bunch of fat gamblers. While this example is crude, it sheds some light on the need for diverse recruitment programming. How can you expect Brothers to do community service when that expectation was never set during their recruitment? Whether they know it or not, recruits expect that a fraternity will improve them intellectually, morally and socially.

Keep in mind that recruits are new to campus, may not know anybody and may not yet be involved on campus. The Alpha should create a welcoming environment- in or out of Lodge- where recruits always feel included.

Be prepared for recruitment to feel like an all-give, no-take relationship. No matter how close you or the Alpha may feel with a recruit there is always the possibility that he walks away or is pulled in another direction by his friends. As such, it is important to constantly be developing leads. Actively seeking out recruits is a far more friendly and successful strategy than waiting for recruits to come to the Alpha. Brothers should actively be meeting people on campus through classes, dorms, clubs, and sports teams.

Parents

Parents play a key role in the Alpha's success. It's important that they have a positive impression of the Alpha and Chi Psi as a whole. Therefore, you must stimulate this relationship at every opportunity.

The Alpha should collect and maintain contact information for actives' parents and use it to maintain clear lines of communication. An informative welcome letter and invitation to an upcoming parents/alumni event should arrive in their mailbox immediately after their son pledges to your Alpha.

As students come to college for a certain degree of experiential learning, parents expect that their environment provides some safeguards against physical and emotional harm. They want to know that their son can learn and grow in a mutually supportive and protective environment. In your communication with them, explain the Fraternity and host-institution's programming in which the Alpha participates.

Parents expect Chi Psi to add value to their son's collegiate experience. The Alpha should teach their son something he would not learn elsewhere and provide him developmental experiences otherwise unavailable. Your Alpha's routine should include activities that serve this end. You cannot be successful doing what every other group on campus does. Showing parents how you add value to their son's experience will win their support.

Many Brothers in your Alpha are fortunate enough to receive financial support from their parents for their fraternal experience. Do not take this support lightly. Parents may expect some indication of how the funds they send the Alpha each semester are allocated. A letter from you and your #4 explaining the Alpha's budget will provide this transparency.

Alumni

- Alumni Corporation
 - The Alumni Corporation is the entity that owns the Lodge. This group will act as the Alpha's landlord and will handle such things as leases, bill payments, and Alpha employees. The #1 and Lodge manager should have a proactive, communicative relationship with the Alumni Corporation so that issues with the building can be resolved quickly.
- Alumni Advisory Board
 - The Advisory Board is the entity that facilitates the undergraduate experience. These Brothers work to actively coach the Alpha's executive committee, especially the #1, #4 and recruitment chairmen. The Advisory Board will help facilitate your experience but should not direct it.
 - Expect to communicate with these Brothers several times per month to share the executive committee's issues and develop ideas. Share meeting minutes with the Advisory board so that they can monitor your progress from afar. Include these alumni Brothers in Alpha Management Retreats (AMRs) and other educational programming.
- Alumni Educational Foundation

- The Educational Foundation bolsters the academic side of the Alpha. This entity raises money for scholarships, guest speakers and other educational experiences. Often times the Foundation will hold banquets to award scholarship money.
- Expect to communicate directly with this group and to pass along their message to the Brothers. For all the effort that goes into fundraising and awarding the scholarships, please make sure that Brothers are utilizing the opportunity to apply for scholarship awards.
- Faculty Advisor
 - A key link to the university community, the faculty advisor offers a third party perspective on your operations. This person should be leaned on to provide a connection to the university's academic and programming resources.
 - If you are in search of a faculty advisor, apply simple dynamic recruitment skills to your search: build a names list based on positive Brother-Faculty relationships, meet with a target professor in a small group setting, host a faculty reception and finally make the ask.
 - Many universities require a faculty advisor to sign off on events that the Alpha is planning to hold. Make sure the Alpha is including this person in the event-planning process. This person should attend meetings on a monthly basis and have a positive relationship with the #1.
- General Alumni Constituency
 - The general Alumni constituency of your Alpha wants to be kept aware of how the Alpha is doing and how they can get involved. As the #1 it is important to create a positive stream of news for the Brothers. Work with your alumni relations chairman to develop monthly email news blasts and a newsletter each semester. In these communications, provide opportunities to get involved.

Host Institution

In general, the leaders of your host institution expect your Alpha to be a complementary component of the larger community. They want you to excel academically, get involved, give back, and exemplify the institution's values. Remember that it is a privilege to be allowed to operate as a Greek society on your campus.

Faculty

While often overlooked, can be powerful allies for your Alpha. As an important part of your host institution, your Alpha should maintain a positive relationship with the faculty body. Through holding faculty receptions, or asking individual faculty members to an occasional dinner or to proctor a discussion or debate, your Alpha can ensure a strong relationship with this often overlooked group.

Faculty members know their students. To this end, they also notice when their students are not in class or are wearing Greek letters to class and subsequently falling asleep in the back of the room. Expect that Brothers attend class and set an example by attending all of your classes.

Every Alpha should have a faculty advisor who serves as a direct connection to the host institution, as a liaison to the faculty body as a whole, and who can serve as a friend and advisor to the Alpha.

The Office of Greek Life

The Office of Greek Life and its staff provide countless resources for your Alpha. Most importantly, this office advocates for Greek institutions. Once a week make a point to stop by this office and check up on the latest Greek news. Schedule a monthly meeting with your Greek advisor to get their advice and feedback about the issues you are facing as #1. Bridge the gap to future leaders by including other members of your executive committee in these monthly discussions. Break down the barriers that may exist between the Brotherhood and your Greek Life director by inviting this person to come speak at an Alpha meeting or join you for a Brotherhood meal.

Greek Community

All Greeks are under “the rude gaze of public scrutiny.” As such, it is important that you work together and hold each other accountable. To you, XYZ Fraternity might seem as different as night and day compared to your Alpha. But, to the average non-Greek you might as well be the same fraternity. When one Greek organization messes up the whole Greek system takes a step back. Befriend your fellow fraternity and sorority presidents. Your institution likely sponsors a Greek Leaders weekend. Make the most of this networking opportunity and get other Greek leaders’ phone numbers so that you may coordinate events. Remember the multicultural, service and business Greeks too. These groups are often overlooked and events with them can provide unique new insights to the Alpha. Your Brothers will follow your lead when it comes to other Greeks; always speak positively and go out of your way to know every other Greek president by first name.

Students

Your Alpha can never have too many allies. You and your Brothers must actively work to grow your sphere of influence on campus. Do nice things for the general student and recognize that you are a part of the student body. Be seen supporting your school’s athletic teams and attend campus-wide speakers, service events or other initiatives. Participate in new student ‘move-in’ days.

Campus Police and other Emergency Services

These groups expect that your Alphas provide a safe environment for yourselves, for your guests, and for the community. Similarly you can expect assistance from campus police and emergency services should the need arise.

In most situations, and especially in emergency situations, you will be the primary contact for emergency services. Your duty is to work with your risk manager/fire marshal to ensure that your Alpha knows and meets all requirements for fire safety, obeys laws, and properly manages risk. These groups can be great allies to your Alpha, but it will be your prerogative to actively develop a positive relationship with the local or campus Police or the Fire Department. Occasional invitations to dinner or a request for a presentation on current safety priorities or concerns within your community are great ways for you and your Alpha to foster positive relationships with these important stakeholders.

Community

It is important that you realize your Alpha not only operates within a campus community but also a wider local community. Your Lodge may be located near, and/or your Brothers may live near, local residents. Because of this, you are inherently linked to the community’s residents. Conduct service events that selflessly give back and plan philanthropies that raise money for a local cause. Consider hosting events at locally owned facilities, rather than chain restaurants, so that you may support local

businesses. With everything that your Alpha does, keep in mind that there are local residents who are affected by your decisions.

National Fraternity

- Other Alphas
 - Some of your most memorable and enriching Chi Psi experiences will come through interactions with other Alphas. While each Alpha has its own local flair, the spirit of Chi Psi lives within each of our Brothers. Schedule trips to visit other Brotherhoods, both with and without Lodges. Share ideas and try to gain insight into what makes their Alpha unique. Plan joint events. Host a tailgate when your schools clash in a sport. Reach out to the Central Office staff for contact information of other #1s with whom you may plan a visit.
- Annual Convention
 - The Annual Convention is the biggest Chi Psi event of the year. You and your Brothers will travel to the host city where you will spend several days meeting other Chi Psis, sharing best practices, getting a little culture and having fun. Each year big decisions are made during the convention business session. As the supreme governing body of Chi Psi, the Convention is your chance to leave your fingerprints on the national organization. Additionally, the convention is a great way to meet Brothers with whom you will share a bond for the rest of your lives. For those who attend convention it is an experience they will always remember.
- Central Office
 - The Central Office staff will be your primary contact with the national Fraternity. These men are employed to serve you within the confines of the organization's mission. They help plan convention, coordinate educational programming for your Alpha and are a great resource for all things Chi Psi. They have traveled to numerous institutions and have seen what works in practical application. Contact them when you are facing issues or need help cultivating ideas. Also contact them with GOOD NEWS. Most importantly, stay in touch with them and return their communications promptly. When Alphas are unresponsive the Central Office staff can only assume the worst.
- Executive Council
 - Three of the 12 members of the Chi Psi Executive Council are undergraduate representatives. These men are your voice at the most important Chi Psi meetings of the year. Take the time to establish a relationship with your undergraduate representative at convention and stay in touch throughout the year. Contact the Central Office for the names and numbers of your representatives.
- The Chi Psi Educational Trust, Inc.
 - The Educational Trust sponsors all educational programming for Chi Psis. Choose from Recruitment, Leadership Planning, New Member Enrichment and Risk Management programs and coordinate with the Central Office staff to get these programs planned. By maximizing your Alphas participation in Trust programs you will get the most “bang” for your Chi Psi “buck” and dramatically improve your Alpha.

Alpha Employees

Many Alphas, especially those with a permanent Lodge, employ cooks, caretakers, and other individuals to assist them with the maintenance and operation of the Alpha's structure. Many of these individuals work for the Alpha for many years and become part of its extended family. Throughout the Fraternity's history, they have been initiated into the Bonds in response to the close ties and friendships developed with them.

Employees can provide keen insight into situations, so be sure to engage them regularly. Their perspective can often help you develop consensus on a difficult issue. Remember that a simple "thank you" or "keep up the good work" goes a long way and balances out the instances in which you may have to provide criticism. When criticism is necessary, be constructive and offer suggestions for how performance can more closely meet expectation.

If problems develop with the employee, address them quickly. Use the Alpha's alumni leaders to help you manage conflicts. You may be faced with the task of firing an employee that fails to meet expectations. Seek guidance from the Central Office or your Alumni leaders before doing so to ensure a smooth and peaceful transition. Employment issues can be tricky, so be sure to consult an attorney to protect the Alpha.

Remember that Chi Psi Fraternity's insurance program does not cover Alpha employees. It is the Alpha's responsibilities to secure appropriate insurance for them.

Being Your Alpha's Administrator

Governance and Bylaws

An Alpha's ability to self govern in a sustainable manner is paramount. Because of this, it is critical that your Alpha have a digital copy of your bylaws that everyone can access, understand and utilize. Should your Alpha get in tough situation, both your local institution and the National Fraternity will look to see how the Alpha responds internally. A mature, highly functioning organization is one that can self govern. However, bylaws can be complicated to create, update or maintain. [Click here](#) for a detailed document on preparing proper bylaws in accordance with Fraternity governance.

Risk Management and Insurance

We define risk as "the uncertainty of loss." Every time you drive your car, a risk exists that you might be involved in an accident. To ensure that we can be made whole again in the event of an accident, we purchase auto insurance. This principle applies to our Fraternity, as well. Several factors make our fraternal experience risky, and to ensure our insurability, we follow a set of risk management policies. These keep us safe and maintain our insurance coverage.

Program for Excellence

The *Program for Excellence* was created to guide our Alphas through day to day activity, building character and showing our young men how to live as gentlemen. We have divided daily activity in the Alpha into seven categories, pulling the most successful events and activities in each category from each Alpha and compiling them with planning and implementation resources to support the overall strategy. Our goal: Empower Chi Psi's undergraduates to compete at the highest level, differentiate themselves, and add value in a way that furthers our purpose: *Building life-long friendships*.

The Program for Excellence focuses on seven types of activity found in successful Alphas and prescribes an approach for each. This manual provides specific ideas and planning guides to help our undergraduate officers get started. [Click here](#) to visit the Program for Excellence Online Manual.

Recruitment, Pledge Education, and Initiation

We implement a holistic process of Recruitment, Pledge Education, Initiation, and Lifetime Membership. These are not compartmentalized processes that fit into the University's calendar. They flow together seamlessly and build upon each other.

Dynamic, Values-Based Recruitment

Values based recruitment starts by empowering every Brother and Pledge to recruit. To do this, they must first be educated. The Program for Recruitment Development (PRD) was created to coach Alphas on the best recruitment practices. The PRD focuses on improving skills, understanding the target market, creating a great product and motivating the Brotherhood.

The main concept in dynamic recruitment is that the Alpha is constantly meeting and evaluating potential new members. Although your institution may only sponsor two pledge classes per year, it is important for you and your Brothers to realize that every day is an opportunity to meet a great recruit. In the same way that great companies are constantly attracting applicants and interviewing candidates, your Alpha must always have a deep pool of prospects from which they could choose.

Program for Pledge Education

The Chi Psi Program for Pledge Education (PPE) exists to develop Values, teach History and cultivate Relationships. The PPE relies on Socratic discussion as a forum to learn more about fellow pledge class members and share real-world examples of Chi Psi values. The National Fraternity has moved away from rote memorization and instead uses Chi Psi's stories to recount incidents in which our values were personified.

R&T and #5 Manual

We are Chi Psis because we have stayed true to the same beliefs, rituals and ceremonies for 170 years. The best way to ensure the quality and character of our men is to conduct ceremonies with the highest level of integrity. The National Fraternity has recognized this need and has created two documents, the Rituals and Traditions (R&T) manual and the #5 manual.

The R&T manual exists to convey the ritual of our Fraternity. The contents are strictly the prose used during the ceremonies. This was done to help make it easier for Brothers to read our ritual and understand the meanings.

The #5 manual exists to aid the #5 in conducting initiation and other ceremonies. With detailed descriptions of required materials, movements and positioning, this document is the insurance that Chi Psi ceremonies remain uniform and that all Chi Psis enjoy the same initiation experience.

Confrontation, Conflict Management, and Resolution

In our society, "confrontation" have acquired many (often undeserved) negative connotations. At its most basic level, confrontation is about bringing something out in the open to create a change (in behavior, thought, practice, etc.). When managed appropriately, confrontation can be a positive and productive process for all involved.

Regardless of one's experience, confrontation can be a stressful, anxiety-provoking ordeal. Leaders want to be liked, and challenging the behavior or attitudes of others may stimulate resentment or anger in constituents. We believe that people desire only positive feedback and will respond poorly to us if we provide criticism to them. Many leaders are reluctant to vocalize their opinion if it promotes change, combats existing views, or may be received as unpopular. In short, confrontation is a significant challenge for any leader.

Despite its challenges, confrontation is an essential part of the growth of an Alpha and has been since the inception of our Fraternity. Many Chi Psis mistakenly believe that "Brotherhood" means that we "have each others' backs" and support other members no matter what consequences their actions may carry. In truth, Brotherhood requires that we agree on standards and hold members accountable to these (higher) standards and the values we espouse. We cannot truly be a Brotherhood unless we bind each other through common values to guidelines for action. Without those values and standards as a guide, we stop being a Fraternity and reduce ourselves to a mere social club.

As a Fraternity leader, it is up to you to confront or challenge behavior that breaks or fails to meet the Fraternity's or the Alpha's standards. This responsibility extends to both serious and minor transgressions. Failing to address minor instances of poor behavior opens the door to the

development of more serious problems. These will become harder to confront as your credibility is squandered.

The act of confronting that which conflicts with Chi Psi shows that we care about and are engaged in the life of our Brothers. Confrontation is not about having a working standards board or executive board to hold members accountable. It is about every Brother holding each other to the values and standards that make Chi Psi unique.

The more you practice confrontation, the easier it will become. The more often you confront inappropriate behavior, the more Brothers will respect you for upholding the ideals of the Fraternity and for doing the right thing.

Finally, it is important to remember that we all make mistakes. While, as a Fraternity Leader, you should endeavor to set the highest example of behavior and dedication to Chi Psi values, you may at some point stumble. Should you, at some point in the near future, find yourself on the receiving end of constructive criticism from your constituents, you should remember to receive it for how it is intended. Use the opportunity to learn from your mistakes and set an example for how others should do so.

Confrontation Takes Many Forms

Although the most common form of confrontation is a one-on-one conversation, confrontation may be initiated in several formats. The choice of format depends on a variety of factors.

- **Personal feedback with the individual**
Providing feedback in a private environment preserves ego and offers the individual the opportunity to save himself from further public embarrassment. This is most often the first step in resolving a conflict and addressing a problem.
- **Standard evaluations of each member's behavior**
If a problem extends beyond the behavior of a single individual, it may prove useful to implement a standard evaluation process for each member.
- **Personal letter or note to stimulate self-analysis**
For many, something written carries far greater weight than something said. Use the added effectiveness of a well-constructed letter to emphasize the need for change. Note that this does not endorse the use of anonymous, callous notes left on doors, rude emails, or other lesser forms of written communication. Keep to the higher road.
- **Mediation between two individuals sharing differences**
A Fraternity leader will often encounter a difference between two Brothers or Pledges wherein no standard or value has been broken obviously. These differences arise for many reasons, and it is up to the leader to step in and provide an equitable forum for resolution.
- **Alpha Judicial Board or Standards Board**
When standards or values have been broken clearly, resolution is often best left to the Alpha's Judicial or Standards Board. This group should use its power to develop recommendations for resolution, contrition, etc.
- **Suspension or Expulsion**
When a problem seems irresolvable, and that problem is tearing at the values-based foundation of the Alpha, the time has come to remove the individual. At times, it is necessary to suspend or expel men from our Fraternity.

Brothers Will Test the Limits

At some point, most Brothers are going to test the rules that the Alpha has established. If that poor behavior is not confronted, the Alpha essentially condones it.

As accepted behavior becomes more permissive, the Fraternity moves farther from agreed-upon standards. The previously unacceptable act becomes acceptable, and the values are compromised. Therefore, we must confront all behavior that deviates from the ideal.

Brothers will continue to test the standards and norms; that's expected behavior for individuals. But each test should be met with fair, consistent boundaries which define acceptable behavior from unacceptable behavior.

Confrontation Dos

- Confront in private, praise in public
- Show respect for opinions, beliefs, and ideas
- Show that you care about the individual
- Involve others who can demonstrate respect for the individual (if appropriate)
- The confronter must have the respect of the person being confronted
- Focus on the behavior, not the individual or his characteristics
- Focus on a single issue rather than a laundry list of faults
- Praise positive behavior or actions
- Develop a clear understanding of the situation and a list of solid facts before you confront
- Help the Brother understand the impact of his behavior on others and the organization
- Use 'I' statements to tell the Brother how you feel and how his behavior affects others
- Confront negative behavior quickly after it occurs.
- Be impartial, unemotional, and unbiased
- Use "we have a problem" not "you have a problem"
- Reach consensus, agree to action, and follow through on those agreements
- Get any commitments in writing.
- Focus on the Alpha's values and standards.
- Outline your expectations for future behavior.

Confrontation Don'ts

- Don't ignore the issue or expect it to resolve itself.
- Don't attack the Brother personally.
- Don't use sarcasm or condescension.
- Don't excuse or minimize the behavior.
- Don't blame or condemn the individual. Focus on the behavior that needs to change.
- Don't fall for excuses, justifications, or mitigating factors.
- Don't assume you have the perfect solution or the single answer.
- Don't confront behavior that you exhibit, define standards that you break, or recommend sanctions that would be unreasonable to you.

Resources

There are problematic scenarios so complex or difficult that confrontation within the Fraternity is not enough. You must seek out those that can support you through an intervention. These resources include:

- Student Counseling Center/Health Center
- Alcoholics/Narcotics Anonymous
- Eating disorder clinics or centers
- Social worker
- Hospital Emergency Room personnel
- Psychiatrist
- Psychologist
- Greek Advisor
- Parents
- Alumni (Corporation, Advisory Board)
- Central Office staff

Seven Step Process

1. Initiate Contact
 - Private place
 - Individually, if initial contact (or if individual is resistant to change)
2. Establish Rapport
 - Create a sense of mutual trust
 - Establish genuine care and relationship between the individuals
3. Identify Issue / Problem
 - Bring up the issue that prompted you to approach the person
 - Focus on behavior, not characteristics (something the person can change)
 - Describe how the behavior makes you feel (use an 'I' statement)
 - Do not blame or belittle the person
 - Person must understand that there is a problem (otherwise, back to step 2)
 - Do not ask 'why?' - that brings excuses to hide behind
4. Gain Agreement
 - Individual must agree that a problem exists
 - Listen to the individual's point of view, but don't get caught up in excuses
 - This step is critical for the rest of the process (otherwise, back to step 2 or 3)
5. Obtain Commitment
 - Mutually agree on an attainable commitment
 - Needs to be a commitment the individual can potentially fulfill (has action, process, time line)
 - Should have a consequence
 - Person needs to have the ability to succeed
6. Monitor Commitment
 - On date agreed to in step 5, meet to determine whether commitment has been kept
 - If yes, proceed, (otherwise, back to step 5)
7. Praise Success
 - Offer praise and positive reinforcement
 - Get further commitment to change (or continued compliance) by returning to step 5.

Key Questions

Who is the best person to conduct the confrontation?
Is more than one person required?
Where is the best place to meet?
How will you schedule time to conduct the confrontation?

Do you care about this person?
What could you say to him to establish positive rapport – a sense of mutual trust?
Are you believable?

Clearly define the issue to yourself before approaching the other person. Can you state the problem clearly in non-threatening terms?
What are some ‘what?’ questions you might ask? If he responds with a ‘why?’ answer, how will you redirect?
How will you explain the impact of the behavior on other members of the Alpha?

How do you gain agreement that a problem exists?
How will you respond if the Brother doesn’t think there is a problem?

Under what circumstances would you ‘draw a line in the sand’ and not seek step-by-step behavioral improvement, but rather ‘demand’ immediate change?
How would you gain a commitment to change?

Are you personally committed to helping this Brother?
How are you supporting the Brother’s attempts to change?

How would you praise someone without sounding fake?

The Courage to Confront

Alpha leaders can always find reasons not to confront poor behavior, because it is not an easy activity. How many of these sound familiar?

“But he’s my Brother!”

“People who live in the dorms do the same things?”

“Who am I to tell someone else what to do?”

“It’s not as bad as the other fraternities!”

“Why should we be held to a higher standard?”

Confrontation takes courage. Each leader (and, indeed, each Brother) needs to have the conviction to do the right thing – to challenge another Brother who is not living up to the values of Chi Psi that are espoused in our Ritual. The credibility of Chi Psi suffers when we do not hold our members accountable to our values...when we do not dignify the Fraternity. Within the Fraternity community, we lose respect if other fraternities see us compromising our values without challenge or comment. More broadly, we provide critics of the Fraternity community ammunition each time we fail to maintain the vows we took in our Initiation.

My Brother's Keeper

We are charged to look out for the interests of Chi Psi and its Brothers, to do the right thing in the face of challenge, to praise good behavior, and to condemn destructive acts. This means confronting the behavior of our Brothers, and getting help for them if their behavior is self-destructive or destructive to others or the Fraternity.

Being a member of Chi Psi is a great challenge. When we join, we make a promise to choose to live by the standards and values of the Fraternity, and that is what separates us from non-members. Sometimes those standards and values call us to act in the best interests of the group, rather than for selfish motives. That promise to maintain the high standards of the Fraternity and to honor the Founders' principles is what allows us to be selective, and declare that we are better than other clubs or organizations. Brothers are only good members when they uphold those promises to live by the standards.

Brothers who violate those values must be held accountable - they are compromising the future of Chi Psi and your individual Alpha. If the transgression is serious enough, that Brother may not merit continued membership in the Fraternity. If we truly believe in the concepts of the Fraternity's Initiation, we must confront those Brothers who violate them, and remove those Brothers who cannot live by them.

Working with the Central Office

- Dues, Fees, Rosters, and Forms
 - Making sure we've got an accurate roster of undergraduate Chi Psis is key to keeping you and your Brothers insured. This is why rosters are so important. Subsequently, your payments keep you and your Brothers covered, keep the National Fraternity operating and provide us the resources to coordinate educational programming for you.
 - Print out the "Dues, Fees and Requirements" sheet that the Central Office releases at convention. It has all the important dates you will need to know throughout the year. Tape it on the wall or by your desk where you will see it every day. Encourage your #4 to do the same.
- Alpha Building Fund:
Think of the Alpha Building Fund (ABF) as a savings account for your Alpha. Every year you and your Brothers make a small investment in the future of Chi Psi. Curious about how much your Alpha pays? Curious about how to withdraw ABF funds? Curious about what you can use these funds for? Check out the [ABF rules document](#) that will answer all your questions.
- Annual Report
 - The Annual Report provides the Central Office Staff the opportunity to see your Alpha in its current state. With that we can tailor programming and consulting plans to your needs. It is important that you be honest but optimistic in your reports and be clear about what you need from us to accomplish your goals.
 - The Report is lengthy and detailed. Reference last year's report to get an early jump on the materials you will need. Enlist your executive committee to help draft the document. Chip away at the report every day and it will make your life much easier.

- Alpha Visitation
 - The Alpha Visitor is a consultant. Their visits are a great opportunity to get a fresh set of eyes on the Alpha and suggest some areas for improvement. The Alpha Visitors have seen what works and what doesn't all across the country and it's important that the leadership work with them.
 - During their visit please remember that they are in an unfamiliar environment. Provide a closed room with a place to sleep. Make sure they have a key or a passcode to get in and out of the Lodge. Assign members of your Executive Committee to eat meals with the visitor. Work with them in advance of your visit so that they may conduct a program to address your most pressing needs.
- Regional Conferences
 - While every Brother cannot attend the Annual Convention the Rowe Regional Conferences provide an opportunity for Brothers to get a national Chi Psi experience. During these "mini-conventions" Brothers will get the chance to interact with area Alphas, learn about the latest Chi Psi initiatives, grow their understanding of the Fraternity and have fun.
- Convention

The Annual Chi Psi Convention is the biggest Chi Psi event of the year. Held at a different university each year, Convention draws hundreds of undergraduate and alumni Brothers from across America. With the financial support of a host Alpha and the annual convention fees that your Alpha pays, the National Fraternity is able to arrange for your transportation, lodging, meals and educational programming for four days.

In recent years the #1, #4 and recruitment chairman have been the delegates to convention. What do they do there? The three delegates participate in position-specific educational programming during the day. At night, there are a mix of formal banquets and casual social functions. On Saturday, the Convention session is held, and Brothers get to help make important decisions that can dramatically impact the future of our organization. Overall, Convention is a great time to meet Brothers from across America, get the knowledge you need to lead your Alpha and enjoy the camaraderie of Chi Psi.

Power Transfer and the Maintenance of Institutional Knowledge

The turnover rate of a fraternity is rapid. Within a three year period a fraternity can go from a train wreck to top of the heap. Unfortunately, it also works the other way. Years of hard work and positive creation can be quickly undone by an uninformed or incapable executive team. How can you ensure that your time, energy and hard work were not in vain? Start thinking about building a great system.

Great individuals come into Chi Psi constantly. Of those men, great leaders emerge frequently. These great leaders will get involved early, produce some great results and ultimately ascend to #1. During their year in office they will communicate frequently, achieve high goals, deliver top

recruitment numbers and run very responsible parties. The Alpha will be up for national awards like the Founders or Thayer. The Alpha has arrived...

And then that star leader graduates. Did the Alpha really improve in the long run? Or was it just a great individual that flashed briefly?

What you're doing now is important. But in an organization based on the principle of self-sacrifice, wouldn't it be smart to think about the future. What if your term in office was conducted under the motto "what can I do to make the next #1 more successful?" That attitude, paid forward, has a powerful compounding effect. Here's what you can do:

- Develop position manuals. These are not intended to be definitive, rigid documents that outline a position but rather they should capture the learning curve you experience. Once per week (perhaps five minutes of your executive committee meeting) have each of your team answer the following questions:
 - What did I proactively do for my position this week?
 - What did I learn from this process that I wish I'd known earlier?
 - What new ideas have I thought of?
- Add in any key contact information from their work and include the date (so future leaders know WHEN they should be doing, planning, etc.). Add a year's worth of entries together and you've got a position manual. This simple process, repeated year after year can have powerful results in the form of shortening learning curves and a more immediate ability to produce.
- Develop position committees. Have each position (recruitment, pledge ed, social, philanthropy, etc) have two chairmen; a head chairman and an understudy. Make it very clear who is in charge of executing duties so that there is no "passing of the buck." The senior chairman goes about their business carrying out their responsibilities but they've got a helper that can learn by doing. In theory, the understudy would take over and become senior chairman while a new understudy would be introduced. This would keep the cycle rolling and make sure that performance remains at a high level year-round.
- Involve your alumni. By utilizing the alumni that enjoy advising, and keeping them in the loop on what you are doing, you can have alumni that are able to teach the process from year to year. Alumni are the institutional memory of your organization. Involve them so that they can help the next guy achieve as much as you.