

Handbook for Alumni Organizations



PSI UPSILON FRATERNITY

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Table of Contents

Mission Statement of Psi Upsilon Fraternity	iii
SECTION I Leadership and Motivation.....	1
THE ART OF LEADERSHIP.....	2
LEADERSHIP.....	3
LEADERSHIP TRAITS	4
SETTING AND ACHIEVING GOALS	5
MANAGING YOUR TIME.....	6
THE ELEMENTS OF A SUCCESSFUL ORGANIZATION.....	7
FIVE KEYS TO MOTIVATION	8
HINTS ON MOTIVATING PEOPLE.....	9
SIX WAYS TO MAKE PEOPLE LIKE YOU	10
NINE WAYS TO WIN PEOPLE TO YOUR WAY OF THINKING.....	10
SEVEN WAYS TO CHANGE PEOPLE.....	11
WITHOUT GIVING OFFENSE.....	11
TEN BASIC STEPS TO PROBLEM SOLVING.....	11
CONFRONTATION.....	12
SECTION II The Chapter Alumni Association.....	17
Officers of the Association.....	17
Overview of the Chapter Alumni Association	18
Incorporation.....	19
Getting Off the Ground.....	20
Officers of the Association.....	24
Financing a Chapter Alumni Association	26
Alumni Committees	28
Keeping It Going.....	30
Recruiting Alumni Volunteers	32
Section III Overview of House Corporations.....	36
Which Comes First: The Corporation or the Chapter House.....	37
Functions of the Corporation.....	37
Financial Planning and Obtaining Property	40
Accounting Services	43
Un-housed Chapter/College-Owned Housing	43
Housing Contracts.....	43
Property Insurance.....	45
Taxes.....	46
From Colony to New Chapter House in Less Than Five Years	46
Section IV Regional Alumni Associations.....	53
Overview of Regional Alumni Associations	54
Getting Off The Ground.....	55
Officers of the Association.....	59
Financing An Alumni Association.....	60
Alumni Association Communications.....	61
Association Events.....	64
Association Fundraising.....	67
Association Sponsored Scholarships.....	67
Section V Advising Undergraduate Chapter Operations	69
Your Place in the Chapter.....	70
Chapter Re -Orientation	71
Section VI Chapter Alumni Communication.....	95

Alumni Record Keeping.....	98
Locating Lost Alumni.....	99
Alumni Directories	100
Chapter-Alumni Newsletters	101
Other Correspondence.....	112
SECTION VII FUNDRAISING	115
Why People Give.....	117
Conducting an Annual Fund Raising Program.....	118
Conducting a Capital Campaign	128
Section VIII Chapter – Alumni Events	138
Event Planning.....	139
Large Scale Events.....	142
Event Committee	142
Small Scale Events.....	144
Event Budgeting	146
Adding the Extras	148
Suggested Activities and Programs	150
SECTION IX The International Fraternity	152
Fraternity Organization	153
Operating Costs of the International Fraternity.....	162
SECTION X By-Laws	165
APPENDIX A	167
APPENDIX B.....	168

Mission Statement of Psi Upsilon Fraternity

The mission of the Psi Upsilon Fraternity is to provide its members with

- Individual development of the highest educational, moral, intellectual, and social excellence;
- The commitment to a lifelong brotherhood of firm and enduring friendships;
- The opportunity for development of leadership skills that can be utilized in an undergraduate environment and throughout life; and
- The commitment to contribute to their educational environment, their community, and their country throughout their lives.

*“Real leadership means
that you help
direct the energy,
you point the way,
you inspire,
you get people to do what
they ought to do
anyway.”*

Hubert H. Humphrey

Introduction

Psi Upsilon offers its members many different benefits. One of the most important, if not the most important, is lifetime membership. Psi Upsilon is not and should not be considered a four-year experience; rather, Psi Upsilon is a lifetime commitment.

To some undergraduates, alumni involvement is viewed as interference in chapter affairs. To some alumni, it may be viewed as a devious method designed to separate them from their time and money. However, it has been shown that the chapters, which are the strongest year after year, have one thing in common, a major: active, interested alumni who are involved with the undergraduate chapter. Most importantly, a majority of undergraduates welcome this involvement and encourage it.

How is alumni involvement achieved? To the chapter with active alumni, this is simply a matter of keeping the program going. To the chapter with little or no alumni involvement, this seems to be an impossible task.

The foundation of future alumni involvement begins with the undergraduate members of today. If they respect alumni and if they realize that they will be undergraduates for only a few years but alumni for the rest of their lives, then and only then will good alumni relations be achieved?

This handbook incorporates a lot of information about managing alumni organizations. It will be useful to chapter alumni associations (corporations), house corporations, and regional alumni associations alike. The handbook contains many useful ideas for programming. It is our hope that this handbook will enhance the operations of Psi Upsilon's various alumni organizations.

Opportunities for Involvement

Opportunities for continued alumni support exist essentially on four levels in Psi Upsilon:

- **The Chapter Alumni Association** (sometimes called Chapter Corporation)- non-profit membership corporation; membership includes all living alumni of a particular chapter; a board of directors elected by and from the membership; local alumni from other chapter are strongly urged to participate; assists undergraduate chapter and officers in working toward the achievement of goals and objectives; coordinate and communicate activities for chapter and local alumni. In addition, the board of directors, of most chapter alumni associations serves as the House Corporation owning or leasing the chapter house for the undergraduates.
- **The House Corporation** – board of directors of Chapter Alumni Association; legally incorporated entity; owns, leases, and/or manages assets of chapter. (The House Corporation is generally a “subsidiary of the Chapter Alumni Association.)
- **The Regional Alumni Association** – Primarily social club; membership taken from alumni living in a particular geographic area without regard to chapter affiliation; coordinates communication and activities for all local alumni.
- **The International Fraternity** – Annual *Convention* is the primary source of legislation for the Fraternity; composed of two undergraduate delegates and one alumni delegate from each Chapter; President of the Convention appoints standing committees to address topics of relevance; *Executive Council* has legislative authority to administer Fraternity affairs between Conventions, within provisions of the Constitution; the Executive Council monitor Fraternity policy, manages chapters, publishes *The Diamond*, facilitates alumni affairs, maintains respect for the Ritual; maintains

The Psi Upsilon Foundation, Inc, which is an affiliated public educational foundation, that conducts fundraising efforts necessary to support the Fraternity’s educational programming and grants scholarships to deserving members. The *Alumni Advisory Board* is composed of one member from each chapter; meets during Convention; offers recommendations for Executive Council and Convention consideration; serves as a liaison between the Executive Council and Chapter undergraduates and alumni.

SECTION I

Leadership and Motivation

The Art of Leadership

Leadership

Leadership Traits

Setting and Achieving Goals

Managing Your Time

The Elements of a Successful Organization

Five Keys to Motivation

Hints on Motivating People

Six Ways to Make People Like You

Nine Ways to Win People to Your Way of Thinking

Seven Ways to Change People Without Giving Offense

Ten Basic Steps to Problem Solving

Confrontation

THE ART OF LEADERSHIP

Simply and plainly defined, a leader is one who has followers.

The leader deserves to have followers for he or she has earned recognition. Authority alone is no longer enough to command respect.

The leader is a great servant. The ideal of leadership in a democracy is expressed in the statement, "And whoever will be chief among you let him be your servant."

The leader sees things through the eyes of his or her followers by assuming their standpoint.

The leader does not say, "Get going!" but rather "Let's go!" and leads the way. The leader does not walk behind with a whip but instead in front with a banner.

The leader views others as partners in the work who also share in the rewards. The leader glorifies team spirit.

The leader encourages individual growth for as individuals grow so to does the organization.

A leader does not hold people down but rather lifts them up.

The leader has faith in people. Through believing and trusting them, their best is drawn out. They rise to high expectations.

The leader uses the heart as well as the head. After observing the facts with the head, the leader then lets the heart take a look too. The leader is not only a boss but also a friend.

The leader is a self-starter, creating plans and setting them in motion. Both an individual of thought and action, the leader is a dreamer and doer.

The leader has a sense of humor, possessing the ability to laugh at him or herself. The leader has a humble spirit.

The leader can be led. He or she is not interested in having his or her own way, but in find the best way. The leader has an open mind.

The leader eyes high goals, striving to make personal efforts and those of others contribute to the enrichment of personality and achievement for all.

Adapted from Wilferd A. Petersen

LEADERSHIP

The Ten Characteristics of a Leader:

- **Persistence** - Not insistence. A strong leader hangs on a little longer, works a little harder.
- **Imagination** - He harnesses imagination to practical plans that produce results.
- **Vision** - The present is just the beginning. A leader is impressed with the possibilities of the future.
- **Sincerity** - A good leader can be trusted.
- **Integrity** - A good leader has principles and lives by them.
- **Poise** - A good leader isn't overbearing, but is friendly, assured.
- **Thoughtfulness** - He is considerate, aware.
- **Common Sense** - A good leader has good judgment based on reason.
- **Altruism** - A good leader lives by the Golden Rule.
- **Initiative** - He gets things started now.

All alumni volunteers are in a position of Fraternity leadership, and as such, there are important questions to consider. The most important question is, "Am I going to be a leader?" At first this may seem confusing, but just because a person is in a position of leadership doesn't mean that he is a leader. Others' respect must be earned for recognition of leadership to occur. The way to earn respect is to work hard and emulate all of the characteristics mentioned above.

Leaders have to be thorough. Many times a decision needs to be made between the "quick way," barely getting by, or expending the effort necessary to do a complete job. As a leader there are times when the membership will want to let something "slide" but true leaders will do what is right.

Alumni volunteers will have to sell ideas and programs to individuals, groups, and chapters. At all times they must be honest in order to be effective.

Alumni volunteers will need to be fair and equal and not show favoritism in order to excel. To be a good leader, the alumni volunteer has to be willing to pay the price. The job will never be easy and the member can't look for scapegoats or rewards. The rewards will come when he performs his duties to the best of his ability.

LEADERSHIP TRAITS

Certain human qualities are of great value to the leader. Possession of these traits simplifies the task of applying leadership and assists greatly in winning confidence, respect, and cooperation. An individual can benefit by studying the traits considered important to the leader. By careful self-analysis and application, you can develop those areas in which you are deficient and further strengthen those in which you are strong. The following list of leadership traits is by no means all-inclusive but does contain those of paramount importance to the leader.

- Alertness is vigilance, promptness, and responsiveness.
- Bearing denotes desirable physical appearance, dress, and deportment.
- Decisiveness is the ability to make decisions when indicated and announce them authoritatively, concisely, and clearly.
- Dependability is doing one's duties with or without supervision.
- Endurance, both mental and physical, is necessary to continue and complete any reasonable task.
- Enthusiasm is the positive zeal or interest in the task at hand. It is easily communicated to followers.
- Humility is freedom from arrogance and unjustified pride.
- Humor is the capacity to appreciate the many amusing or whimsical happenings of everyday life, especially those that pertain to the leader him or herself.
- Initiative is the willingness to aid in the absence of orders and to offer well-considered recommendations for the improvement of the chapter.
- Integrity is the honesty and moral character of the leader that must be unquestioned.
- Intelligence is the intellect of the leader, which must be adequate to master the problems presented.
- Judgment is the power of the mind to weigh various factors and arrive at a wise decision.
- Justice is the equitable and impartial bestowing of favors and punishment.
- Loyalty must extend both up and down. The leader cannot expect loyalty unless he or she is habitually loyal.
- Sympathy is the capacity for sharing the feelings of those with whom one is associated.
- Tact is the ability to deal with subordinates and superiors in an appropriate manner without giving offense.

Unselfishness is the studied avoidance of caring for or providing for one's own comfort or advantage at the expense of others.

SETTING AND ACHIEVING GOALS

Whether you are working to establish a strong alumni program, or you are building upon an already effective program, your success as an alumni leader will be determined by the goals you set and your ability to achieve them.

There are a number of important techniques, which can be used to assist you in achieving meaningful goals. Remember that preparing a set of goals and sticking them in the back of a notebook will not improve your program. You need to make the goals work for you.

1. **Generate** - Start by generating as many ideas relating to alumni programming as possible . . . things you'd like to do . . . improvements you want to make . . . problems to solve . . . and goals to achieve. Don't be concerned about how outlandish an idea might be; take time to explore. Once you start to evaluate and compare your ideas, it is time to move to the next step.
2. **Target** - The next step is to target those ideas, which are most important to the improvement of your program. By doing this, you are evaluating the current status of the alumni program. Ask yourself and your steering committee questions relating to each idea:
 - Have newsletters been well written and timely?
 - Are alumni events beneficial and enjoyable for alumni?
 - Is there a productive relationship between the chapter and alumni organization?
 - How can the program be better?Be honest in your evaluation; glossing over weak areas does not help anyone. As soon as realistic goals start to emerge, write them down. Make sure each goal is clear, specific and challenging, yet attainable.
3. **Research** - Do not skimp on research. Go to your school library, alumni office, area hotels, copy shops, post office, etc. If a goal is to distribute a newsletter each semester, investigate printing rates, non-profit postage status, mailing labels from the school alumni office, etc. Do not overlook people in your research. Talk with other officers and alumni or contact the International Fraternity for advice and feedback.
4. **Plan and Organize** - Planning means organizing action plans, and setting time frames for each goal. Each goal must have a targeted completion date, which is tracked until its completion. Determine the steps or small jobs involved in completing each goal, the time needed to complete each step, and delegate each responsibility to a committee member. Do not spread yourself or your committee too thin. Cut back on minor goals if necessary.
5. **Execute** - Now act on your goals. From your research, to your planning, you should be able to lead your committee towards the completion of each goal. but it is impossible to envision every obstacle. Track your progress continually; go back if necessary to create solutions that can get around an obstacle. By tracking goal progress and by constantly reviewing, you will be able to confront a problem as

soon as it becomes apparent, and make an adjustment. Remember to praise achievement when it occurs. Achievement provides motivation toward the next goal.

MANAGING YOUR TIME

In all reality, your role as an alumni volunteer for the Fraternity could consume a tremendous amount time. Yet, you are not able to put that much time into the position without sacrificing other aspects of your lifestyle. You are first a professional in your field and then a Fraternity volunteer. Preparation is essential if you are to effectively manage the two roles.

Solid time management and organizational skills are not only a necessity for alumni volunteers, but also for your professional business life. If you do not feel confident with your ability to organize your time and responsibilities, add it to your list of things to improve. The following are some basic suggestions designed to help you make the most of your valuable time:

1. **The Master List** - It is easy for an alumni volunteer to get overwhelmed with so much urgent information, demands from the President, and numerous projects half-done due to improper planning. To avoid these pitfalls that erode your time, write down all your unfinished work on a "Master List."
Make lists of everything to do. Do not jot down all your chores on little slips of paper. Instead, consolidate your notes onto one page so that you can scan it from top to bottom. Note deadlines for every one of your jobs. Ask yourself: "Is there any work that must be done by me - a telephone call, a report?" If so, write it on your Master List.
2. **Make Appointments** - Use a calendar to schedule all your appointments. If you have work for only you to complete, make an appointment with yourself. Schedule appointments when meeting with other people or working on projects. During an appointment, find a location that avoids interruptions, close the door, and hold all calls.
3. **Expect Detours** - Figure that anything that can go wrong will go wrong. In this way, you can anticipate distractions and emergencies, and will not be surprised when they occur.
4. **Deal with the Disorganized** - When you are working on an assignment with another member, you must assume that he will not complete his section on time. You need to follow-up with him regularly, but still avoid doing the assignment on your own. Maintain control by not letting deadlines fall through your fingers. Do this by keeping track of the deadlines on your Master List. Give yourself cushions with meetings and projects. As a general rule, projects will take more time than you expect them to. If you need a week to get your newsletter printed, schedule for 10 days.

THE ELEMENTS OF A SUCCESSFUL ORGANIZATION

Organizations that succeed year after year are those that have a unifying philosophy of self-determination and high hope. They believe in their ability to determine their own destiny. They do not cower in the face of obstacles such as a poor economy, too few members, etc.

With successful organizations there is a sense of purpose to all action that creates a sense of identity among the members. Each feels he is a critical part of an integrated whole. The organizational purpose is an extension of individual purpose and this allows for the satisfaction of feelings of self-worth.

There is also commitment to the people, not just the task at hand. Opportunity is provided for individuals to make a meaningful contribution. The tasks are as important for the development of the individual as they are for the development of the organization. The prevailing attitude that permeates the group is positive and constructive, and has a tremendous influence on the ultimate success. A strong leader sets the climate.

Organizations capable of inspired performance seem to have several elements at work:

- A sense of purpose
- An alignment of individuals around this purpose
- A concern for personal performance and growth
- A commitment to creating a positive environment
- An effective structure
- A clear line of authority and a strong, sensitive leader
- A level of communication that integrates reason and intuition, allows for creativity, and clarifies expectations

Successful organizations are lead by individuals who:

- Are willing to make trade-offs
- Work from set goals
- Are effective communicators
- Are perceptive and sensitive to the group
- Are good at integrating various interests and priorities
- Provide a positive role model
- Acknowledge the efforts of all

from "Foundations," Volume 2. No. 6, a publication of Miami University

FIVE KEYS TO MOTIVATION

1. **Goals for the fraternity as well as for committees and individuals** - Give something to strive for. In general, if we strive for a particular goal, our performance will be higher than if we are not aware of any specific end result. Within the fraternity, the retreat is the logical place for goal setting. If an individual can view the total goals of the organization and include some of his or her own goals, he or she is more apt to strive for the total package.
2. **Incentives** - To provide effective incentives, you must know your members and recognize that what is appropriate for one person may not be appropriate for another. Different people are motivated by different things. In addition, what may be an effective incentive at one time may not be appropriate under other circumstances. Constant evaluation of incentives is necessary. Incentives may include honors, awards, recognition, travel to divisional conferences and conventions, or even appointment to special committees.
3. **Communications** - Prior communication is an important factor in motivation. All members must be aware of the goals of the organization. Direct communication avenues can be retreats, bulletin boards, newsletters, group discussions, meetings, etc.
4. **Evaluations** - An important factor in any organization is the "feedback" from evaluations. Procedures and progress must constantly be evaluated both to and from the leadership of the chapter. Evaluations must result either in praise or encouragement to improve. Criticism when necessary, should be made in a private.
5. **Leadership** - Leadership means many things, such as organization, coordination, and management. Leadership has a set of keys:
 - a. The ability to arouse self involvement.
 - b. The ability to give freedom and keep control.
 - c. The ability to identify with others
 - d. The ability to give credit
 - e. The ability to show confidence.
 - d. The ability to assign blame.
 - g. The ability to instill fear.

HINTS ON MOTIVATING PEOPLE

- Be a good listener.
- Criticize or reprove constructively.
- Praise publicly.
- Be considerate.
- Delegate responsibility to detail to members.
- Give credit where it is due.
- Avoid domination or forcefulness.
- Show interest in and appreciation for others.
- Make your wishes known by suggestions or requests.
- When you make a request or suggestion, be sure to tell the reasons for it.
- Let the members in on your plans and programs even when they are in an early stage.
- Never forget that the leader sets the example for the members.
- Play up the positive.
- Be consistent.
- Show your members that you have confidence in them and that you expect them to do their best.
- Ask members for their counsel and their help.
- When you are wrong or make a mistake, admit it.
- Give courteous hearing to ideas from members.
- If an idea is not adopted, tell the originator why.
- Give weight to the fact that people carry out their own best ideas.
- Be careful as to what you say and how you say it.
- Do not be upset by little hassles.
- Use every opportunity to build up in members a sense of the importance of their work.
- Give your members goals, a sense of direction, something to strive for and achieve.
- Keep your members informed on matters affecting them.
- Give your members a chance to take part in decisions, particularly those affecting them.
- Let your members know where they stand.

SIX WAYS TO MAKE PEOPLE LIKE YOU

- Become genuinely interested in other people.
- Smile.
- Remember that a person's name is the sweetest and most important sound in any language.
- Be a good listener. Encourage others to talk.
- Talk in terms of the other's interests.
- Make the other person feel important.

NINE WAYS TO WIN PEOPLE TO YOUR WAY OF THINKING

- The only way to get the best of an argument is to avoid it.
- Show respect for the other's opinions.
- If you are wrong, admit it emphatically and quickly.
- The high road to a person's reason is to begin in a friendly way.
- The safety valve in handling complaints - let the other do a great deal of talking.
- How to get cooperation - let the other feel that the idea is his or hers.
- Try honestly to see things from the other's point of view.
- Be sympathetic to the ideas and desires of others.
- Dramatize your ideas.

SEVEN WAYS TO CHANGE PEOPLE

WITHOUT GIVING OFFENSE

- If you must find fault, begin with praise and honest appreciation.
- Talk about your own mistakes before criticizing the other person.
- Ask questions instead of giving direct orders.
- Always let the other person save face.
- Praise the slightest improvement and every improvement.
- Give the other person a fine reputation to live up to.
- Make the fault seem easy to correct - use encouragement.

TEN BASIC STEPS TO PROBLEM SOLVING

When problems do arise, the following procedure can help find a solution. Usually, defining or identifying the problem is the most difficult step. Remember that every problem has a solution.

- Define the problem.
- Formulate the preferred state or condition.
- Determine a potential solution.
- Determine other results of the solution when implemented.
- Determine one's capabilities.
- Determine alternative solutions and outcomes.
- Select a course of action.
- Act.
- Reassess the situation and results.
- Follow through.

Do not be afraid to modify your course of action following a reassessment. Steps 7-10 may have to be repeated several times before the problem is resolved, but this is essential to the success of the effort.

CONFRONTATION

Psi Upsilon is an organization based on friendships, trust, honesty, and respect. In an ideal world, these principles would be followed by all of our members all of the time. However, the ideals that we strive to achieve are lofty, and not every member meets Psi Upsilon's standards and expectations all the time. When standards are broken in your chapter, it becomes necessary to take measures against the action occurring again.

It is normal for chapter members to test the limits or boundaries or rules or laws that are established. But by not confronting in appropriate behavior, chapter members are essentially condoning it. We are our brothers' keeper. This means that we look out for the interests of all, do the right thing, praise good deeds, and condemn bad acts. This means getting help for brothers or sisters when their behavior is self-destructive, as well as destructive to others.

As boundaries for behavior get wider, or more permissive, the behavior deviates more from the expected standard. Therefore, it is crucial to place appropriate limits on all behavior that does not meet fraternity or sorority standards.

Members will continue to challenge standards that are set as a normal part of the maturation process. However, each test must be met with a firm, consistent, and fair boundary that is enforced. By confronting our brothers, we are enforcing the standards that we have sworn to uphold. The seven steps of successful confrontation will allow you to do this.

Tools for Confrontation

Confrontation may take many forms. The choice of format depends on a variety of issues. Some options are:

- Personal feedback with the individual.
- Regular evaluations of each chapter member's behavior.
- A personal letter written to break the ice.
- Mediation when an agreement cannot be reached.
- A Court of honor or other form of judicial board or standards board.
- Expulsion, your ultimate recourse when behavior change has not occurred or the act is inexcusable.

Things to do when confronting

- Confront in private; praise in public.
- Use the "sandwich technique:" be positive first and last, criticize in between.
- Show respect for the person.
- Indicate that you care about the person.
- Carefully involve significant others.
- Pick someone for the confrontation who is respected and admired by the person being confronted.
- Praise the good in the person.
- Condemn the behavior (sin), not the individual (sinner).
- Keep to the issue.
- Gain factual knowledge of what happened.
- Help the person identify the impact or consequences of the action.
- Clearly define sanctions for the act.
- Listen to what is being said.
- Handle silence appropriately.
- Cool off before confronting.
- Time the confrontation as close as possible to the inappropriate behavior.
- Be sincere.
- Your language should reflect that "we have a problem," rather than "you have a problem." It will be less threatening.
- Follow through on any agreements made.
- Show empathy, not sympathy.
- Be firm in the standards you set.

Confrontation "Don'ts"

- Do not attack the individual, physically or otherwise.
- Do not be condescending or sarcastic.
- Do not excuse the behavior.
- Do not get trapped by the person's excuse for his/her behavior.
- Do not set standards or announce terms that you are not prepared to enact and enforce.

Seven Steps for Confrontation

Step 1: Initiate Contact

First you must make contact with the person to be confronted in an appropriate setting. It is best to pick a private place where neither individual feels threatened. Also, it is advisable to not "gang-up" on the individual during an initial confrontation, A confrontation team of two or more should only be used for a re-confrontation or for individuals who are perceived to be very resistant to change and only responsive to group opinion or pressure.

Before this step, consider:

- Who is the best person to do the confrontation?
- Is more than one person required?
- Where would be the best place to meet?

- How will you "schedule" time with this person to do the confrontation?

Step 2: Establish Rapport

Your second step is to establish a positive rapport with the person. This means the creation of a sense of mutual trust - a sense that both people present really care about each other. Attempts to create an artificial rapport will fail, as people are usually more sensitive than we might believe.

Before this step, consider:

- Do you care about this person?
- What might you say to him/her to establish a positive rapport - a sense of mutual trust?
- Are you believable?

Step 3: Identify the Issue/Problem

Working with the person, identify the issue or problem that prompted you to seek him or her out. He/she must agree that there is a problem. If not, you must return to Step 2.

During the problem identification process, it is important that you not ask the question "Why?" If you do, you will be told why - and that becomes the reason or excuse for the behavior - the justification, at least in the eyes of the other individual. You may ask "What?" but do not let the other person's excuses trap you. Clearly define the issue to yourself before exploring it with the person. Can you state the problem succinctly in non-threatening terms?

Before this step, consider:

- What are some of the "what" questions you might ask? If he/she responds as if answering a "why" question, how do you plan to avoid that becoming an excuse for condoning the behavior?
- How might you describe the consequences of the behavior or the impact of the behavior on others and the chapter?

Step 4: Problem is Agreed Upon

The individual being confronted must agree that a problem does, in fact, exist. Otherwise, the person will not buy into the following steps - they will lack the necessary motivation. If they do not agree that a problem exists, you must return to either Step 2 or Step 3.

Before this step, consider:

- How can you get someone to agree that a problem exists? Would you let them know of the importance of their actions and impact on others' health?
- How would you respond if the person does not think there is a problem?

Step 5: Attain Obtainable Commitment

After the person agrees that a problem exists, you must mutually agree on an attainable commitment on his/her part. It must be a commitment which the person has the potential to fulfill. You must provide the person with an opportunity to win, to succeed.

Before this step, consider:

- Under what circumstances would you "draw the line" and not seek step-by-step behavioral improvements, but rather demand decisive steps?
- How would you elicit a person's commitment to change?

Step 6: Keep the Commitment

On a mutually predetermined date and time, get together again with the individual to determine whether or not he/she has been able to keep the commitment. If so, move to Step 7. If not, return to Step 5 and redefine what is an attainable commitment from the person.

Before this step, consider:

- Are you personally committed to helping this person?
- How are you supporting the individual's attempts to change?

Step 7: Praise Success

When success is realized, offer praise and positive feedback. Then obtain a commitment for further changes by returning to the fifth step and extending what was an attainable commitment. If the individual has not been successful, without being negative, again return to the fifth step and reassess what might be an attainable commitment.

Before this step, consider:

- How would you praise someone without sounding false?

(Adapted from Ronald J. Taylor and the National Interfraternity Conference, "Confrontation 101.")

SECTION II

The Chapter Alumni Association

Overview of the Chapter Alumni Association

Incorporation

Getting off the Ground

Officers of the Association

Financing a chapter Alumni Association

Alumni Committees

Keeping it Going

Recruiting Alumni Volunteers

Overview of the Chapter Alumni Association

Our traditions, ritual, officers, brotherhood - all are arguably necessary ingredients for the existence of a fraternity chapter. Consistent chapter success, however, takes much more. Chapter success requires members to strive for the highest standards, to utilize the teachings of our ideals, and to assist each other toward the achievement of their personal goals. A very important and necessary component of chapter success is alumni brothers who are able to keep a chapter on the right track and direct it toward excellence.

A viable chapter alumni association has the ability, through various backgrounds and resources, to provide a chapter with four attributes important for member development and chapter success:

- The **mentor** to counsel and guide.
- The **teacher** to develop and refine skills.
- The **evaluator** to measure success.
- The **encourager** to cheer the members and to support future achievement.

While a chapter alumni association focuses on three broad areas of responsibility,

- 1. Advising undergraduate chapter operations,**
- 2. Obtaining and maintaining adequate and safe housing, and**
- 3. Providing general coordination of alumni activities and communications ,**

Article VI, Section 3 of the Constitution of the Psi Upsilon Fraternity specifies the purposes of the chapter alumni association:

- to conduct the business affairs of the corporation
- to aid in the financial operation of the undergraduate chapter
- to aid in guiding the chapter's active members along traditional Psi Upsilon procedures
- to facilitate cooperation with the administration of the institution where the chapter is located
- to hold title to and ownership of the chapter house where such is feasible
- to generally accept the responsibility to oversee the chapter operations so that they may be carried on in the best interests of the Psi Upsilon Fraternity and of the university or college with which it is associated

Most chapters have some type of alumni advisory resources available to them. Often alumni involvement surfaces on a regular basis and is utilized by the chapter. In too many cases, however, a chapter has only a few alumni involved on a sporadic basis, and alumni become

organized in advising the chapter only when the chapter's operations decline to the point of being critical. And in most instances, that assistance is too little, too late.

So why is a functioning chapter alumni association so important to the successful operations of a chapter or colony?

- Shows alumni commitment.
- Provides an "experienced" perspective by supplying the chapter with information, expert knowledge, and insight.
- Provides regular and individual officer support and advising.
- Assists the chapter in making the "tough brotherhood" decisions by helping members develop self-discipline and responsibility.
- Teaches techniques of good leadership and fellowship.
- Assists the chapter in working toward the achievement of its objectives and goals.
- Provides the assistance and continuity necessary to obtain and maintain a chapter house, including financial and legal affairs.
- Assists the chapter in utilizing resources more effectively.
- Assists the chapter in obtaining more alumni support and involvement.
- Provides a better networking system for both undergraduates and alumni.
- Further strengthens the fraternal experience.

Incorporation

Typically and practically, chapter alumni associations are managed by a board of directors (known as the "corporation" for legal purposes) made up of anywhere from three to fifteen alumni. Each alumnus is assigned to one to three chapter officers with whom he provides regular contact and advising concerning the officer's areas of programming. Participation by board members would typically fluctuate throughout the school term, but alumni would participate at chapter officer meetings, committee meetings, alumni meetings, special events (rush, initiation, social), and individual officer conferences.

All alumni have the responsibility for selecting a set of officers to manage their affairs and, whenever appropriate, should consider and act upon proposals offered for the general improvement of the chapter. According to the Fraternity's Constitution, the chapter alumni association should have one annual meeting to conduct the business of the organization. During that meeting, officers should be elected and policies and procedures amended as necessary, and an annual report of the operations of the undergraduate and alumni organizations presented.

Alumni should always be the incorporators: undergraduates should not attempt to form a corporation.

A lawyer practicing in the state or province should be consulted since incorporation procedures vary from state to state and province to province. A model of a working alumni organization constitution can be obtained from another alumni organization.

When incorporating make sure to provide for a board of directors and term of office, statements of ant property to be owned by the corporation, how the affairs of the corporation will be conducted, and a dissolution clause. When incorporation papers have been completed and filed with the appropriate government agencies, send a copy to the International Office to be held in case of emergency.

Don't form a "stock corporation" issuing individual shares to members. These corporations may end up with the chapter or corporation being forced to pay large death settlements to owners of shares that pass into estates.

No local alumni organization constitution should be in conflict with the Constitution of Psi Upsilon Fraternity. If there are any questions, consult the Constitution. Copies are available through the International Office.

The purpose of the corporation should be broad enough so they can include all activities that may be anticipated for it, during its life. **All alumni members of a chapter are members of that chapter's alumni association. Members of Psi Upsilon Fraternity from other chapters are eligible for membership in the chapter's alumni association and are encouraged to participate.**

Getting Off the Ground

Implementing an effective chapter alumni association can be a rather simple process, but it does require planning and coordination to be successful. Although chapter settings and their alumni make-up differ significantly, a systematic approach to forming the group is the best approach.

Step 1 - Form An Interest Group

All it takes is one person to get a viable chapter alumni association - one alumnus to pull in two or three of his brothers and each one of them to pull in three more, and so on. An alumni interest group can start with just a half-dozen alumni as the nucleus who understand the benefits of an

active chapter alumni association and who want to make it a positive experience. Additionally, there are a number of approaches an alumnus can take to get the names of area alumni if he finds himself alone in his mission:

- Meet informally with alumni to obtain the names of other alumni who may be interested in working with the chapter and alumni association. Events like homecoming and football games, either chapter or university/college sponsored, are excellent opportunities to make initial contact. Be sure to include local alumni from other chapters.
- Obtain a chapter or geographical listing of members from the International Office. A single phone call or letter gets the ball rolling. Remember, some of the most active and interested alumni living in the area may be too far away from their own chapter to actively participate in the activities of its chapter alumni association. They may be willing, if solicited, to help the local chapter.
- Call and personally meet with alumni to discuss the benefits for both the chapter and individual alumnus of being involved. Everyone has a difficult time rejecting personal and sincere contact.

Step 2 - First General Mailing

Write a letter to the alumni asking them to attend an initial informational meeting during a convenient time, say homecoming. Set up this mailing 4-6 weeks before the meeting and include response cards or self-addressed, stamped reply envelopes. You need to make it as easy as possible for the alumni to respond. Again, labels for the mailing may be obtained from the International Office. For local alumni, follow up your letter with a personal telephone call confirming their attendance.

Step 3 - Prepare for the Organizational Meeting

This involves "selling" the officers of the undergraduate chapter on the fact that they would benefit by having an active chapter alumni association. Meet with the entire group of officers two weeks before the organizational meeting. Make it clear that they should attend. The alumni are going to be working directly with the officers and the officers should know openly with whom they will be dealing and how the association will benefit the chapter. Announce the meeting at an undergraduate chapter meeting.

Step 4 - The Organizational Meeting

By this time, the alumni and the chapter officers' attendance have been confirmed. This first meeting should be held at the chapter house or a campus building. The alumnus initiating the project should run the meeting, and typically, this person will assume the presidency. An agenda for the meeting needs to be prepared.

Sample Agenda

- I. Call to order
- II. Introduction
- III. Review general concepts and goals of alumni association and corporation
- IV. Outline association's function
 - a. Advising undergraduate chapter operations
 - b. Obtaining and maintaining adequate and safe housing
 - c. Providing general coordination of alumni activities
- V. Identify areas of short and long term needs
- VI. Establish projected expenditures and dues structure
- VII. Solicit areas of interest and capabilities
- VIII. Nomination and election of officers
- IX. Appointment of committee to draw up the by-laws or organizational outline
- X. Appointment of other committees and delegations of responsibilities
- XI. Identify basic chapter needs - strengths and weaknesses
- XII. Questions and answers
- XIII. Set date, time, and location for follow-up meeting
- XIV. Adjourn

After the main topics have been covered, ask the alumni if they are willing to make a commitment to actively serve the association. It is important to get a solid commitment or refusal before the meeting adjourns. Anyone who says maybe will not be coming back. Schedule the next meeting of the association at this meeting. If the alumni are enthusiastic enough, board members and officers may be elected and specific chapter office advisors can be appointed at this time.

Step 5- Prepare By-Laws

Have a committee prepare by-laws for adoption at the next meeting, or put a resolution in writing which sets forth an organizational plan outlining the government, operation procedure and policies, and principal activities to be traditionally sponsored each year. The adopted by-laws should be sent to the International Office for the association's permanent files. Such by-laws or outlines, whether for the newly formed or firmly established association, will serve many useful purposes. Refer to Appendix for sample by-laws.

Step 6 - The Follow-Up Meeting

This meeting is crucial. If the alumni can see results, they will continue to actively participate. Prior to the follow-up meeting, however, the board president (or steering committee chairman) selects the areas which each member will serve and calls the individual alumni to invite them to assume the duties.

It is important that the undergraduate chapter officers attend this meeting. Each chapter officer needs to come prepared with an outline of his program and a list of several goals.

When the association and undergraduate chapter officers convene, the advising assignments should be reviewed and the alumni and chapter officers should be paired or grouped. Before breaking up, each chapter officer should give a brief outline of his areas of chapter programming to re-orient those alumni who have been out of touch with daily chapter operations. The Fraternity's most important policies concerning Fraternity education and risk management should be reviewed. Finally, the chapter and officer goals, needs, and expectations should be discussed.

At this point, the meeting can break into one-on-one or small group discussions with officers and advisors. This is a chance to share background information and for the officer to explain more specifically his areas of chapter programming, officer goals, strengths, and weaknesses. Before everyone leaves, phone numbers and other information should be exchanged and contact times or meeting dates agreed upon.

After these steps, the chapter alumni association should be well on its way. Certainly, there may be a number of small quirks, which will need to be straightened out early on such as establishing consistent meeting times, and gaining an understanding for the chapter's operations. Yet it must be recognized that chapter alumni associations that fail to achieve their mission do so after completing the steps of getting the group off the ground. After the formation and the first few meetings of the association, organization, communication, evaluation, and continuity become vital to its success.

Officers of the Association

Effective officers are very important in running a successful chapter alumni association. It will be their dedication and enthusiasm that will determine the success of the alumni program. Officers of the alumni association do not necessarily have to be located near the chapter in order to take an active role. They do need to maintain close contact with the undergraduate chapter and with each other. This is especially true because membership is often dispersed, and many cannot take anything but a supportive role.

To facilitate the effectiveness of the organization, officers of the chapter alumni association should function within a framework of the three broad areas of responsibility:

- Advising undergraduate chapter operations
- Housing, and authority for related financial details
- Providing coordination of general alumni activities and communications

A list of officers and their duties should include the following:

President

- Serves as the liaison between the chapter alumni association and the International Fraternity and the professional staff.
- Delegates association activities to the officers.
- Oversees communication to alumni of all association activities.
- Oversees real estate/physical asset management.
- Oversees association funds and assets.
- Coordinates all alumni fundraising efforts.
- Organizes an annual or semi-annual large-scale alumni event.
- Chairs meetings of the association.

Vice President

- Oversees all alumni communications, including newsletters and mailings.
- Oversees the planning and implementation of small-scale, periodic alumni events (i.e., luncheons, ball games, golf outings, dinners, etc.)
- Assists in maintaining updated alumni records and other data.
- Monitors progress of committees.
- Assumes responsibility in the absence of the president.

Secretary

- Takes and maintains minutes of all association meetings.
- Maintains and updates alumni records.
- Oversees the recording, printing, and distribution of an alumni directory.

Treasurer

- Manages the receipt and disbursement of funds.
- Prepares an annual financial statement.
- Files income tax returns.
- Manages annual dues campaigns or other special fund drives.
- Serves as financial advisor to undergraduate chapter.

Chapter Advisor

- Serves as liaison between alumni and undergraduate organizations.
- Keeps the association informed of activities of undergraduate chapter.

Risk Manager

- Enforcement of Psi Upsilon's Risk Management Standards.
- Raising Risk Management awareness.
- Coordinating and maintaining crisis management plan.

Members-at-Large

Members-at-Large usually are, but are not limited to, various advisors of the undergraduate chapter (for example: recruitment advisor, membership education advisor, academic/scholarship advisor). Several members-at-large should concentrate on **real estate concerns**. There are usually three or four members-at-large on the executive board.

There is usually at least one undergraduate on the alumni executive board. The president of the undergraduate chapter or another appointed officer could be the representative. It is important to get the undergraduate chapter's point of view.

The executive board works hard to build a strong alumni program but they cannot do it alone. They must have the support of the other alumni and undergraduates to make the program work.

Alumni Advisory Board Representative

One member of the alumni board shall serve as the chapter's representative to the Alumni Advisory Board. This board serves as a liaison between the Fraternity's Executive Council and chapter alumni and undergraduates. The Alumni Advisory Board meets at each Psi Upsilon Convention.

The above job descriptions can serve as guidelines. Although the general responsibilities of the officers should be outlined in the by-laws, responsibilities can change depending upon the needs and activities of the association and the variety of alumni involved. Other association members can coordinate specific functions such as individual events, the newsletter, association recruitment, mailing, printing, phone-a-thon, etc.

Also defined in the by-laws would be the term of service for each officer. To maintain some sense of continuity, officers should probably serve a minimum of two years, with terms being staggered.

Financing a Chapter Alumni Association

A successful alumni program needs the financial support of the alumni members of the chapter. It is recommended that every alumni organization request an annual voluntary contribution from all chapter alumni. This provision is recommended to finance activities that

are necessary to provide the services desired by alumni, to offer alumni continuity to undergraduate operation, and also to make a reality of their continuing membership. If an alumnus pays dues to an organization, he knows that he belongs and is more certain to be interested and involved.

The need for funds can be divided into two areas- annual expenses and special projects. The former includes the costs of a newsletter, postage, stationary, programming, social functions, etc. Special projects include purchasing a house, remodeling, establishing a scholarship fund, etc.

Alumni must support alumni affairs. They will respond if they are given a reason to do so. Alumni should solicit money from alumni. The undergraduates should never directly solicit alumni contributions.

There are a many of secrets to obtaining regular financial support. First, the need must be clearly identified. Second, one must **ask** for the money. Third, supporters must be thanked and recognized. If alumni associations remember these secrets, alumni will begin to establish a “habit” of contributing. The organization we choose to give our money to tend to receive our support year after year.

Annual Dues

Annual contributions or dues generally offset ongoing annual expenses. While dues are assessed, they should not be a requirement for active membership in an alumni organization.

It is best not to use an issue of an alumni newsletter as a request for money, but to use this tool to build a case for giving money. Alumni cannot be expected to support something they know nothing about.

Use a letter for the actual solicitation of money. Perhaps a key alumnus should sign the letter.

The following should be included:

- A review of the past year’s programming.
- A financial report of the past year’s income and expenses.
- A projection of financial needs and planned alumni programming for the coming year.
- A card or form to be returned with the dues.
- Perhaps a membership card or some other recognition of the donation.
- A self-addressed reply envelope.

The names of those supporting alumni must be listed in the next issue of the newsletter. It is very important to recognize each contributor. It is not recommended to include dollar amounts with contribution recognition. However, if an exceptional contribution is made, the amount can be printed.

A 10-15% response rate to the alumni solicitations may be anticipated when these basic tips are utilized. Many groups have achieved far better results.

Some alumni associations have been able to support their annual expenses through profits from alumni events. Drawings and door prizes have been used successfully. This is fine where it can be done, but it is important not to discourage attendance with excessive cost.

Funds and Fund Raising

There are a number of funds set up by alumni associations. These funds are basically used for long-range planning. They may differ from chapter to chapter. But if an alumni association is well established, it will probably have at least one of these funds:

- **Chapter Endowment Fund-** This fund is comprised of monies set aside from initiation fees and other sources. This money is used for future emergencies or to make loans to worthy undergraduate members. The fund also may cover major new purchases such as remodeling or new furnishings for a chapter room or house.
- **House Ownership Fund-** This fund arranges the financial plan and structure of the chapter so that it will own its house free and clear as soon as possible.

Major funding events will be needed to establish the chapter endowment fund, house ownership fund, and other funds. Refer to Section VII of this handbook for more information on fund raising.

Alumni Committees

The number and type of committees will vary with each chapter alumni association, as emphasized activities and needs differ. However, committees can greatly enhance the organization of an alumni group, and they also free the majority of the membership from the tedious details of administering a large organization. **Committees provide an opportunity for everyone to get involved.** The following is a list of committees that could possibly be formed within an alumni association, depending upon its needs:

Attendance - This committee notifies members of group functions. The committee might assist the secretary in keeping attendance records.

Hospitality - This committee would greet alumni as they arrive at special functions. It is important to ensure that everyone feels comfortable. Refreshments for these activities would also be their responsibility.

Dues - This committee is responsible for solicitation and record of members' dues. A reduced dues rate for recent graduates should be considered to attract new alumni.

Programs - This committee is responsible for the planning and coordination of various chapter programs. Local college deans or presidents, international officers, local celebrities, etc. should be considered when deciding upon guest speakers for chapter programs. Prominent alumni or alumni active in fields of particular interest in the area should be included.

Finance - This committee plans and organizes special fundraising projects for specific purposes and/or equipment that the chapter may need.

Public Relations - This committee prepares and issues press releases about group projects and sends photos and stories of important events to the editor of The DIAMOND and local news publications.

Expansion - This committee serves to assist alumni and others who may be working to help organize a new undergraduate chapter and/or a chapter alumni association.

Legislation and By-Laws - besides maintaining updated by-laws of the organization, this committee must be familiar with the fraternity constitution for occasions in which a vote on proposals or petitions for new chapters, or the like, may take place.

Physical Plant - This committee assures that the chapter house meets appropriate fire and health codes and prepares reports of suggested renovations or improvements to the facility.

Undergraduate Activities - This committee works to encourage alumni to attend activities of the undergraduate chapter such as initiations, international conventions, homecomings, etc.

Arrangements - This committee serves mainly to arrange for the physical facilities necessary for the meetings of the group.

Awards - This committee organizes functions when awards and/or scholarships are presented. Ideally every chapter should have at least one scholarship to award an undergraduate.

Ritual - Ritual is a very important part of the Fraternity. It is important to have a committee that will implement our ritualistic ceremonies in the alumni meetings whenever possible, and to arrange for practice sessions with alumni and undergraduates.

Networking - It is important to help the graduating brothers with job placement. Alumni should work to help their younger brothers obtain gainful employment.

Directory - This committee keeps records of chapter alumni and their addresses.

Social - This committee is responsible for arranging and administering the social programs of the alumni association's events.

Historian - This committee is responsible for the maintenance of photographs and records of events of the alumni association.

Editor - The alumni newsletter, directory, and other publications need to be edited with care.

Community Service - This committee is responsible for the planning and organization of community service projects of the chapter alumni association.

It is not always possible or necessary to establish and implement all of these committees. However, it is important to establish the committees that would suit the individual group's needs.

Keeping It Going

Once the chapter alumni association has gone through the initial steps, alumni and officers should be having their individual meetings (in person or by telephone) on a weekly basis at least for the first term. Also, the Association should be meeting as a group on a somewhat frequent and certainly regular basis.

It is expected that alumni and chapter officers will miss certain meetings from time to time. After all, alumni have families, careers, and other commitments to juggle. However, what might have started as good intentions initially may eventually turn into an alumnus being out of touch and dropping out of his commitment all because of a few missed meetings.

There are a few simple steps that, when followed consistently, will assist in keeping a chapter alumni association active.

1. **Organization** - From the start, the association needs to be organized so that every individual involved, from undergraduate to alumnus, has a responsibility in the function of the Fraternity. Accordingly, a clear set of job expectations needs to be conveyed. For the undergraduate officers, their responsibilities became very clear upon election to their respective offices. For an alumnus, it can become extremely easy to lose touch if he does not have a clear mission or position while serving as a volunteer.

First, make sure the alumni **understand** what their mission is: **to advise and help to improve the operations of the chapter or colony, and also, improve the fraternity experience offered to all members.** Therefore, once an alumnus understands and shares the mission of the association and Psi Upsilon, we will be more likely to have his dedication.

Second, each alumnus should have a position or office that matches him up with an undergraduate officer or chapter program. For example, the fraternity education advisor would be paired with the chapter's fraternity education chair and would meet regularly with him to discuss that particular area of chapter programming. Or an at-large member of the association could have the main responsibility of advising the chapter in its goal setting and tracking techniques, or providing advice concerning semester retreats, or a variety of other responsibilities.

Third, it is not enough to have an officer created for an alumni advisor. It is necessary to match each alumnus in positions that best suit their abilities. The "hard guy" could work with the Executive Committee, the "motivator" with recruitment skills, the "creative" person with social programming, the "teacher" with fraternity education, etc.

Fourth, consistently schedule the meetings at the same time and location. Once the best time and day have been established for everyone, stick to it. You may want to alternate meetings, for example, from Sunday evening at the chapter house to lunch Tuesday downtown. Then an alumnus and undergraduate officer can meet easily at their own convenience.

Fifth, establish agendas for chapter alumni association meetings. A meeting in which persons simply complain or vent frustrations can turn off the majority of alumni who want their time together to be productive.

2. **Communication** - This cliché is perhaps the key ingredient for keeping a chapter alumni association alive. From the start, be straight with what is required in the job ahead. As time goes on, don't be afraid to pick up the phone to remind alumni of meeting times, or to ask an alumnus what his intentions are regarding active involvement. First, make sure meeting times are set and everyone is informed. Many associations have marginal annual dues simply to cover the costs of sending postcards one week before their meeting. A phone call on the day before the event is another good reminder. Second, confront those alumni whose involvement drops off. In most cases, expect some alumni to lose interest and desire not to be involved. However, if an alumnus is confronted early after a couple of absences about his desire to be involved, often his loss can be averted. Do the meeting times fit his schedule? Does he believe the mission of the association is being followed? How is his interaction with his assigned undergraduate officer? What additional resources are needed to assist the alumnus in doing his job? The longer one waits to contact an individual, the more difficult it will become for an alumnus to feel comfortable in being consistently involved again.
3. **Evaluation** - Important for the undergraduates as well as the alumni is regular, self-evaluation of the chapter and association. This will help to keep the chapter alumni association's direction clear and well defined. Plan evaluation and goal-setting sessions at the start of each school term or whenever transition takes place.
4. **Continuity** - The real test for any chapter alumni association is that of time. Be prepared for the transition that takes place in all chapters, from officers, to new members, to changes in policies and programming. It becomes very easy to allow officers and members to diminish their involvement after a major problem has been tackled or a new slate of chapter officers is

elected. Help the chapter to move on to its next goal. Educate the new officers about the chapter alumni association's functions. Always replace alumni who have "served their time" and want to step down from the board of directors. In other words, always look to do what is necessary to overcome obstacles and move on.

Recruiting Alumni Volunteers

It must be accepted that volunteers will "burn-out," move away from the area, or lose touch with the chapter. Consequently, recruiting alumni volunteers must be a continual and planned process undertaken by the current alumni volunteers.

If involvement with a chapter alumni association is going to take away from an alumnus' personal time, what is available in return? For years, many alumni have utilized the opportunity to stay directly involved with Psi Upsilon as they assist their chapter and the Fraternity in providing an outstanding fraternal experience for future generations. Many alumni outline several different reasons for being involved at the chapter alumni association level:

- To add to their fraternal experience.
- To gain opportunities by working with other alumni.
- To pass on their life's experiences to those with whom they share the bond of Psi Upsilon.
- To continue friendships gained in school and develop new ones.
- To further develop and direct their chapter toward excellence.
- In some cases, to help their chapter out of a desperate and existence-threatening situation.
- To be a role model and teacher of "fraternity" to men at a highly developmental stage.
- To gain the enjoyment of observing young men mature from new members to responsible leaders.
- To further develop their loyalty to Psi Upsilon.
- To repay the Fraternity for what it provided them as an undergraduate member.

In almost every chapter there are many alumni who are willing to serve if:

- they believe their **time** and **service** is **wanted**;

- they feel there is a **need**;
- they feel they can **contribute** in some **productive** way;
- there is a **reasonable structure** within which to operate;
- it is not too **time consuming**; and
- they can **enjoy the companionship** of others also engaged in the venture.

For chapters and alumni who are interested in improving the overall pool of volunteer support, a more expansive, long-term plan should be incorporated. The following recruitment exercise is known as the "challenge approach." Its main characteristics include a period of at least two years and a process for identifying positions for alumni involvement.

Step 1 - Organize a Long Term Action Plan

Organize a strategy for recruiting alumni volunteers that advertises the need, creates positions for involvement, allows for personal contact between the chapter and alumnus, and keeps volunteers involved. Incorporate the remaining steps into your action plan.

Step 2 - Target Prospective Alumni

In your recruitment campaign, involve all alumni from your chapter, as well as alumni from other chapters who reside in your area. Chapter and area alumni listings can be obtained from the International Office. Establish a "core group" of alumni in the area who have shown interest in the Fraternity. Build from this group, and use them as resources in identifying other potential alumni volunteers.

Step 3 - Challenge Alumni to Volunteer

Either through a special mailing or in your alumni newsletters, challenge your alumni to volunteer. Publicize that over the next two or more years, you are going to get the alumni more interested and involved with the chapter. It is important to indicate that the chapter does not want their money. (The chapter probably wants alumni to donate money, but should avoid turning-off alumni by asking for money.) Instead, the chapter is welcoming alumni to be an active part of the

chapter. Provide the names and phone numbers of the Archon and the chapter alumni association president whom interested alumni can contact.

Step 4 - Make Personal Contact

Follow-up on your challenge by making personal contact with alumni. Distribute the names, addresses, and phone numbers of the core group of alumni and other alumni in the area to chapter members and involved alumni. Plan a phone-a-thon night or letter writing party to have the member either call or write their assigned alumni. Inquire with your school's alumni office to see if they will allow you to use their phone banks.

Over the phone or in a personally written letter, update the alumni on the current operations of the chapter and its direction. Indicate that alumni interest and support are needed. Make it clear that the chapter does not want money, but instead, wants to find a position for the alumnus to be involved. Ask for the opportunity to prove that an alumnus' involvement will benefit both the chapter and the individual.

Step 5 - Follow-up With Interested Alumni

For those alumni who express an interest in volunteering, plan a reception so that interested alumni can meet other chapter members and alumni. Send invitation to these alumni, and follow-up the invitation with phone calls three days before the event. This reception should allow alumni to become more comfortable with the members and the chapter's operations. Also, inquire about the alumni's interests, professions, hobbies, and fraternal background. This information will be used to identify volunteer positions best suited for each alumnus.

Step 6 - Ask Alumni to Volunteer

Make special requests to each alumnus to serve the chapter in a specific way and make certain that your alumni organization is prepared to utilize this new involvement. For alumni whom you are unable to involve in a job, make them aware that you will keep in touch with them, and will notify them when their services are needed. Otherwise, offer them at-large positions within the alumni organization.

Step 7 - Keep the Volunteer Involved

This is an important step. The most important factor here is communication. Make sure the alumnus is aware of meeting times and other responsibilities. If the alumnus' involvement drops off, contact him and offer to assist him in becoming better involved. On a continual basis, thank all alumni volunteers for their time and efforts. Make them aware that their services are important to the success of the chapter.

Step 8 - Repeat the Cycle

Continue to identify opportunities when the chapter can advertise and recruit new alumni volunteers. Newsletters, other correspondence, homecoming, and other alumni events are excellent opportunities to make alumni aware that their involvement is both wanted and needed. All the time, use personal contact to expand your core group of alumni.

Section III

Overview of House Corporations

Which Comes First: The Corporation or Chapter House?

Functions of the Corporation

Financial Planning and Obtaining Property

Accounting Services

Un-housed Chapters/College-Owned Housing

Housing Contracts

Property Insurance Taxes

From Colony to New Chapter House in Less Than Five Years

Which Comes First: The Corporation or the Chapter House

Before any Psi Upsilon group agrees to a lease, occupancy, or purchase of property, an alumni corporation should be formed. Usually, undergraduates get into housing situations without proper financial stability. Often they enter leases for more money than they should have paid for the property. Undergraduates are typically more optimistic in their chapter house planning and less realistic in chapter financial planning. The results are usually chaotic, and the chance of losing the group is great because financial burdens overwhelm them.

Even if your chapter is well established and has many alumni, it is recommended attempts be made to contact as many alumni in the local area as possible, regardless of Chapter affiliation. Many Psi Upsilon chapters benefit from the loyalty and devotion of alumni from other chapters.

Functions of the Corporation

In addition to carrying out their alumni and chapter relation's functions, most chapter alumni associations are responsible for owning or leasing a chapter house for the undergraduate chapter. Because of the complexities and diversities of maintaining real estate, the undergraduate chapter should not have sole responsibility for coordinating house responsibility. The undergraduate president should, however, be familiar with the functions and structure of his chapter's alumni association as it relates to maintaining the chapter house. **Typically, the board of directors of the chapter's alumni association functions as the legally recognized House Corporation, overseeing the operation of the physical plant.**

Every chapter or alumni association that rents, leases, or owns a chapter house should be a legally incorporated entity. The corporation is responsible for the long-term chapter house maintenance by providing continuity. With a couple of turnovers in membership every few years, an undergraduate chapter cannot provide the stability necessary to maintain a property over a long period of time. In short, the corporation is necessary to maintain the physical assets of the chapter, to encourage sound undergraduate chapter management, and to provide continuity to the undergraduate chapter operations.

Housing Objectives

The functions of the Alumni Corporation regarding housing will differ between chapters depending upon the chapter house arrangements or relationship with the institution. While the housing related functions of the Alumni Corporation could be broad or specific as desired, the principal objectives are as follows:

- To hold the legal title to any property
- To secure and maintain housing for the benefit of the chapter
- To obtain reasonable property and liability insurance
- To assure that the house meets college or university and local fire and health codes
- To encourage sound undergraduate chapter management through advice and counsel, with particular emphasis on the physical condition and maintenance of the chapter house and the financial conditions of the chapter.
- To serve as a liaison between the chapter, institution, and the International Fraternity.
- To provide for both a short-term chapter house maintenance plan and long-term strategy.

To properly perform these functions, every effort should be made to establish and continue an active organization of member who are willing, have the time, and possess the ability to devote themselves to the duties of the corporation. The corporation should not be viewed as a group that gathers for social reasons; it must be a working body.

The Alumni Corporation should also establish a standing house committee to concentrate on specific areas of house operations such as grounds, long term improvements, and on going improvements. There should be a separate house audit committee, which is responsible for having the corporation's finances (as they relate to the physical plant) audited by a professional accountant each year, and preparing the corporations annual report.

Undergraduate representatives must be aware of the long-term aspects of maintaining the chapter house. The corporation must be able to balance between a short-term maintenance plan and a long-term strategy for the condition of the house. Thus, undergraduates must understand that all of a corporation's resources can't be exhausted over a short period of time. The undergraduate chapter members are responsible for routine cleaning and house maintenance. Major repairs and refurbishing are done through resources coordinated by the Alumni Corporation.

As many of the alumni corporation officers as possible should live close to the chapter house. They should be on hand for needed consultations with the undergraduate chapter officers and alumni advisors on matters of chapter property.

Meetings

The corporation should meet regularly at least one of those meetings should be at the undergraduate chapter. This will give alumni a chance to brief the undergraduates on the concerns of the Alumni Corporation. A representative from the Alumni Corporation should meet with any newly elected undergraduate chapter officers soon after they are elected to explain the functions of the corporation and how it can help.

Undergraduate representation at corporation meetings is important because they provide insight of the current living conditions and operations of the chapter. They also serve to represent the Alumni Corporation to the chapter.

Frequent meetings of the housing committee will enable the corporation to do many more things and to be an effective manager of the chapter property. It is very important that the Alumni Corporation not be viewed as an "absentee property owner" by the undergraduates. If they know you care about the property they will take better care of it.

Since the alumni corporations will depend on the undergraduates to provide money for the operations of the chapter house, it is important that the alumni be concerned with recruitment and member education programs of the undergraduate chapter. If there aren't enough members, then the Alumni Corporation, and, in turn, the chapter, will suffer. Therefore, it is necessary to have regular contact with the chapter to monitor progress.

There is usually quite a bit of work for the Alumni Corporation to accomplish with the chapter, and to get the best results will require a great amount of time and effort. The more alumni involved with the project, the more work can be spread around so one alumnus isn't doing it all himself. It will also produce better results and a stronger brotherhood.

Financial Planning and Obtaining Property

Before purchasing or leasing any property, a detailed financial plan for the corporation must be drawn up and real estate agents must be consulted to determine market values and the availability of a suitable property. The undergraduate chapter treasurer should be taught bookkeeping, and must begin a detailed financial record of the undergraduate operations.

First-time homebuyers often must resort to innovative idea for making the initial purchase. No down payment and no "record of accomplishment" is a virtual guarantee for a "not welcomed" sign at most lending institutions. However, this should not discourage the chapter from having ambitious housing plans.

A Corporation's buying power is much greater than it thinks. Anyone who represents 30 or more members seeking campus living accommodations is negotiating with considerable financial force. Use that power effectively.

Any chapter house property, whether leased or purchased, should be done in the name of the alumni corporation. As a chapter or colony grows its housing needs change, the role of the Alumni Corporation will change as well. Its membership should include those with a background in real estate, accounting, and financing. If the corporation does not currently have that talent, these members need to be recruited before the corporation proceeds with housing plans. They will prove invaluable.

It will be wise to consider leasing, rather than buying, the chapter's first residence. There are several good reasons for this. The most important reason is that leasing is much easier to accomplish for the first time buyers. The new obligation and responsibility of first-time chapter house occupancy are also much greater than most groups anticipate. They must be kept to a minimum so they don't distract from other things a growing chapter must accomplish.

Since the first-time chapter house is typically an older and, hopefully temporary residence, the corporation should be careful not to saddle itself with a property that requires heavy maintenance, eats up savings, and ultimately becomes an overwhelming financial burden. Be sure the responsibility for maintenance remains with the property owner. Relative short-term commitments for the first property will give the corporation much greater flexibility to take advantage of improved housing opportunities as they arise.

Before leasing or purchasing a property, be certain that the facility can be legally used as a fraternity house. Insist upon written proof from the city council or local zoning entity. Compliance with the fire and other safety code are increasingly problematic, especially with older structures. Confirm with the college or university if they have standards or regulations, which the facility must also meet. Sometimes in the euphoria for that first chapter house these important details are overlooked.

If the time has arrived when the corporation feels prepared to purchase a facility, it will most likely need more money than a typical lending institution will provide for a property. Normal chapter house mortgages are 60% to 75% of the value of the property, depending upon the piece of real estate, the strength and age of the chapter. It is unlikely that the corporation has acquired that amount of savings at an early stage in its development. Therefore, it may need what is known in the real estate industry as “secondary financing” or “seller financing” to acquire the chapter house.

The most straightforward method is to convince the seller to act as the lending institution. This is done in the form of a “lease/purchase option” or a “contract for deed.” Simply stated, this entitles the corporation to the right of immediate occupancy and use of the property as if owned, with the obligation to make full payment (via savings and conventional loan), five or more years later, at which time the corporation will actually take the deed to the property. This is an attractive method to the seller because there are tax advantages for them and often doesn’t need cash equity at the time of the contract.

If the seller will not provide full financing, perhaps he can be persuaded to fill the void between the corporation’s down payment and first mortgage obtained from a lending institution. Another

alternative is a second mortgage from an alumnus or even from the college or university. Be careful, however, to borrow only what can comfortably be paid back.

Sit down first and determine the maximum annual payment the corporation can make and tailor any financing package to that schedule. Do not budge from that figure no matter how enticing the proposition looks. The destiny of the chapter and corporation depends on it.

The easiest way to achieve competitive chapter housing quickly is by maintaining a large and “high profile” membership. More than one fraternity chapter has obtained new or highly sought after properties because they were a robust group at an opportune time. Some fraternity chapters, in recent years, have been approached by local lending institutions, which repossessed houses of failing fraternities, and offered the facility at a bargain price with below market rate financing. Fortunately, those chapters were in a strong position to act. Ensure that your chapter and corporation are in a position to take advantage of any opportunity, which may arise.

Wise real estate investors realize that the best properties are often sold before widespread public knowledge of their availability. Do not wait for real estate signs to be posted before acting. Seek out the assistance of local real estate agents, talk to college or university departments, ask for help from other alumni, and do not hesitate to knock on doors if there is property available in a specific area. Find out if any other fraternities and sororities have plans to move, which will make an existing facility available.

Another possibility for obtaining housing for a chapter is via a private real estate investment company. Several firms are active in this field. Normally, this is more expensive way to acquire housing (because the investment company obviously intends to make a profit) but sometimes it is the only way for a chapter to accomplish its goals.

Despite the disadvantages of little cash and real estate opportunities abound. The more attractive the chapter looks to a seller, lender, or investor; the better chances the corporation will secure adequate housing.

After all the choices have been reviewed, the alumni corporation must secure housing contracts from the chapter members and pledges to make sure the house is full by the next term. It is

important to have a list of members who will move into the chapter house at the end of the first term to fill spaces opened by members leaving school.

Accounting Services

It is wise to have some sort of accounting service to provide financial reporting to the Alumni Corporation and keep the chapter on budget. However, it is not recommended that the accounting service control the money. It is much more educational for the undergraduates to be responsible for the budgeting and planning finances.

The most important thing the accounting service can do is the filing of tax forms for the chapter and Alumni Corporation. Every chapter must complete this, individually. The International Fraternity doesn't file a 990 tax return for each chapter.

Un-housed Chapter/College-Owned Housing

When the Alumni Corporation do not own the house, it may not have heavy responsibilities for the maintenance of the property, but the need for active alumni participation is essential.

In cases where the chapter has no house, but is looking for one, the Alumni Corporation provides direction and is a focal point for alumni and undergraduates.

The management of the chapter's assets is important. In some instances, the most valuable asset the chapter has is the lease. Negotiation and retaining the leasehold may be the most important regular function of the Alumni Corporation. Do not let the undergraduates negotiate the chapter lease.

Housing Contracts

Before entering into any agreement for housing, whether renting, leasing, or buying, the Alumni Corporation should get signed agreement before the undergraduates move into the chapter house. Don't make any agreements unless the chapter house is filled to capacity, with signed and legally binding agreements.

Experience has shown that the only way to assure maximum occupancy of the chapter house is with the use of signed house contract.

The Alumni Corporation should review the membership list to determine those members who actually are enrolled at the university or college during then entire year. There also may be some members that the corporation officers do not want to live in the chapter house, and they should be denied housing contracts. **Remember that the alumni own and operate the chapter house, and not the undergraduates.**

Careful planning must be taken by the Alumni Corporation to make sure the chapter is recruiting and pledging enough members to fill the chapter house. Coordinate this with the chapter advisor so he can have the information, too, and can advise the chapter in the most effective way.

Review the numbers of members who are freshman, sophomores, juniors and seniors, and graduate student to determine how many will be needed to maintain the right chapter house occupancy levels.

The number of members occupying the chapter house at capacity should be clearly understood by the undergraduate chapter officers. If single room occupancy is permitted, it should be always be at a premium rate.

House rules should be a part of all housing contracts signed April 1 of the preceding academic year. If the chapter house occupancy is well below budgeted levels; it may be advantageous to pay for members to break their housing contracts with the university or college to keep the chapter house at minimum occupancy.

Summer Rental

If the chapter house is going to be occupied during the summer months by members or non-members, legally binding rental agreements and security deposits must be obtained.

Inventory and Records

The Alumni Corporation should take inventory of all chapter property at the beginning and end of every term. Charge the undergraduate's chapter for replacement of lost or stolen articles. It is their responsibility to account for the items during the year. For insurance purposes on more

valuable items, it is recommended that a photographic record of all items be taken for easy identification.

Room Checks

Each individual room should be checked before and after each term. All members should be instructed to leave the room clean and orderly. Any damage done to the room will be taken from the members' security deposits. If expenses are more than the deposit, appropriate collection measures will be taken to repair the damage, by the Alumni Corporation.

If chapter house is unoccupied, then storage of personal belongings of members should not be allowed under any circumstances, due to the security risk.

All the housing policies and procedures should be in written form and given to occupants that plan to live in the chapter house.

Property Insurance

In order to help our chapters make sure they are properly insured in the event of fire or natural disaster, the International Fraternity has a voluntary property insurance plan program. This program is designed to help chapters obtain adequate property, boiler, and machinery coverage at favorable rates. For more information call 1-800-344-7335.

Without regard to whether a chapter elects to participate in the Fraternity's property insurance program, each chapter must have some type of property insurance to protect its assets in the event of some unforeseen incident. Coverage should include the building and contents at replacement value, not appraised value. This is important because on older buildings, the depreciation factor can be of substantial proportions. By having replacement insurance, the depreciation factor can be negated.

It is advisable to take a complete inventory of the chapter house at least annually, and add to that inventory when new items are purchased. Be sure to note the date and cost of purchase.

Taxes

Every undergraduate chapter and alumni corporation is responsible for filing the appropriate tax forms (Form 990, 990-T and possibly Form 1099 and all employer tax forms if individuals are employed by the chapter) at the appropriate time. The International Fraternity does not file a general form for each chapter.

Do not fail to file. Some undergraduates do not understand the consequences and fines that may follow. It is not unusual for a chapter to be fined between \$3,000 and \$5,000, in addition to the owed back taxes, for failure to file.

From Colony to New Chapter House in Less Than Five Years

Sound far-fetched? It is not. It is not an easy goal but many fraternity and sorority chapters have done it. The key is thorough planning and careful execution.

The following is a scenario for a plan you might use to secure your first chapter house, then construct a permanent chapter house. Conditions will vary on each campus due to real estate costs, requirements and regulations, but the concept is the same.

Initial Goals

As a new colony your five objectives are:

1. Establish a healthy membership.
2. Meet all requirements to be installed as a chapter.
3. Create a functioning alumni organization.
4. Locate adequate rental housing.
5. Set up a building fund.

What is necessary for a “healthy membership” will vary from campus to campus; however, in Psi Upsilon the average campus size, and never less than 25 members, is considered desirable to be able to effectively function as a chapter. If you have ambitious housing plans the number must be

considerably larger. In fact, every Psi Upsilon chapter strive to be within the top 25% in size on campus because there is a very direct correlation between size and success as a fraternity chapter.

It takes more than size, however, to become an ideal chapter. **Fraternity Programming Ideas** and the **Garnet Book** provide a myriad of ideas for programming. In general, the more your group is doing to benefit it's members, the easier it is to recruit and grow, to attain the goal of installation as a chapter- and ultimately, a new house.

Since you have a desire for good housing, great care should be taken to locate alumni to serve in the alumni organization who have valuable background experience in real estate, banking, accounting and fund raising. These alumni will be invaluable in setting up a solid financial program and in overseeing the operations of your first house.

Once you have attained a reasonable size house, organized good programs, and recruited an alumni board, you are ready to get to the serious business of housing. You must immediately begin an effective communications program by sending regular newsletters to alumni, parents, and friends, a minimum of three times each year. Remember that your "alumni" include Psi U's from other chapters who live within a fifty miles radius. The list may be larger than you realize.

A joint committee of undergraduates and alumni should be formed to investigate housing possibilities. A model budget can be drafted to ascertain the financial abilities of the chapter. By organizing early and utilizing the talents of experienced alumni you will likely have several options from which to choose for occupancy at the beginning of the next school year.

Almost from the organization of your colony you should have a plan for accumulating a housing fund. A suggested method is to include a fee of at least \$45 from each member in the chapter dues and a monthly assessment of \$5 from each member and pledge, in the by-laws. Both fees should be transmitted directly to the alumni organization to be invested for the sole purpose of a down payment on the first permanent house with the caveat that the funds are not to be touched for any other purpose.

While the undergraduates are contributing their share of the building fund, the alumni organization can also undertake activity. The mailing to alumni, parents, and friends should solicit "partners" who will contribute \$25, \$100, or more to the fund. A positive and business-

like approach can bring surprising results, especially if the colony is making good progress and is receiving favorable publicity.

By the end of the first year, this is what you will have accomplished:

1. Membership of at least 25 students who are well organized and working to fulfill the chapter acceptance procedure.
2. An alumni organization composed of a diversity of talents who are working with each chapter officer.
3. Secured a rental property for possession during the summer and occupancy for fall semester.
4. A building fund of at least \$2,000. (25-40 undergraduates contributing \$5 for at least six months; 25-30 alumni and friends contributing \$25-\$100)

The Second Year

1. Be installed as a chapter!
2. Pledge at least 15 members and initiate 90% of them.
3. Closely monitor the **Chapter Standards** and become a “high profile” fraternity on campus.
4. Keep the alumni organization functioning, the newsletters flowing, and plan at least two events each year. (Homecoming, Founder’s Day)
5. Remain financially solvent and continue to build the new house fund.

Installation as a chapter of Psi Upsilon Fraternity should not be an ultimate goal, but rather a stepping stone toward becoming a sweepstake winner. Too often the euphoria of reaching the objective of installation is followed by a period of let down. Much is to be accomplished the second year: an adjustment to having your own chapter house, continuing and refining programs undertaken as a colony, continued upward growth in size—all when you are no longer the “new kid on the block,” and are often challenged by another new and aggressive group.

First and foremost during the second year is to continue building the membership so that you can compete more favorably with the largest and most prestigious fraternities on campus and to keep the operation strong financially. Your alumni organization should continue to play an important role in these activities.

Not everything will be positive. The headaches of the first time operations of a chapter house (often in a structure that is expensive to heat and maintain) will cut into the savings and operating profit that was previously anticipated. The competing fraternities will not longer take you as a “light weight” contender and you will no longer be the unique newcomer. Careful refinement will be needed throughout the year as the group gains experience.

The end of the second year, will witness considerable progress:

Membership has reached a level necessary to be considered a “major player” on the campus fraternity scene.

1. Adherence to the Chapter Standards and *A Commitment to Standards* has brought considerable attention to the chapter from the university, alumni and other fraternities.
2. Good management practices brought a budget surplus of \$2,000 (\$1,000 less than anticipated due to the unexpected expenses of operating a house.)
3. The building fund made considerable gains: fees at the installation, more fees from initiations throughout the year, alumni contributions, monthly member assessments, budget surplus, and interest earned. The building fund should be approaching \$7,500 by now.

A financially solvent, 50 member fraternity with a high profile performance is an attractive partner to any real estate investor. An opportunity arises to enter into an agreement to lease, with an option to purchase, a former sorority house from a private investment group. A review of the chapter strengths and finances with the alumni organization determines that it is a prudent decision to go ahead.

The house is in reasonably good condition and has a capacity for 34 members. The alumni organization can lease it for \$2,500 per month and can be purchased for \$300,000 anytime within a three-year period (however, the price will escalate at 5% per year).

Although it is felt that the house can be filled, or perhaps even above capacity, the budget is set at 30 members paying \$200 per month for nine months. Out –of House members will pay a parlor fee of \$25 per month. The budget assumes 50 members by now even though there may be more. The chapter will pay the alumni rent of \$5,500 per month for nine months, providing close to \$20,000 for utilities, maintenance and the building fund.

The Third Year

1. Pledge at least 20 members to increase the total membership to 70.
2. Continue to keep the alumni very involved with the chapter.
3. Win at least one major award at the Psi Upsilon Convention.
4. Build the housing fund so that the current facility can be purchased or a new one constructed.

Again, the challenges are not easy. The adjustment to moving into a much larger facility with a substantially increased budget requires more sophistication on the chapter officers. The new facility, however, offers much greater visibility and put the chapter in direct competition with the largest and most prestigious fraternities on campus. It also enhances Psi U's social relationships with the top sororities.

Some of the original alumni are beginning to tire and special effort is made to recruit additional support so the alumni organization continues to operate with its original enthusiasm. Of significant help, seniors will begin to graduate, supplying new alumni manpower.

This is a year of adjustments and refinement- reaching maturity as an organization. As the size of the group increases, the need for more and better committees is a necessity. The leadership requires to guide a fraternity of 70 members is substantially different than that of the original group of 25.

The end of the third will see these results:

1. A chapter of 70 members, competing favorably with the strongest and best on campus, receiving recognition from both the University and the International Fraternity.
2. Financial solvency resulting from an even larger budget surplus of \$3,000 (more members living in and paying parlor fees than budgeted.)
3. Impressive gains with the building fund. With the initiation fees additional monthly assessments, alumni contributions, budget surplus, and interest income, the building fund should be approaching \$15,000.

The third year program produced the exact results the chapter had wanted. Psi Upsilon wins IFC awards during the year and the chapter is given special recognition as an outstanding chapter at

the annual Convention. A large delegation attends to carry home the awards. As a result, spirit is extremely high entering the next school year.

The Fourth Year

1. Do more of the same. When you are growing in size, financially sound, and winning awards, don't waiver from a program that works.
2. Maintain a membership of at least 70 members because that's higher than the campus average and keep's us in the "major players" category.
3. Keep financially solvent, projecting a substantial surplus.
4. Continue to accumulate a housing fund.

The fourth year is difficult, because moving into the first house and then substantially better one propelled the two previous years. To compound the problem, a degree of smugness sets in. The attitude of "were as good as anybody" a difficult one for the chapter leaders to overcome.

To avert a crisis new alumni are recruited as motivation for the young members. New ideas and programs are introduced to give more brothers a specific responsibility. The International Office, Greek Advisor, and several departments within the university prove to be lifesavers to the chapter officers by supplying ideas and advice.

The end of the fourth year results:

1. Membership in excess of 70 firmly established Psi Upsilon as one of the leading fraternities on campus.
2. Continued financial solvency with a budget surplus of \$3,000 (\$4,000 was budgeted but a crisis was averted due to mid-year corrections)
3. Continued gains with the building fund, thanks to close alumni supervision. The fund is close to \$23,000.

Any fraternity membership of 70-plus and a high profile performance-which is also financially sound with close to \$25,000 in the bank-will attract a lot of attention in the real estate market.

Options of the fifth year:

1. The current property owners, recognizing that they have an excellent tenant, offer to extend the contract for lease or purchase, giving the chapter additional flexibility in studying its options.

2. Fearful of not finding another good tenant, the investment group offers to sell the property at even more favorable terms (including owner financing), providing an option of renovating and expanding the facility to make it comparable with larger fraternity houses on campus.
3. Possibilities appear for purchase an almost new home from a local bank because its current chapter has not been well run and is delinquent in mortgage payments.
4. Purchase of a choice lot in a new fraternity park for the construction of a new house in the near future.
5. An offer from a real estate investment company to build a new house of the fraternity's choice with an option to purchase it within a five –year period.

Having the above options from which to choose is approximately 5 to 6 more than most four-year-old fraternities would have. Through planning and careful execution have this Psi Upsilon chapter in an enviable position.

The Fifth Year

The fifth year is devoted to continued good chapter operations and sound financial management. The housing fund continues to grow at an amazing pace. A chapter of 70 or more members, with good alumni support, can easily accumulate \$10,000 per year for a housing fund.

While the above scenario is mostly fictitious, it describes fairly closely the steps many fraternity chapters have taken to obtain quality chapter housing in a very short time. It is a realistic goal that any Psi Upsilon chapter can use to attain the same results.

Section IV

Regional Alumni Associations

Overview of Regional Alumni Associations

Officers of the Association

Getting off the Ground

Financing An Alumni Association

Alumni Association Communication

Association Events

Association Fund raising

Association-Sponsored Scholarships

Overview of Regional Alumni Associations

A Regional Alumni Association is another group within the alumni membership whose activities and functions differ from those of other alumni-related groups. Whereas a chapter alumni corporation advises the undergraduate chapter operations and/or maintains its real estate interests, Regional Alumni Associations are more specifically related to the alumni themselves.

The typical Regional Alumni Association serves the following needs:

1. Maintaining alumni connections and records via newsletters, mailings, directories, etc.
2. Regularly sponsoring alumni events and activities.
3. Implementing and controlling alumni fundraising events and annual giving programs.
4. Sponsoring scholarships and Fraternity-related fellowships for undergraduate members.
5. Assisting the Fraternity in its expansion efforts.

Therefore, the primary objective of a Regional Alumni Association is to increase the participation and interest level among the Fraternity alumni living in a particular geographic region by building communication links and hosting gatherings.

In organizing a Regional Alumni Association, one must first assume that a significant number of alumni share a number of interests:

- A desire to continue the friendships developed while in school.
- An interest in the status of the Psi Upsilon undergraduate experience.
- A general interest in his college, higher education, and fraternities.
- A desire to see and visit friends within the Fraternity and on special occasions.

If these conditions are present, then the opportunity is right to build a Regional Alumni Association that will assist in contributing to the ongoing fraternal experience for those members who have graduated.

Getting Off The Ground

Organizing a regional alumni association can be a rather simple process, but it does require planning and coordination to be successful.

Step 1 - Form An Interest Group

All it takes is one person to get a viable chapter alumni association - one alumnus to pull in two or three of his brothers and each one of them to pull in three more, and so on. An alumni interest group can start with just a half-dozen alumni as the nucleus who understand the benefits of an active chapter alumni association and who want to make it a positive experience. Additionally, there are a number of approaches an alumnus can take to get the names of area alumni if he finds himself alone in his mission:

- Meet informally with alumni to obtain the names of other alumni who may be interested in working with the chapter and alumni association. Events like homecoming and football games, either chapter or university/college sponsored, are excellent opportunities to make initial contact. Be sure to include local alumni from other chapters.
- Use an existing alumni organization, such as a chapter alumni association or house corporation to gain the interest and support of influential chapter alumni. Ask for their feedback and support. Request suggested names of members.
- Obtain a chapter or geographical listing of members from the International Office. A single phone call or letter gets the ball rolling. Remember, some of the most active and interested alumni living in the area may be too far away from their own chapter to actively participate in the activities of its chapter alumni association. They may be willing, if solicited, to help the local chapter.
- Telephone and personally meet with alumni to discuss the benefits for both the chapter and individual alumnus of being involved. Everyone has a difficult time rejecting personal and sincere contact.

Step 2 - First General Mailing

Write a letter to the alumni asking them to attend an initial informational meeting during a convenient time, say homecoming. Set up this mailing 4-6 weeks before the meeting and include response cards or self-addressed, stamped reply envelopes. You need to make it as easy as possible for the alumni to respond. Again, labels for the mailing may be obtained from the International Office. For local alumni, follow up your letter with a personal telephone call confirming their attendance.

Step 3 - Prepare for the Organizational Meeting

This involves "selling" the officers of the undergraduate chapter on the fact that they would benefit by having an active chapter alumni association. Meet with the entire group of officers two weeks before the organizational meeting. Make it clear that they should attend. The alumni are going to be working directly with the officers and the officers should know openly with whom they will be dealing and how the association will benefit the chapter. Announce the meeting at an undergraduate chapter meeting.

Step 4 - The Organizational Meeting

By this time, the alumni and the chapter officers' attendance have been confirmed. This first meeting should be held at the chapter house or a campus building. The alumnus initiating the project should run the meeting, and typically, this person will assume the presidency. An agenda for the meeting needs to be prepared.

Sample Agenda

- I. Call to order
- II. Introduction
- III. Review general concepts and goals of alumni association and corporation
- IV. Outline Association's function
 - A. Communication
 - B. Activities
 - C. Fund raising
 - D. Undergraduate scholarship and fellowships
 - E. Identify and support Fraternity expansion efforts
- V. Identify areas of short and long-term needs

- VI. Establish projected expenditures and dues structure
- VII. Solicit areas of interest and capabilities
- VIII. Nomination and election of officers
- IX. Appointment of committee to draw up the by-laws or organizational outline
- X. Appointment of other committees and delegations of responsibilities
- XI. Identify basic chapter needs - strengths and weaknesses
- XII. Questions and answers
- XIII. Set date, time, and location for follow-up meeting
- XIV. Adjourn

After the main topics have been covered, ask the alumni if they are willing to make a commitment to actively serve the association. It is important to get a solid commitment or refusal before the meeting adjourns. Anyone who says maybe will not be coming back. Schedule the next meeting of the association at this meeting. If the alumni are enthusiastic enough, board members and officers may be elected and specific chapter office advisors can be appointed at this time.

Step 5- Prepare By-Laws

Have a committee prepare by-laws for adoption at the next meeting, or put a resolution in writing which sets forth an organizational plan outlining the government, operation procedure and policies, and principal activities to be traditionally sponsored each year. The adopted by-laws should be sent to the International Office for the association's permanent files. Such by-laws or outlines, whether for the newly formed or firmly established association, will serve many useful purposes. Refer to Appendix for sample by-laws.

Sample Outline of Association By-Laws

1. Objectives
2. Membership
3. Officers; duties and powers of officers
4. Regular Committees; duties and functions of the committees
5. Meetings and programs, general timing of meetings
6. Dues; members of the association, control of funds
7. Scholarship and Fellowship funds, control and operation
8. Communication-regular; content and timing of newsletters
9. Major activities and philanthropic projects; social functions and fraternal events traditionally sponsored

Step 6 – The Follow-Up Meeting

This meeting is crucial. If the alumni can see results, they will continue to actively participate. Prior to the follow-up meeting, however, the board president (or steering committee chairman) selects the areas which each member will serve and calls the individual alumni to invite them to assume the duties.

It is important that the undergraduate chapter officers attend this meeting. Each chapter officer needs to come prepared with an outline of his program and a list of several goals.

When the association and undergraduate chapter officers convene, the advising assignments should be reviewed and the alumni and chapter officers should be paired or grouped. Before breaking up, each chapter officer should give a brief outline of his areas of chapter programming to re-orient those alumni who have been out of touch with daily chapter operations. The Fraternity's most important policies concerning Fraternity education and risk management should be reviewed. Finally, the chapter and officer goals, needs, and expectations should be discussed.

At this point, the meeting can break into one-on-one or small group discussions with officers and advisors. This is a chance to share background information and for the officer to explain more specifically his areas of chapter programming, officer goals, strengths, and weaknesses. Before everyone leaves, phone numbers and other information should be exchanged and contact times or meeting dates agreed upon.

After these steps, the chapter alumni association should be well on its way. Certainly, there may be a number of small quirks which will need to be straightened out early on such as establishing consistent meeting times and gaining an understanding for the chapter's operations. Yet it must be recognized that chapter alumni associations that fail to achieve their mission do so after completing the steps of getting the group off the ground. After the formation and the first few meetings of the association, organization, communication, evaluation, and continuity become vital to its success.

Officers of the Association

Regional Alumni Associations are held accountable to those Fraternity policies and provisions set forth in the Constitution that apply, and to its own set of by-laws. It is not for a Regional Alumni Association to be incorporated.

The association officers President, Vice-President, Secretary, and Treasurer deal primarily with the association's main functions of communication, fundraising, and planning events. The slate should consist of a reasonably diverse representation of alumni from different generations to represent viewpoints of all interest, to attract alumni from all generations, and to help train future leadership. Listed below are the suggested job descriptions for each of the recommended officers of the Regional Alumni Association.

President

- Serves as the liaison between the Regional Alumni Association and the International Fraternity and the professional staff.
- Delegate association activities to the officers.
- Oversees communication to alumni of all association activities.
- Oversees association funds and assets.
- Coordinates all alumni fundraising efforts.
- Organizes an annual or semi-annual large-scale alumni event.
- Chairs meetings of the association.

Vice President

- Oversees all alumni communications, including newsletters and mailings.

- Oversees the planning and implementation of small-scale, periodic alumni events (i.e., luncheons, ball games, golf outings, dinners, etc.)
- Assists in maintaining updated alumni records and other data.
- Assumes responsibility in the absence of the President.

Secretary

- Takes and maintains minutes of all association meetings.
- Maintains and updates alumni records.
- Oversees the recording, printing, and distribution of an alumni directory.

Treasurer

- Manages the receipt and disbursement of funds.
- Prepares an annual financial statement.

The above job descriptions can serve as guidelines. Although the general responsibilities of the officers should be outlined in the by-laws, responsibilities can change depending upon the needs and activities of the association and the variety of alumni involved. Other association members can coordinate specific functions such as individual events, the newsletter, association recruitment, mailing, printing, phone-a-thon, etc.

Also defined in the by-laws would be the term of service for each officer. To maintain some sense of continuity, officers should probably serve a minimum of two years, with terms being staggered.

Financing An Alumni Association

The question of financing can be a major obstacle for a new Regional Alumni Association. Typically, association funds are used for postage and stationary; to contribute to the newsletter, alumni directory publication, and mailing; to help offset costs at social events, and to contribute to a scholarship fund.

Generally, finances for a Regional Alumni Association can be provided in three different ways:

1. By an annual alumni dues program for association members.
2. By contributions received by alumni for a specific program.

3. By a combination of the above methods.

Most associations will sponsor an annual mailing to all alumni in the area that solicits the renewal of membership in the association. Contingent upon association membership are annual dues. Per alumnus annual dues of \$25 or \$30 is a good starting point. Other options are providing lesser dues for recent graduates, and a special recognition society of alumni who contribute significantly C over \$100, for example.

At any time when annual dues are requested, alumni must be made aware that any contributions are not deductible as charitable donations for federal or state income tax purposes. In addition, the mailing should indicate to whom to make the check payable, as well as asking for address updates and information for future newsletters. If possible, provide a stamped, return envelope.

Contributions made to specific association programs would typically be for scholarship and fellowship funds or chapter house improvements. A special mailing should be utilized to kick-off the program. Individual thank-you notes should be sent to all alumni contributing, and recognition should be given in each following publication to alumni.

The Regional Alumni Association's checking account for normal operational spending must require that two signatures appear on all association checks and other financial accounts. An interest bearing saving account may be maintained for special programs. An annual financial report is to be prepared by the association treasurer and submitted to the association. In following Fraternity policies, no funds of any alumni organization of Psi Upsilon may be used for the purchase of alcoholic beverages.

Alumni Association Communications

Typically, there are four means of communication among Regional Alumni Association members: first general mailing, association mailings, alumni directory, and the telephone.

First General Mailing

At the beginning of its organization, the Regional Alumni Association should organize and send a first general mailing. The purpose of the first general mailing is to inform the alumni of the

association's objectives and functions, and to solicit support, both in man-power and financially, for association activities.

The first general mailing should be sent to all members living in the specified region. Mailing labels for geographic regions can be obtained from the International Office. The contents of the first general mailing should include the following:

1. The purpose of the association
2. Its functions and activities
3. A listing of the charter members of the association
4. The location, date, and time of the association's next meeting
5. The association's annual membership dues and solicitation form
6. A self addressed, stamped return envelope

Those alumni who respond to the first general mailing are those who will typically be the core group members and annual dues paying members. The mailing will also be an indicator of the association's financial and manpower resources.

Newsletter

Since one of the Regional Alumni Association's major objectives is to establish and maintain alumni communication, the association's newsletter is an important publication. The newsletter serves to keep up the interest and support of the association's members, and after a few issues have been published, they can become a habit for the association.

The vice president of the association should oversee production of the newsletter. Although he is not solely responsible for creating the newsletter, he does coordinate the schedule, content, layout, editing, printing, and mailing of the newsletter. Obviously, other alumni should assist with various responsibilities.

The major content of the association's newsletter should be profiles of other alumni and activities and projects. The following are suggestions for newsletter material:

- Marriage announcements
- Birth announcements
- Address changes
- Report of deaths
- Report of association activities with list of those who attended

- A special article about a significant alumnus
- Schedule of upcoming association activities

It is important to note that the Regional Alumni Association's newsletter should focus on the association's members and its activities. Ultimately, the quality of a newsletter will depend on the commitment of those involved and the resources available.

Regardless of whether the newsletter is sent to all local alumni or just those who pay dues, a newsletter or mailing should be sent each year that solicits for renewal of membership and asks for new association members. This mailing should include a listing of the association's members and its activities from the previous year. This correspondence should always be from the president.

The association may contact the International Office to take advantage of its non-profit mailing rates and layout and design capabilities. Each newsletter should be planned in a timely manner and include only material which is in good taste and appropriate. The scheduling of the production of the newsletter should publicize upcoming events well in advance, while keeping in mind that bulk mailing projects typically take two to three weeks from the mailing date to delivery.

Alumni Directory

For many Regional Alumni Associations, organizing an association directory is one of the first projects. Complete address listings and labels can be obtained from the International Office and the staff is willing to assist in the endeavor.

In locating lost alumni, the College/University's alumni office should be used. Many school's alumni offices or development departments offer fraternity address listings at a limited or no cost. These offices usually have updated records for many of the previously "lost" alumni. The association may also want to solicit other alumni for the updated address of their "lost" brothers.

An alumni directory should be published which serves the significant objective of a Regional Alumni Association: to promote and maintain alumni communication. The association can seek outside sources for the publication of the directory, or more basic directories can be copied by a generic print shop. Either way, the directory should be made available to all alumni who pay annual dues.

Telephone

Regional Alumni Associations typically use the telephone for two reasons:

1. To initiate a capital fundraising campaign or significant project.
2. To remind members of upcoming events and meetings.

Large phone-a-thons usually follow the publicizing of a major project which requires a significant number of alumni contributions.

Reminder phone calls, on the other hand, should be common among Regional Alumni Associations. Some associations will distribute among the officers short lists of alumni to be called to request participation in an upcoming event. Phone calls about meetings or regularly scheduled gatherings can be made a couple of days in advance, while follow-up calls about larger alumni events should be made two weeks in advance. In either case, be prepared to let the alumnus know that other alumni he knows will be in attendance, and that his participation is both wanted and important.

Association Events

Along with association communications, events that a regional alumni association sponsors are its major functions. Events allow the social ties of the Fraternity's alumni to continue. Typically, there are a number of different activities that an association coordinates, including: association meetings, monthly luncheons, Fraternity anniversary events, golf outings, and banquets.

Association Meetings

Formal association meetings should be held as outlined in the by-laws. Meetings where strictly association business is discussed should be held twice a year. An association in its infancy, however, should have business meetings more frequently.

Each business meeting should limit itself to just the meeting, and should not conflict with an association social activity. An agenda should be prepared and distributed at the meetings, and in most cases, the agenda would include the association's financial report, report of special projects or committees, an outline of upcoming association events and communications, and elections as

indicated in the by-laws. It is best to have the date, time, and location for the following meeting to be determined at the current association meeting.

Monthly Luncheons

The cornerstone to most alumni corporation/regional alumni association programs is the periodic luncheon after all; everyone takes a break to have lunch. It is inexpensive, fairly quick, and relatively convenient for many brothers. Luncheons should be held no more often than monthly, by scheduling them more frequently, members will get bored and interest and continuity will suffer.

The following guidelines should help produce good results:

- Fix a permanent date, time, and place for the luncheon. (For example, the first Thursday of every month, 12:15 at the Midday Club.) Such regularity helps attendance because the event becomes a habit.
- Avoid Mondays and Fridays.
- As with any event, a phone call a day or two ahead by the membership and attendance committee will produce increased attendance.
- The site of the luncheon is important. Easy access for the majority of members, a private room and a cordial environment are all-important.
- The cost of the luncheon should be kept reasonable to permit participation by younger and retired brothers.
- Encourage attendance by representatives of nearby chapters and colonies. Reports and interaction from undergraduates will promote strong interest among members.

- Keep the luncheon and program short and on schedule. Start and finish promptly.
- The agenda at these luncheons should be fairly casual; most of the time spent should be dedicated to interaction and networking.
- At some point, the president should make general announcements and welcome new attendees. Committee members can also meet to discuss special projects.

Monthly luncheons are an ideal forum for gathering Psi Upsilon alumni in a social setting.

First, a consistent date, time, and location which is favorable to as many alumni as possible needs to be determined, i.e, the first Tuesday of each month at 12:30 p.m. at the XYZ Restaurant. Of course, the restaurant needs to be made aware of the arrangement. In any case, most moderate-to-nice restaurants have rooms that can be reserved for special groups. Arrangements should also be made with the restaurant on the procedures of ordering and payment of meals. It is suggested that each alumnus order and pay for his own meal.

The planning of monthly association gatherings will need to take into account a certain amount of trial and error. Although an association may never get to plan an event that is best for everyone, by allowing for some experimentation, an association can have regular gatherings which become habit for a large group of alumni to attend.

Other Alumni Association Activities

There is a wide variety of Regional Alumni Association events which fit into the "other" category. These events can further be separated into two subcategories: smaller types of events and major events. Examples of smaller types of events include:

- Golf outing
- Family picnic or barbecue
- Outing to a sporting event
- Holiday reception
- Canoe trip
- Civic activities (blood drive, aiding the handicapped, food drive, etc.)

Examples of major events, and thus ones which require more planning, include:

- Founders' Day or other banquet
- Holiday dinner-dance
- Special anniversary celebration

Obviously, even the smaller events can turn into large, complicated gatherings. However, the keys to successful alumni events include advance planning and advance notification to alumni.

Association Fundraising

The topics of basic association finances and annual dues program have been previously addressed in the section entitled "Financing An Alumni Association." However, some associations may seek to embark on a large-scale fundraising campaign, and this would require more organization and commitment on behalf of the alumni.

Alumni groups interested in conducting a capital fundraising campaign should contact the Executive Director of the Foundation at the International Office. Material concerning capital fundraising which will help you correctly organize the effort is available from this office. It is very important to remember that a poorly planned fundraising event can do more long-term harm than good. (More information may be found in Section V of this manual.)

Association Sponsored Scholarships

Probably the most significant contribution a Regional Alumni Association can make is to assist in the development of the Fraternity's undergraduate members. Providing fellowships and scholarships are means of accomplishing this goal, and all associations are encouraged to participate in this endeavor.

In developing association-sponsored scholarships, an association must first determine the financial needs, which coincide with the scholarship's goals. A suggested started point is \$10,000 to given out over five years. These financial resources should be placed in an interest bearing account specifically for the scholarship fund.

The association determines how scholarships are distributed. The specifics for each scholarship must be clearly presented in writing. These specifics should include the following for each scholarship:

- The scholarship amount given
- When it is to be presented
- To whom it is designated
- For what purpose
- The eligibility and qualifications
- The composition of the judging committee

Suggested designations for scholarships and fellowships include those for undergraduate members in financial need, members in a designated area of study, and for members to attend leadership-training events like the Leadership Institute, and Convention.

Section V

Advising Undergraduate Chapter Operations

Your Place in the Chapter

Chapter Re-Orientation

You and the Chapter Officers

Chapter Programming Issues

Your Place in the Chapter

In advising chapter operations, you should **advise** and not **lead**. A real part of the undergraduates' learning experience in Psi Upsilon is functioning as the leaders and voting members and being held responsible for decisions. The chapter should be advised on matters requiring an opinion from someone who has a more sophisticated bank of knowledge in group dynamics, about the Fraternity and campus as a whole, and a basic knowledge of the resources that are available to officers and members, provided through the Fraternity.

The undergraduates should consider the advisor a part of the chapter but not on of the guys. They will make the ultimate decision whether or not to accept or reject the advice. Consequently, when advice is given, they must have the respect for the advisor, which allows them to hear and understand what is being said.

There are a number of Fraternity resources available, which are helpful to the fresh alumni advisor. Perhaps the most useful resource is the **Garnet Book**, Psi Upsilon's comprehensive chapter operations guide.

Advising, therefore, is a two-way communication experience. Some helpful points to remember when advising undergraduate chapter operations:

1. **Use Caution When Necessary** - The chapter alumni corporation's board should alert the chapter or an officer when they are about to make a decision before all facts are gathered or when the decision is in violation of the Constitution, the policies of the Fraternity, the laws of the institution, and state/province.
2. **Function As A Liaison** - There will be many times when an officer will need assistance in contacting the appropriate school official, another alumnus, or resource person in the community.
3. **Work Closely With The Officers** - Certainly this is the main function of the board. Yet, it should be emphasized that if the top 10 percent of the chapter (the officers) can be enthused and want to learn, then the average chapter member will also want to learn. The open dialogue between the board members and the officers will also help to provide the officers with the needed assistance so that they will be able to function more effectively as group leaders.

4. **Clearly Establish Your Role with the Chapter** - As should be addressed when the chapter alumni corporation is first organized, the chapter and officers continually need to know and agree upon the roles of the alumni advisors within the structure of the chapter.
5. **Be A Role Model** - This should go without saying, but it is important to realize that the alumni advisor is a living illustration of the fact that fraternity affiliation continues after graduation and that the values and principles taught in the chapter have very real application in the real world.
6. **Hold The Chapter To High Standards** - Help the chapter to develop high standards and advise the officers on holding the chapter to these standards. By doing so, the officers will look at this as a compliment and it will give what they do a sense of importance.
7. **Allow Mistakes To Be Made** - Easier said than done, but what distinguishes an adequate advisor from a good advisor is the ability to gauge the impact of the resulting disaster and determine when intervention is not only desirable, but necessary.
8. **Build On An Officer's Strengths** - An undergraduate's personality is largely developed by the time he reaches college, but what can be developed are his manners, behaviors, skills, and knowledge. Look at performance, not at promise, and focus on his strengths and not his weaknesses.

There will be many different situations to encounter from getting the board motivated to being a good advisor. Certainly, the diverse situations are too great to cover individually and adequately here. However, in order for a chapter alumni corporation to continue successfully, its members need to maintain its mission in benefiting the chapter and to understand that what they are doing is important. The hands-on, one-on-one type of advising for Psi Upsilon is perhaps the greatest contribution of any alumni member of the Fraternity, and for an alumnus' time and energy there are many who are grateful.

Chapter Re-Orientatation

What follows deals with certain areas of the chapter's operations of which you should be aware. The suggestions are understandably general, since each Chapter situation is, to a certain extent, unique. However, these suggestions maybe adapted to apply to any chapter.

The Executive Committee

If there is one area where mature experience and insight is needed, the Executive Committee is it. An alumni advisor's input is necessary in directing and reassuring a group of undergraduates that although a decision may be unpopular, it is in the chapter's best interests.

The Executive Committee is comprised of the chapter's elected officers. It should meet weekly, generally before or following the chapter business meeting. An agenda should be followed at each meeting.

As an alumni advisor, you should be familiar with and support the Constitution and policies of the International Fraternity. Should the Executive Committee, officer, or an individual member propose an action or motion which is in violation of Fraternity policy, you should confront the issue and explain the statute or chapter by-law which supports your point. It is entirely appropriate to note a motion which is in conflict with the laws or policies of the Fraternity or chapter by-laws.

Discipline

Discipline is always handled first by the Executive Committee. Usually, violations concern financial delinquency, poor grades, unwillingness to live in the chapter house, lack of involvement in chapter activities, or conduct unbecoming a gentleman.

Particularly when dealing with individual financial matters such as delinquent bills, deciding the manner of payments, etc.

It is important that the Executive Committee proposes and/or sets the policy and not the Thesauristes (Treasurer). His job is demanding enough without him being a collection agency as well.

There are cases when the entire chapter is called upon to administer disciplinary procedures. In this instance, a formal disciplinary hearing is called and should be implemented according to the Constitution of the Psi Upsilon Fraternity and the chapter's by-laws.

Chapter Meetings

You should attend chapter meetings whenever possible, and your role should be relatively low-key. You are there to advise, not lead. If you have a report or statement to make at a meeting, the Archon should call upon you during the officers' reports. When giving a report or speaking before the chapter to avoid lecturing. The chapter will quickly stop listening if the alumni advisor's report becomes a harp session.

You should be aware of any proposal, motion, or action taken at a chapter meeting which is contradictory with either the Fraternity's Constitution or the chapter's by-laws. It is appropriate to call the Archon's attention to this contradiction.

The chapter meeting is the time to discuss business, upcoming events, and programs. Depending upon the amount of business to be discussed, most chapter meetings, regardless of the chapter's size, should last no more than 90 minutes. When chapter meetings become the time that the members catch up on weekly gossip, or if they are consistently marathons, it is generally a sign that either the chapter is not getting together enough by themselves to "do fraternity," or the Archon does not know how to conduct meetings.

Another symptom of excessively long chapter meetings is the ineffectiveness of chapter committees. If weekly meetings are the times to get all of the chapter's detail work done, committees are probably not in use. You can encourage the Executive Committee to use techniques to effectively make use of committee meetings outside of chapter meetings as a means to delegate more responsibilities and be more efficient.

You may find it helpful to evaluate the Archon's handling of the meeting C his control, knowledge of parliamentary procedures, the ability to limit discussion when necessary, etc. C and provide him with objective criticism.

Chapter meetings need not be dull, however. There may be times when spontaneous comments are appropriate; the Archon will have to be the judge. Ultimately, efficiently conducted chapter meetings will increase attendance and possibly allow some time afterwards for an all-chapter activity.

Chapter Programming

The entire chapter membership is responsible for overall chapter programming. A large percentage of an individual's experience in the Fraternity will be based upon how the chapter fulfills his needs. A well-rounded chapter program, composed of traditional as well as new and creative activities, will help insure that a brother will leave the chapter with a positive fraternal experience. This in turn, will largely be responsible for the quality and quantity of his future support of the chapter and the International Fraternity as an alumnus.

The Executive Committee usually initiates chapter programming. As soon as possible following elections, the new Executive Committee should sit down and evaluate:

- The current programming is it fulfilling the needs of the chapter?
- Are individual officers and the committees fulfilling their duties?
- In what areas does the chapter need to improve its programming?
- How can these improvements be accomplished?
- Are the Fraternity's Chapter Standards being taken into consideration?

Enough cannot be said for performance evaluations, whether for a particular program, activity, or officer. Get into the evaluating habit, regardless of the success or failure of a given program or activity. Ask the question "why," and try to determine the reason. Make success and growth happen by design, rather than by accident.

Executive Committee and Chapter Retreats

An Executive Committee or chapter retreat should be planned when it has been decided that certain program areas or particular topics need to be discussed in a more intensive format. A retreat is a way of calling "time out from the day-to-day activities and concerns. Retreat topics of concentration could include:

- Implementation of the Fraternity's Chapter Standards
- Executive Committee planning
- Building fraternal/chapter cohesiveness and strengthening interpersonal relationships
- Deciding and planning chapter programs and scheduling
- Resolving particularly difficult "splits" or divisions within the chapter
- Developing strategy for dealing with other problem areas

A successful retreat is based upon specific goals and must be well organized. It may be planned for either just one day or extend over an entire weekend. Whichever approach is decided

upon, a member should leave a retreat with a definite sense of having accomplished something.

Sample agendas and suggestions on how to organize retreats are included in the Fraternity's

"Handbook for Retreat Facilitator's."

Ritual and Ceremonies

There are seven ceremonies that a chapter will be concerned with the officer installation ceremony, the Founder's Pledge ceremony, the formal chapter meeting ceremony, the Covenant ceremony, the Big Brother ceremony, the Formal Initiation ceremony, and the Adamantine Chain ceremony. While the formal chapter meeting ceremony, the Big Brother Ceremony, the formal Initiation ceremony and the Covenant Ceremony are private and should be witnessed by only members (and candidates where appropriate C refer to the Gold Book), the other ceremonies may be private or public. Parents, friends, and administrators should be invited to the public ceremonies.

As with most things in life, the effective exemplification of our ritual takes practice. Do not attempt to perform any of the ceremonies without first conducting full rehearsals. If you have questions, refer to the instructions provided in the Gold Book or contact the International Office.

The Faculty Advisor

The chapter should also have an Academic/Faculty Advisor. Generally, he will be a member of the faculty, and although it is desirable that he be a member of Psi Upsilon, it is not required. The Faculty Advisor assists and advises the chapter's scholarship chair in the performance of his

duties. In some chapters the Faculty Advisor will hold a meeting with the pledges and their big brothers to discuss aspects of scholarship and educational opportunities, particularly as they apply to the mission and precepts of the Fraternity and the chapter. He may talk individually with each pledge during the new member orientation period to offer his assistance in their study habits and guidance in their curricula.

Risk Management

Since the mid-1980s, much of Psi Upsilon's attention has been focused to the area of risk management. Since that time, the Fraternity's development of knowledge, awareness, and programming in the area of risk management has increased. Both the *Psi Upsilon Risk Management Program* and *Risky Business* newsletter have been developed to address contemporary risk management issues relating to Greeks.

Realistically speaking, risk management goes much deeper than the commonly held definition.

Risk management is:

- responsible behavior,
- the willingness of Psi Upsilon members to provide a safe fraternal experience,
- taking care of one another at all times,
- taking care of guests at all times,
- planning carefully the events of the chapter,
- abiding by the laws of the land, and
- being mindful of and abiding by the precepts and Virtues found in our Ritual.

In short, it is basic respect for the Psi Upsilon, people, property, and laws.

Brotherhood, human dignity, and respect play the key roles in risk management. As you carry out your duties, you should be aware of this at all times and be willing to communicate this to the membership when tough decisions have to be made.

More complete information about chapter risk management programming can be found in the *Psi Upsilon Risk Management Program* binder, or by contacting the International Office.

Hazing

The chapter should have a comprehensive program to educate all members on the definition of hazing in Psi Upsilon, and how it is detrimental for the development of brotherhood in the Fraternity. Many undergraduates may ask you if a certain activity is considered hazing. Other times, the undergraduates may try to hide an activity from you while knowing that it is acceptable.

The general rule is that if one has to ask if a given activity is hazing, it most likely is. Hazing-type activities that were once accepted behavior among fraternity men are often frowned upon by today's society and standards of Psi Upsilon. Also, chapters should not compare their new member activities to those of other fraternities on campus. Two "wrongs" do not yield a "right."

PUMP (Psi Upsilon Membership Program)

The Psi Upsilon Membership Program is a comprehensive membership education program designed to strengthen the Fraternity by addressing eight key areas of personal growth while providing a thorough background in the principles and practices of Psi Upsilon. As a result, through PUMP all members will not only receive a thorough and constructive orientation to Psi Upsilon but will also gain a foundation in fundamental principles that will be useful throughout life. All members, actives and pledges alike, will be expected to participate in the various aspects of the program. It combines ritual, programming, and brotherhood into an integrated educational experience.

Because it is rooted in the ideas of developmental psychology, PUMP successfully addresses the multiple issues Psi U members face during their collegiate years and those that they will confront throughout their lives. PUMP encompasses all four years of the college career with three areas of concentration. To this end, the program is divided into three separate modules, or sections C new member orientation, member development, and brotherhood building. The new member orientation period serves as an introduction to the Fraternity, followed by less intense, but more broadly applicable, programming, with brotherhood building and enrichment programs throughout. The real focus of PUMP is on the active members.

For more information, refer to *A Guide to PUMP: Handbook for the 1st Angelos* or contact the International Office.

Senior Involvement

Seniors may be an enigma in a chapter. After three years in the fraternity, they are "experienced" Psi U members. Seniors possess a wealth of knowledge and can provide motivation and leadership to the rest of the chapter. But many times, while they will uphold their personal devotion to the chapter and the Fraternity verbally, they may not contribute physically to its well being through active, meaningful participation. The seniors who are officers have plenty to do,

but so many others, possessing the enormous talent that three years in Psi Upsilon should have developed, contribute very little, if at all. Where is this motivation, leadership, and guidance that could be provided to the younger, inexperienced brothers and associates?

Senior "burn out" may be a problem. They have a lot on their minds: jobs, interviews, graduating. But that may not be the only cause. Some chapters unintentionally encourage senior non-participation and apathy. These chapters suffer from the "forgotten senior".

A chapter with forgotten seniors has lost a valuable resource due to the lack of senior-directed programming. In other words, if a senior's last year in the chapter is going to be a repetition of the preceding years, the senior will probably become bored. The chapter needs to provide programming that will address his needs, just as the chapter provides programming, which is specifically directed to the needs of a pledge. The **Psi Upsilon Membership Program (PUMP)** addresses this issue by providing ongoing member education programming which includes areas of interest for seniors such as resume writing, career planning seminars, and senior recognition banquet. (For specifics, refer to the *A Guide to PUMP: Handbook for the 1st Angelos*.)

You and the Chapter Officers

You will be working closely with the undergraduate chapter officers throughout your term as an officer or director of the chapter alumni corporation. They are leaders of the chapter who, with your help and guidance, will make decisions affecting the chapter's future. Therefore, it is important to know each officer, his goals, aspirations and responsibilities, and to periodically evaluate his performance.

The chapter needs to understand that when electing an officer, they are not relinquishing to him their individual responsibilities as members, but are voting for someone to oversee and direct certain programs, i.e., to lead. Often, the chapter will place the success or failure of a program solely upon the officer with an attitude of "it's his job." An officer's performance will affect the outcome of a given program or activity, but he cannot do it alone.

Archon (President)

The Archon should be aware of the chapter's program goals, and its positive and negative aspects. Since he is the chief executive officer, his primary responsibilities center on the following internal operations of the chapter:

- Membership recruitment
- Membership Education (PUMP)
- Ritualism
- Scholarship
- Finances
- House Management
- Kitchen Management
- Discipline

While the Archon's responsibilities are broad, he should not be an administrative officer. That is the responsibility of the other officers, individual members, and the various chapter committees. It may be necessary for you to point this out to the Archon, regardless of his dedication or sincerity. He is more apt to do too much rather than not enough.

The Archon is also the chief representative for the chapter, and the chapter will, to a certain extent, be judged by his actions. He will be the person asked for when a neighbor wishes to register a complaint or when a compliment is given. He will be the one whom the Dean asks to see in his office. The chapter will always be judged by the actions of individual members, and particularly the Archon.

Establishing a good working relationship with the Archon will make your job much easier. He should feel free to call any member of the alumni corporation board for advice and counsel when needed.

1st Angelos (1st Vice President)

The primary responsibility of the 1st Angelos centers upon the successful implementation of the Psi Upsilon Membership Program. To accomplish this, the Angelos must be organized, motivated, enthusiastic, capable of delegating responsibility, and committed to the task of

educating the chapter on topics that will be of relevance for a lifetime. As PUMP coordinator, the 1st Angelos will be responsible for the orientation program, oversee the activities of the Athletics Chairman and the Community Service Chairman and will be responsible for all aspects of PUMP's monthly educational sessions. To be successful, the 1st Angelos must be experienced in the various aspects of chapter operations that will fall under his supervision and he must command the respect of the chapter.

More specifically, the PUMP Coordinator is required to:

- organize and executive a meaningful and hazing-free Orientation Program
- oversee the activities of the Athletics Chairman to ensure that the Chapter is able to participate in numerous and diverse athletic events
- oversee the community serve program to reflect the commitment of the chapter and the Fraternity to developing a strong sense of community spirit and involvement
- coordinate PUMP's monthly educational sessions
- oversee the activities of the Ritual Chairman to make sure efforts are coordinated with the objectives of the orientation and member development programs

2nd Angelos (2nd Vice President)

The primary responsibility centers upon membership involvement, public relations, community service, and campus involvement.

In PR terms, the "publics" which the chapter will be concerned with can be listed as the:

- Faculty
- Alumni
- Surrounding Community
- Greek Community
- Other Chapters
- Immediate Neighbors
- Student Body
- Administration
- International Fraternity
- Parents
- Residence Halls
- Police

The 2nd Angelos and his committee should plan projects and activities that will address and positively reinforce the chapter's relationship with each of these groups. The *Handbook for Public Relations* contains an in-depth view of the chapter's public relations program, as well as providing ideas and tools for its implementation.

The 2nd Angelos is also responsible for committees, which assigns brothers to the various program committees the chapter has established. A well-organized committee system will:

- Encourage total membership involvement
- Assist the officers with program implementation
- Provide leadership development for future officers

Each officer may be the chair of a standing committee in his area. The committee's activity will often be dependent upon the time of year, so committee meetings should be scheduled as necessary. Special committees may be formed for certain projects or programs as the need arises.

Epistolographos (Corresponding Secretary)

According to Article VII, Section 2 of the Constitution,

"The Epistolographos shall communicate with each chapter at least once in every collegiate term; shall give due notice of all changes of officers, of all initiations, expulsions, suspensions, or deaths; and shall keep the Fraternity well informed of the state of their chapter, and their chapter of the condition of the Fraternity."

In carrying out his duties, the Epistolographos is responsible for submitting membership reports to the International Office twice during the academic year, reporting deaths, expulsions, and address changes, and coordinating the chapter's *DIAMOND* and Convention reports.

Grammateus (Recording Secretary)

Article VII, Section 3 of the Constitution describes the position in this way:

"In order that a continuous history of the chapter may be kept and thereby a history of the Fraternity as a whole, the Grammateus shall prepare at the end of each academic year a full report of the chapter and all its activities for that year, including the activities of both

the undergraduate and alumni bodies of the chapter. Copies of such reports shall be forwarded to the officers of the Executive Council for preservation in the archives of the Fraternity, and to the officers of the chapter alumni organization."

The primary duty of the Grammateus, keeping chapter minutes, is among the best known of any operation in the chapter. Some of the less apparent, but just as important, duties of the Grammateus are handling correctly the membership report, maintaining an up-to-date record of undergraduates and alumni, referring changes of address to the Epistolographos for transmission to the International Office, maintaining organizational files of the chapter, and recording the minutes of Executive Committee meetings.

Thesauristes (Treasurer)

The office of Thesauristes is one of the most important in the chapter. The purse strings of the chapter are in his hands, and upon his judgment and efforts depend the financial operations and stability of the undergraduate chapter. Each chapter of Psi Upsilon is both a brotherhood and a business operation.

The responsibilities of the Thesauristes are:

- to prepare the chapter's annual budget, which is to be presented to the Executive Committee and then to the undergraduate chapter for approval
- to collect all charges duly imposed upon actives and pledges by the chapter
- to deposit all funds so collected into chapter bank accounts
- to act as trustee for fees and taxes collected for the International Fraternity, and to send those fees and taxes immediately to the International Fraternity C never permitting them to be used for local chapter purposes
- to pay promptly all chapter bills which are duly authorized and which do not exceed the chapter budget
- to keep a full and accurate record of all financial transactions or to see that such record is kept by a professional accountant or a qualified alumnus
- to attest to the financial status of members by: (a) posting the names of all actives whose accounts are at least 30 days old; (b) reporting delinquent members and pledges to the proper college or university officials if the institution requires this or has a policy of withholding grades or transcripts for overdue accounts

The *Handbook for Chapter Finances* provides practical financial tips and summarizes the Fraternity's policies pertaining to the Thesauristes' functions.

The Fraternity Educator

While the 1st Angelos serves as PUMP Coordinator, the Fraternity Educator should actually implement the New Member Orientation module. Refer to *A Guide to PUMP: Handbook for the 1st Angelos* for specifics.

Hazing in any form or degree will not be tolerated. Information concerning the Fraternity's policy on hazing may be found in the Constitution and the *Psi Upsilon Risk Management Program* binder. If there is a question of whether or not an activity or a requirement made of a pledge is hazing, a good axiom to remember is, "If you have to ask if an activity is hazing, it probably is."

Recruitment Chairman

Successful, consistent recruitment is the lifeblood of every chapter. Consequently, a chapter's recruiting effort must be based upon the entire chapter participating, and must be well organized.

The Recruitment Chairman and his committee should plan a comprehensive schedule of recruiting activities well in advance of the recruitment season. This schedule must comply with any IFC or school regulations.

One item on this schedule should be a seminar for the brothers and pledges on membership recruitment techniques C the do's and don'ts. This should help eliminate nonparticipation from the "I-don't-know-how-to-do-it" members.

Since recruitment generally requires a portion of the chapter's total budget, the Recruitment Chairman and his committee should prepare and submit a budget to the Executive Committee for approval.

Prior to formal recruitment the chapter should take time to develop criteria for membership. The membership should discuss qualities it is looking for in a new member; and therefore, the chapter will then have an improved ability to recruit a person who fits their criteria.

The question of whom to select and how to select prospective members is frequently asked. The technical description of who is eligible for membership is outlined in the Constitution.

The final decision of whom to invite to pledge rests with the undergraduate membership. Before the chapter extends an invitation, they should decide if there are weak areas, or areas with an unreasonable concentration in current membership, i.e., too many athletes, an overabundance of certain academic studies, too heavy a concentration from a geographic area, etc. While a potential member should not be excluded because he happens to fall into one of these categories, the chapter can concentrate on identifying prospective members who will help balance the chapter's membership.

A chapter with a diverse membership is able to take advantage of a variety of talents.

Something should be mentioned about “legacies.” Many times you may know of an alumnus who wants his son or another relative to join Psi Upsilon. Again, the chapter decided upon whom to ask to join, but they should always extend the courtesy of inviting the “legacy” to recruitment functions and responding to the alumnus concerning the status of “legacy.”

Ritual Chairman

The Ritual Chairman is responsible for the Fraternity's ritualistic ceremonies that are included in the *Gold Book*. These ceremonies are the common experiences for Psi Upsilon members and cut through ever-changing local traditions. Consequently, they require organization, rehearsal and decorum, and a commitment from each member to participate.

Details for ritual performance are contained in the *Gold Book: Ceremonies of the Psi Upsilon Fraternity*. It would be very beneficial to review this.

The Ritual Chairman, 1st Angelos, Fraternity Educator and their respective committees should work closely together to implement the Fraternity's ceremonies. Any pre-initiation activities should be constructive, meaningful, and in compliance with all Fraternity policies. Some chapters feel that pre-initiation activities are exempt from the Fraternity's anti-hazing policies, usually be reason of tradition. Nothing could be further from the truth. Periodic evaluations of pre-initiation activities, their effectiveness, and whether they accomplish the originally intended purposes are healthy.

The chapter's pre-initiation activities should involve all members of the chapter equally, both pledges and actives. The activities should stress chapter unity, and not be a time "to get the pledges ready for initiation."

Ritual discussion sessions should be included as one of the Ritual Chairman's major responsibilities. Too often the ritual is performed and locked away until the next time. A ritual discussion session shortly following each initiation will allow brothers old and new, an in-depth look at what they have experienced. It is a time to ask questions, clarify meanings, symbols and lessons, and to reaffirm the commitments and obligations that each individual has made.

The Scholarship Chairman

The Scholarship Chairman is responsible for coordinating all-chapter study sessions, quiet hours in the chapter house, establishing and maintaining chapter house study areas, and collecting and preserving any resource material. Also, as a member of the PUMP committee, he may be responsible for planning some of the chapter's non-academic education, such as inviting a guest speaker for dinner.

The Social Chairman

It will not usually be difficult for the social chair to get the members excited about socializing. The difficult part of the social chair's position is to: 1) pre-plan a balanced social calendar; 2) organize a working committee to assist him; 3) keep within his budget; 4) try a variety of social functions; 5) have activities which follow the Fraternity's policies for risk management.

Each of these five areas is briefly discussed below:

Plan ahead -- Planning ahead is 50% of the battle. While last-minute efforts may produce a reasonably successful end product, it is more by accident than by design. A tentative social calendar should be planned at least four to six months in advance, if not for the entire school year. This is especially true when other organizations become involved (sororities, clubs, residence halls, etc.). Also the success of a social program is partially due to balance. It must compliment, not compete with other chapter programs and activities. Planning ahead does not mean, however, that there are not and should not be times for spontaneous social functions. Consequently, a certain portion of the social budget should be earmarked for these occasions (winning intramural events, the engagement of a brother, end of finals, etc.)

Organize a committee -- A Social Committee will take much of the workload off of the Social Chairman. This committee will help in preparing the refreshments, putting up any decorations, and providing new ideas.

Budget -- The Social Chairman needs to give the Executive Committee a proposed schedule of social functions and how much each will cost. Keeping within this budget is very important. If other budgets are raided to sustain the social calendar, it is an indication that something is wrong. Consequently, the thesauristes and the social chair need to work closely together.

Variety -- Using your imagination when planning the social calendar, and selling the chapter on new functions will provide a well-rounded social experience. Variety will also assist the chapter in diffusing the importance of alcoholic beverages. People tend to drink more when they are bored or if it's the only thing to do during a party. There must always be alternative beverages and snack food items readily at hand. In addition, the theme associated with an event should involve action and enthusiasm away from alcohol.

Risk Management -- Although social programming is not the only area of chapter operation that applies to risk management, it is, nonetheless, a significant one. The social chairman should plan events in conjunction with the Fraternity's policies for alcoholic beverages. Events where alcohol

will be present require extensive planning so that alcohol consumption can be controlled safely.

The *Psi Upsilon Risk Management Program* includes steps to be followed for the successful implementation of "cash bar" and "BYOB" events. Also, the social chair will be responsible for securing the appropriate permits for these functions.

Chapter advising requires a willingness to confront the chapter if they are in violation of state, provincial, federal, and/or Fraternity policies in this arena. Although you are not expected to be the chaperone or "policeman" for the chapter's social events, you still need to assist and advise the chapter on the responsible use of alcohol.

Your participation in social activities will depend upon your interest and schedule. You should not be expected to attend all events, but by sharing in a variety of activities, such as an athletic event, initiation practices, a committee meeting, the spring formal, you will gain the chapter's respect and a definite feeling for the membership dynamics of the group. Attending some social activities will also give you an opportunity to observe the chapter's behavior in a social setting.

Alumni Relations Chairman

The alumni relations chair is responsible for helping to coordinate alumni activities and communications. The alumni relations chair should work closely with the alumni corporation officers in the planning and implementation of these activities. Alumni/undergraduate activities,

Homecoming, Founder's Day, etc., may also be coordinated through his office and committee. When considering large alumni/undergraduate functions, the alumni relations chair and the alumni corporation should plan at least 12 months in advance. When working with alumni, consideration must be made of their travel time, professional and personal commitments, and family responsibilities. When these factors are taken into consideration, planning 12 months ahead is not that far in advance.

The alumni relations chair should also coordinate smaller alumni events for area, core group alumni. Functions such as dinners, receptions, golf outings, recruitment events, etc., can be organized more easily and more frequently. Smaller events are a good way to stay in touch with those alumni who live near the chapter.

The House Manager and Steward

While not Executive Committee offices, both the house manager and steward are important positions for those chapters with houses. The house manager is usually responsible for coordinating and overseeing general house maintenance. He is not, however, the chapter janitor. General upkeep of the chapter house is the entire chapter's responsibility. Large maintenance problems or capital improvements should be the alumni corporation's responsibility.

The steward is responsible for the chapter's food operation such as buying supplies, helping to plan meals, supervising the kitchen crew, and acting a liaison between the cook, the Executive Committee, and alumni corporation board may all fall under his jurisdiction. A good, efficient cook is always an asset. It is amazing how often the chapter's morale is centered on members' stomachs. The steward must work especially close with the thesauristes, since he is responsible for a large percentage of the chapter's budget.

Chapter Programming Issues

But still how does one make sure that each undergraduate officer is doing the job that the alumni are to assist in and advise him on? There are a number of basics that each chapter officer should

be doing as part of his program. If not, this becomes a good starting point for an alumnus to assist the officers in completing the job. Also important, the alumnus can become the accountability builder who is often lacking in an undergraduate chapter.

The First Executive Committee Retreat

Shortly after election, the alumni president and advisor should hold a conference with all chapter officers. Some chapters schedule this meeting as the First Executive Committee retreat, spending an entire day on this opening meeting.

Every new administration should make a careful evaluation of the situation of the chapter, set up policies and plans of operation based on the findings of the evaluation, and push the program to completion as rapidly as possible through participation and cooperation of all officers.

In making a survey, there are some major phases of the chapter's operations and its conditions to be considered, and some questions that need to be answered. Also, there are a number of basics that each Chapter officer should be doing as part of his program. If not, this becomes a good starting point for an alumnus to assist the individual officer in accomplishing. In addition, the alumnus can become the accountability builder who may be lacking in an undergraduate Chapter.

General Officer Programming - For All Chapter Officers

- Is a copy of the *Garnet Book* available?
- Has the officer read and have a copy of his section/manual from the *Garnet Book*?
- Does the officer maintain his own notebook? How is it organized?
- Does the officer have a functioning committee assisting him in his programming?
- Does the officer attend all chapter, officer, and committee meetings?
- Is the officer aware of his budget and how it is utilized?

Chapter Management - Archon

- Do the chapter and officers meet weekly?
- Are agendas followed at meetings?
- Are officer meetings and chapter retreats planned and utilized?

- Are chapter and officer goals set, written down, and tracked on a regular basis?
- Are the chapter by-laws updated?
- What type of officer transition takes place?

International Fraternity Identity - Archon

- How well are the Fraternity's policies and risk management standards adhered to?
- When and where is the next Convention and who will attend?
- Are plans being made for the next chapter leadership consultant visit?
- Are officers using the past chapter leadership consultant's recommendations?

College/University Administration Relations - Archon

- Who is the college/university advisor to fraternities and how often are meetings held with this person?
- How is the Interfraternity Council organized and what is the chapter's level of involvement?
- Does the chapter have a faculty advisor?

Public Relations - Angelos

- Who are the chapter's "publics" and are there programs designed to effectively reach each of them?
- How are the relations with the neighbors and police?
- How well are the chapter events (non-social) publicized?

Community Service - Angelos

- What community service projects does the chapter participate in?
- Does the entire membership participate in the projects?
- Are all projects evaluated for future improvements and are other records kept?

Individual Involvement - Angelos

- How are committees organized and do all members participate?
- How well are seniors involved in chapter activities?
- Are brotherhood events planned?
- How are non-involved members dealt with?

Campus Involvement - Angelos

- What percentage of the membership is involved in extracurricular activities on campus and in the community?
- Where can information about student organizations be obtained?
- Does the chapter participate in worthy campus events and activities?

Record Keeping - Grammateus

- Are chapter minutes typed and posted?
- How is the filing system organized and maintained?
- Are the appropriate forms sent to the International Office and are they sent in on time?

Reporting - Epistolographos

- Has a chapter directory been organized and distributed?
- Is a master chapter calendar posted and maintained?
- Are the appropriate forms sent to the International Office and are they sent in on time?

Financial Management - Thesauristes

- Is a chapter budget prepared and followed?
- How is the financial bookkeeping system maintained?
- How often are the chapter's accounts receivable, accounts payable, and officer budgets reviewed and by whom?
- Is a reserve fund maintained?

Risk Management - Archon, Risk Manager

- Does the chapter have at least one copy of the Psi Upsilon Risk Management Program Manual?
- Are members familiar with the Fraternity's risk management policies?
- Has the Fraternity's crisis management plan been reviewed and do all officers understand the procedures?
- What type of risk management education program has been implemented?

Fraternity Education - First Angelos/Fraternity Education Chairman/Pledge Educator

- How long is the pledge period and what type of new member orientation takes place?
- Are pledges integrated into all aspects of the Fraternity?
- How are Big Brothers selected and what are their responsibilities?
- Is PUMP being implemented?

Recruitment - Rush Chairman

- How does our manpower compare to the other fraternities on campus?
- How is the IFC rush organized and what restrictions are there for year-round recruitment?
- Are recruitment skills workshops utilized?

- How does the chapter sell itself through publicity and rush events?
- Is the voting on new member candidates conducted orderly and in a dignified manner?
- What is the class balance in the chapter?
- Is summer recruitment allowed, and if so, does the chapter utilize this?

Ritualism - Angelos, Ritual Chairman

- Is the chapter's copy of the Gold Book available? Utilized? Properly secured?
- How are rehearsals for the Founders' Pledge and Formal Initiation organized?
- Is the Chapter Meeting Ceremony regularly conducted?
- Is the Covenant (Reaffirmation) Ceremony conducted?
- What is the schedule for pre-initiation?
- Is the Officer Installation Ceremony performed?
- Is Cabirean Rites a regular part of chapter meetings?

Academics - Academic/Scholarship Chairman

- Are grade requirements established and enforced to hold office, pledged, and initiated?
- What is the GPA of the chapters? What is the the all-fraternity, and the all-men's grade point averages?
- What academic resources are provided for members?
- Is there an academic recognition program?
- Are study areas and quiet hours established, enforced, and adequate?

Social Programming - Social Chairman

- How are the Fraternity's policies on alcohol followed at social functions?
- What procedures are followed for safe and lawful social functions when alcohol is present?
- What themes are planned for social functions and are they in good taste?
- Are non-alcoholic, members-only brotherhood events planned regularly?

Alumni Programming - Alumni Chairman

- How often does the chapter publish a newsletter and what information does it contain?
- How often does the chapter plan alumni events and how are they publicized?
- Is a chapter alumni membership directory published?

House Management - House Manager

- Is the chapter house at full capacity?
- Are lease agreements used for members living in the house?

- Are house rules established, posted, and followed?
- How is the house cleaning program organized and is it adequate?
- What fire prevention and house safety measures have been organized?

By utilizing the *Garnet Book*, the *Psi Upsilon Risk Management Program* binder, the Constitution, and the previous questions, the members of the chapter alumni corporation who serve as advisors should be well oriented and prepared to provide the officers with the necessary information and guidance to improve their performance and reach their goals.

Section VI

Chapter Alumni Communication

Communication Scheduling and Planning

Alumni Record Keeping

Locating Lost Alumni

Alumni Directories

Chapter –Alumni Newsletters

Other Correspondence

Communication Scheduling and Planning

Communication between a chapter and its alumni is the foundation of a strong chapter-alumni program. Since only a very small percentage of alumni are involved as chapter volunteers, and because a majority of alumni unable to regularly attend alumni events, the communications program with alumni is the primary means to keep alumni in touch and interested in Psi Upsilon.

In every chapter situation where alumni involvement is limited and interest appears to be lacking, an inconsistent and poor quality communications program is the primary cause of the problem. And where the chapter-alumni communications are sub-standard, two other characteristics also exist:

- Proper priority has not be given to alumni relations.
- Scheduling and planning has been inadequate.

"Selling" chapter-alumni program and recruiting alumni volunteers has been addressed elsewhere in this manual. The importance of scheduling and planning, however, cannot be underestimated because it involves a wide variety of members and purveyors. In short, one person cannot put a quality mailing or newsletter together in one sitting.

Begin your scheduling and planning by preparing a chapter-alumni program master calendar. List all the alumni events, newsletters, invitations, and other publications that are planned for the entire year. Use the following checklist as a starting point, and then integrate this with other chapter-alumni programs into your master calendar:

Event/Publication	Recommended Completion Dates
Invitations to Homecoming	August 15
Homecoming	October
Fall Newsletter	October 21
Alumni Directory	November 1
Invitations to Holiday Reception	November 7
Holiday Reception	December 14
Invitations to Founders Day	January 14
Founders Day	March 14
Spring Newsletter	April 1
Invitations to Golf Outing	April 14
Summer Golf Outing	June 7

It is important to set realistic deadlines and production schedules. At least two chapter-alumni newsletters should be published and distributed per year; three to four is ideal. Newsletters should be mailed out well in advance of any chapter-alumni event (at least 6 weeks before). If this is not possible, send invitation or reminder cards to announce upcoming activities. Production schedules should take into account one week for printing (with advanced notice) and three weeks for delivery of 3rd Class Bulk Mail.

Alumni Record Keeping

Because one of the major goals of the alumni organization is to keep all of the chapter and/or regional alumni informed and in touch with Psi Upsilon, record keeping becomes an important responsibility. Maintaining good records also serves useful when attempting to recruit new alumni volunteers.

Master Alumni List

A master listing of all of the chapter's alumni should be maintained at all times. This list will be amended on a regular basis as brothers graduate, change addresses, or become deceased. Provide these changes to the International Office that, in turn, will provide you with regularly updated listings. Undergraduates and involved alumni volunteers should continuously be attempting to locate those alumni whose addresses are unknown. Keep in mind that updating your address file is an ongoing process, one that you should have committee member responsible for. The following section, "Locating Lost Alumni, " provides suggestions for updating the chapter's alumni list.

Program Files

A file box or cabinet should be purchased in which all past newsletters can be maintained. A complete set of newsletters will provide a good history, as well as being an excellent guide for future publications. Also include in this file completed alumni profile forms, alumni contribution

lists, evaluations of events and publications, and contracts signed with various vendors and purveyors.

Guest Book

A guest book is a standard tool for all good undergraduate chapters and alumni organizations. It should be used for all functions and whenever an alumnus stops by to visit the chapter house. It can be invaluable when publicizing events in newsletters, writing thank-you notes, and targeting a core group of alumni.

Locating Lost Alumni

When correspondence or publications are returned because of wrong addresses, or alumni addresses are otherwise declare "lost," use the following means to secure corrections:

1. Work closely with your school's alumni office. They often have extensive files on alumni, and have the personnel to help locate lost graduates.
2. Contact the International Office. Computer printouts of all members of your chapter with addresses can be ordered.
3. Publish the names of all lost alumni in your newsletters. Request that any information be forwarded to the undergraduate alumni relations officer or the alumni secretary.
4. Use the telephone book or directory assistance in the town where you might suspect the lost brother currently resides. Search the Internet.
5. If the lost brother has a "last known address," check with that local post office to see if he left a forwarding address.
6. Contact alumni of the lost brother's graduation class or pledge class to inquire if they can be of assistance in locating the lost alumnus.
7. Print "Address Service Requested" below the return address on all newsletters and other mailings. This will inform the post office that the undergraduate chapter or alumni organization will pay a nominal fee to receive any address changes.
8. Consider sending one piece of information each year using First Class Mail or Third Class Postage Paid Mail. If an address is unknown, the piece will be returned without added charge.

Overall, the best way to avoid losing addresses is to mail your chapter-alumni newsletters frequently.

Alumni Directories

Each undergraduate chapter and/or chapter alumni association should publish an alumni membership directory on a regular basis. An alumni directory is important because it provides alumni brothers with the means to stay in contact with their fellow brothers.

Before beginning the alumni directory, chapters should investigate the use of computer programs available for such projects. The International Office stands ready to assist in the endeavor.

The following is a suggested outline for the publishing of an alumni membership directory:

1. Get a copy of your alumni mailing list from the International Office, school alumni office, chapter alumni organization, or a list that has been maintained by your chapter.
2. Make a concentrated effort to update the list and locate lost alumni by using the methods in this manual under "Locating Lost Alumni." Above all, the directory should be as complete and accurate as possible.
3. Once your alumni listing has been updated, arrange the addresses into two ways: alphabetical and by class year. The alphabetical listing should include the full name, class year, address, and phone number of each alumnus. The class year listing can just include full name and class year.
4. Funding for the directory can come from a variety of sources, including the chapter and alumni organization. Another suggestion is to sell advertisements to be printed in the directory. Solicit \$25, for example, to alumni to have their business cards placed in the directory.
5. Next is the printing process. Once you have decided on your format and the approximate size of the publication, contact several printers to get estimates. A typeset directory will probably be the most expensive alternative. The International Office able to provide inexpensive, functional spiral bound or saddle-stapled directories in a number of formats.
6. Directories should not be distributed to all alumni unless funds are guaranteed in advance to cover all costs. If you will be printing directories, and then taking orders from alumni, print no more than for 20% of your alumni membership. Let alumni know that only a limited supply is available. Overall, avoid overprinting.
7. In your next newsletter or special mailing, run an article announcing that the directory is available. The chapter should give directories to their alumni volunteers.

An alumni membership directory can be a simple listing; however, a few extra features can be added to increase the quality of the publication.

- In addition to alphabetical and class year listings, alumni can be listed geographically by region.
- Include a separate listing of "lost" and deceased members in alphabetical order.
- Make your cover design appealing and eye-catching.
- Include a letter of welcome from the alumni president.
- Include a return envelope with the directory for contributions and address updates.

A word about businesses that publish directories:

A number of firms are in the business of publishing alumni directories and promoting them to alumni. This service can be valuable, but can also be misleading. Such businesses are concerned foremost with making profits, even at a chapter's expense. Generally, a firm will print the directories at no cost to the chapter and will sell them to alumni. The chapter is ultimately responsible for the quality of the directories and assuring that alumni are not alienated by having to purchase the directories. Ensure that the firm is not soliciting "voluntary contributions" in the name of Psi Upsilon if those funds will not be returned to the chapter. Also, be sure to sign a contract, which limits the company from releasing your alumni listing to junk mail houses. Read the contract carefully and review it with your alumni.

Chapter-Alumni Newsletters

Although the chapter-alumni newsletter is not the only responsibility of the undergraduate alumni relations officer or the Chapter Alumni Association, it can, however, become the backbone of the alumni program by serving as the main communication link between the chapter and the alumni brothers. The newsletters keep alumni, who can not be actively involved, informed of the chapter's operations and in touch with other alumni members.

The types and content of chapter-alumni newsletters published vary with each chapter. While some are professionally printed, other newsletters may be photocopied. With the increasing availability of personal computers and desktop publishing, many newsletters are developing a professional image with the cost of an "in-house" publication. Whatever the price range or procedure used to publish a chapter-alumni newsletter, there are several basic principles and practices that should be followed. By working through this section, you should find that the outlined practices will improve your newsletter.

Editorial and Content Objectives

Why is your newsletter being published? Who are your readers?

The answers to these questions are important to keep in mind throughout the entire editorial and design process of your chapter-alumni newsletter. By doing so, you are helping to ensure that your readers will be pleased with your publication.

In most cases, the answers to these questions are simple. Your chapter-alumni newsletter is published to keep alumni interested in Psi Upsilon, aware of the chapter's operations, and in contact with their fellow brothers. Most readers of your newsletter will be alumni. It is important to remember, however, that your alumni are from a variety of age groups and have different fraternity memories. In short, your chapter-alumni newsletter should contain information that is of primary interest to the wide range of the chapter's alumni.

The content of your chapter-alumni newsletter should be about 80% alumni-related news and only 20% chapter news. The reasoning is that alumni want to read about other alumni. The typical alumnus does not care who the current pledges are as much he does about one of his friends from his undergraduate days. Remember not to burden the alumni with details. Each story should be concise, yet interesting. A good rule of thumb is that if the undergraduates find a newsletter very interesting, the alumni will probably not like it.

The majority of your newsletter should contain material about alumni, historical features, and other stories that would be of primary interest to alumni. The only chapter-related information to include would be about a campus happening, a traditional chapter event, or an update of the chapter's condition. A report from each chapter officer is not necessary!

In keeping with the balance of 80 percent alumni news and 20 percent chapter news, the following are suggestions for content in the chapter-alumni newsletter:

- Feature story from an interview with a notable alumnus.
- Feature about a major chapter or campus happening.
- News, notes, and profiles about chapter alumni (include alumni from different age groups).
- Chapter-alumni event promotion (before).
- Chapter-alumni event review with a list of attendees (after).
- Articles written by alumni.
- Articles written by members, i.e., "What it means to be a Psi U."
- Engagements, marriages, birth announcements, birthdays, deaths, etc.
- Historical article about chapter, school, or International Fraternity.
- List of contributors or attendees at alumni events (honor roll).
- Graduating brothers with their career interests.
- Traditional fraternity songs (only tasteful ones).
- Minutes from past business meetings.
- Recruitment recommendation forms.
- "State of the chapter" or Archon letter directed to the alumni.
- Article from the Chapter Advisor.
- Listing of alumni association/house corporation officers.
- Listing of year's upcoming chapter-alumni events.
- Schedule for school basketball, football, or other sports.
- "Lost" brothers listing.
- Feature on alumni faculty members.
- Feature about a legacy and his relative in the chapter.
- Feature about alumni, chapter, and campus happenings from a certain class year(anniversary issue).
- Feature about traditional chapter activities like Greek Week, Greek Sing, philanthropies, Ritual, etc.
- Chapter scholarship success.
- Chapter involvement on campus and athletics.
- As many good black and white photos as room will allow C use only photos of alumni or chapter historical pictures.
- Re-print a relative story from the school newspaper or alumni magazine.
- Interview with the university president or Greek advisor.
- "Alumni on the move" C listing of new addresses for alumni.
- Holiday greetings.
- Feature on campus or International Fraternity awards received by chapter.

- Article on chapter's participation at Convention and Leadership Institute.
- News from within the International Fraternity.
- Alumni profile form.

This extensive list of content suggestions, the majority of which is alumni-related information, demonstrates the extensive possibilities for chapter-alumni newsletters.

Production Scheduling

Maintaining a realistic production schedule can mean the difference between a newsletter that is timely and one that never gets produced.

Every chapter should publish two chapter-alumni newsletters per year, although three to four newsletters each year is ideal. If a purpose of a newsletter is to publicize an event, it should be mailed out well in advance. By taking into account the time needed for writing, editing, printing and mailing, newsletter production should take place over a number of weeks.

The first step is to structure a production schedule worksheet that contains all of the stages involved in planning and producing the newsletter. Write down all the stages, big and small, and order them chronologically.

Committee members and outside vendors should be consulted to determine how many days each stage will take. Remember that typesetters and printers, in particular, can provide time estimates based only on their average workload. Since many variables can alter schedules, plan for extra time overall.

Once you have formulated a production schedule, stick to it as best you can. Do not expect outside services to make up for your delays without increases in costs. If you stray from the schedule significantly, it may be impossible for others to absorb the lost time. Therefore, make sure your internal planning and production runs as smoothly as possible. Reassess your schedule target dates as you proceed, and make the necessary changes when you plan your next newsletter.

For each issue of your publication, start with the date on which distribution should be completed. Use a calendar, count backwards from that date for each stage. (Remember to count only working days, not weekends or holidays.)

Newsletter Financing

The question of financing is probably a major obstacle hindering a chapter in achieving its goal in terms of quality and frequency of its newsletters. True, it does cost money to print and mail a newsletter, but it is not unreasonable to request that money be spent to help maintain a healthy relationship between alumni and undergraduate members.

Financing for the chapter-alumni newsletter can come from essentially two sources:

1. A fund donated by the chapter's alumni organization.
2. Contributions received from alumni for the specific purpose of financing chapter-alumni newsletters.

The budget for your newsletter will depend on the number being mailed, size, use of pictures, typesetting, duplicating, color, etc. You should look into whether any alumni work for or own a printing company, or have connections with other services that may help in the newsletter's production.

On one hand, an issue may only require a good typist, writer, and use of a copy shop. Beyond that point, the variables can lead to more costs, but not necessarily excessive costs. Make a few phone calls or meet with printers and typesetters who can advise you on the most economical design and production features. Whatever your budget, aim for the best value for your dollars invested.

News Gathering and Sources

The undergraduate alumni relations officer and/or the alumni president should not try to write everything for the newsletter. They should enlist other undergraduates, alumni, and even school officials to help in writing articles.

The first step in gathering news is to decide on what information, stories, and features you would like to have in the newsletter. A correspondent should be assigned to each department or article. Keep in mind that gathering information for your newsletter will not be a high priority for most of your correspondents. Therefore, try to make their jobs as easy and rewarding as possible. Clearly spell out for each correspondent what needs to be written, and exactly when material is due. Give each instruction on how to submit copy, provide a copy of the publication schedule, and inform the correspondent of newsletter deadlines. Request that all information be submitted to you in typewritten or neatly handwritten form. Throughout the process, you should also remind your correspondents of when information is due.

If you have correspondents who can write well, then you can ask them to write their own stories. For correspondents who have difficulty writing for newsletters, ask them to submit only the facts for an article. Make it clear that you, as editor, will fit their facts into an appropriate article.

Give recognition in each issue to your correspondents. The best method is to include their names in a credit line at the end of each article they submit.

There are many sources that can be used to obtain information for your newsletter. In most cases, material will be obtained from chapter members and alumni. The following suggestions for possible sources:

- **Chapter Advisor and Alumni Volunteers** - Your chapter advisor and other alumni volunteers should be able to provide you with a few good ideas. These

alumni can also direct you to other alumni who may be interesting sources of information.

- **Chapter Members** - Not only will chapter members serve as correspondents, they can also write stories about their own fraternal experiences.
- **Alumni** - As a standard practice, many newsletters run short profiles about alumni from various age groups. Alumni profile forms can be included in a newsletter issue requesting that alumni send in information for publication. Also, use chapter-alumni events as a chance to network and get information for future newsletters.
- **School Alumni Office and Other Officials** - Sources from your college or university may have information that would be of particular interest to your chapter's alumni. Your Greek advisor, for example, could provide his perspective on the school's Greek system, or you could interview the new university president.
- **Chapter Historical Files** - Historical Files may contain interesting photographs, letters, business meeting minutes, which would be of special interest to your alumni.
- **Other Publications** - You may decide to publish a summary or excerpts of an article from your school's alumni magazine, school newspaper, or *The DIAMOND*. When doing so, be sure to mention the article in a brief news note by including the title of the article, author, name of publication, and the issue. Always obtain permission before borrowing an article.

Conducting Interviews

Much of the gathering of news for your chapter-alumni newsletter will be through interviews, both in person and over the phone. This is the preferred method in obtaining interesting information for the alumni profile section of your newsletter.

To conduct a successful interview, prepare for it in advance, develop rapport with our subject, and take good notes. The following are some additional points to help your interviews go well:

- Call or write the alumnus ahead of time to schedule a convenient time for an interview.
- Let the person know the type of information you will be asking about.
- Make sure you have a notebook and pencils or pen with you.
- Jot down some questions in your notebook ahead of time.
- If possible, conduct the interview in your subject's office or home.
- Use the telephone for shorter interviews, especially for brief alumni profiles and long-distance interviews. Let the alumnus know that you would like only 5 minutes of his time to talk about what he has been up to since he graduated. If you need more time to talk, politely ask if he can talk for a few more minutes. You may want to call first to set up an agreeable time for a phone interview.
- When you start an interview, do not take out your notebook right away. Take a few minutes to build rapport with your subject.
- If your subject talks faster than you can take notes, politely ask him to stop while you catch up.
- Use abbreviations in your notes. Immediately after your interview, fill in your notes.

When writing a story based on an interview, remember to be brief. Make the main points and cut out the trivia. Do not quote the person out of context or misrepresent his position.

Writing and Editing

Your newsletter should be clear and concise. Your stories are not meant to stand as grandiose literature; they are meant to convey information to your readers quickly, informatively, and accurately.

Although there are various styles of writing, the best approach for newsletters is to be plain. The meaning of the article must be clear in every word; it should be easy to read and easy to understand. The following are additional suggestions of style to consider when writing and editing.

- Avoid needless words, needless information, and repetition.
- Use short words, short sentences, and short paragraphs.
- Use active voice where the subject performs or causes the action expressed by the verb - "Lightning struck the house" is better than "The house was struck by lightning."
- Use definite, specific, concrete language.
- Don't be too formal. Write in easy, conversational language.
- Write positive statements.
- Construct each paragraph around one central idea.
- Begin each article with a "lead" which tells the reader what the story is about, makes the reader want to read on, and puts the story into focus.
- Answer the traditional "five W's" - who, what, when, where, and why. They need not be in the lead, but should be answered early in the story.
- Always take a second look at your writing and ask another person to proofread for you. Repetitions, needless words, and grammatical errors will usually be found and must be edited.
- Do not use the word "successful"—instead use facts to demonstrate the success of an event.

If you are unfamiliar with straight news writing, take time to study daily newspapers. You will quickly see consistency of the patterns and how well the stories flow.

Photography

Good photographs add visual excitement and appeal to newsletters. Photos should be black and white for best reproduction, although color photographs can work. Never use photos that are in poor taste are of poor quality have subjects that are too small to be seen, or which picture alcohol in any form.

All photographs should only depict alumni or historical scenes. Most alumni would rather see their classmates than current undergraduates. Plan to have a group picture taken at all alumni events, and use black and white film. Include the names of those pictured in the photo captions. When conducting interviews, ask for a current photo of the subject that will appear with the article.

Historical photographs of the chapter house, campus, or members can be interesting additions to any newsletter. For group historical photos, have a contest for who can name the most persons on the photo. Publish the photo again in the next newsletter giving the answers and the winner's name.

Layout, Proofreading, and Printing

The layout of a newsletter begins with an awareness of the space in which the action takes place. With help of your printer, select the format, type size, and style. Also select the 4, 3, or 2 column approach. Try to use 55 or 60 pound offset paper, and white stock is suggested if you are using photographs. You may wish to find a newsletter sample you like and take the sample to the printer as a format to follow. Your printer has published newsletters before; don't be afraid to ask for help.

If you are creating the newsletter on your computer, clarify in advance the type of electronic file the printer can accept. When you save the document, be sure to include any graphic files and the fonts used in your publication.

If you have not scanned your own photos and graphic images, indicate where the printer will add them. Label photo areas to correspond with notations on the back of each photograph. Photos must be scanned at a minimum resolution of 300dpi for use in print publications. Files with a lower resolution (such as those scanned at a lower resolution for web sites) will look blurred and grainy.

Proof all copies carefully. Eliminate misspelled words and be especially careful of grammar and punctuation. Do not rely on the printer to catch mistakes. Instead, ask a reliable person to proofread.

Labels and Mailing

You can order alumni mailing labels, free of charge, from the International Office. Labels may be ordered by zip code, class year, alphabetically, or by chapter, or any combination thereof.

Unless your scheduled mailing is extremely time sensitive, (standard) non-profit bulk mail is the most economical way to send out a large mailing. It will cost you approximately 11 cents (2000 rates) per piece, versus 33 cents per piece for First Class Mail. The International Office will provide bulk mailing services to chapters.

In July 1997 the U.S. Postal Service made major changes to its non-profit bulk requirements. All mail submitted for these discounted rates must be CASS certified, bar coded, presorted, and packaged according to specific criteria. The International Office maintains a bulk rate permit that can be used for any chapter or alumni group. We also have the materials and software necessary to get the job done.

For standard mail, a minimum of 200 identical pieces to U.S. addresses is necessary and postage must be paid 3 (three) days prior to the mailing. Most pieces can be mailed for 11 cents each (2000 rates). The downside is that delivery is slower (average delivery time is 2-3 weeks) and it is less reliable (8-10 percent does not get delivered).

For larger mailings of 500 pieces or more, we maintain a first class presort permit. Using presort methods similar to standard mail, pieces mailed to U.S. addresses can receive discounts of up to 6 cents each (26 cents rather than 33 cents). Delivery time is the same as first class. Postage must be prepaid three days in advance of the mailing.

The staff is most willing to assist you with your mailing needs. Advance notice of your intention to use these services is greatly appreciated.

Other Correspondence

Invitations and Event Announcements

In too many cases, chapters rely on their newsletters to inform the alumni of upcoming events. However, newsletters are often sent out late and with the time needed for bulk mailings, alumni may not receive notice about an event until after it has occurred. The best way to give alumni plenty of notice for activities, such as homecoming and Founders' Day, is to send out special invitations at least 6 weeks before the event. Event announcements can be in the form of flyers, post cards, brochures, or elaborate invitations.

Try to keep invitations short so that essential details are prominent. The invitations should include the chapter name, date, time, occasion or purpose, location, and contact person with phone number. If the event is away from campus, it will be necessary to include a map or directions. It should also be noted if wives, guests, and family members are invited.

If you will need to reserve meals or hotel rooms, you must include a stamped response card or envelope and indicate a deadline for replies. Telephone replies should not be used; however, you may want to telephone local and important alumni two weeks before the event to confirm attendance.

Thank-You's and Acknowledgements

Thank-you notes should be a common part of every alumni program. They should be sent to alumni who make contributions (financially or otherwise) to the chapter or association, attend events, or otherwise support the Fraternity. Send out thank-you notes to your alumni volunteers when they help with a chapter project. In many cases, when alumni make a contribution, they want and expect acknowledgement and recognition. Failing to do so loses future support in most cases.

Ideally, thank-you notes should be sent out within a day after the donation or occasion for thanks. If this is not possible, such as after a large-scale event, you must try to send them out as soon as possible. Overall, when thanking someone, try to mention exactly what you are thanking him or her for. Hand-written notes are the most personable and best approach.

When a large amount of notes need to be mailed, ask other members to write to one or two alumni. Provide member with paper, envelopes, and a sample letter format. Notes can also be sent out to congratulate alumni for various achievements such as marriages, births, and business promotions.

Holiday Cards

Season's greetings cards can be sent out in early December. If it is not possible to send cards to all alumni, only send them to volunteers. You may want to design your own chapter card, or obtain cards from companies that print holiday cards for fraternities.

Birthday Cards

Birthday cards can be another excellent public relations move with alumni. Birth dates for some members can be obtained from the International Office. Again, cards can be sent to all alumni or only volunteers. To send birthday cards, a listing of alumni birthdays arranged by month should be prepared. On the first week of each month, birthday cards should be sent to alumni having birthdays in that month. The procedure is repeated in each succeeding month.

Personal

You may decide to write personal letters to certain alumni. It may be a special invitation to a notable alumnus or a request for assistance on a special project. In either case, the proper format for business-type letters should be used.

Another idea is to leave space open on the newsletter for personal notes from member to the alumni. Before mailing the newsletter, a bundling and packaging session could be held with the entire chapter and members could add personal greetings on each newsletter.

SECTION VII FUNDRAISING

Three Axioms About Fraternity Fundraising

Why People Give

Conducting an Annual Fundraising Campaign

Conducting A Capital Campaign

Three Axioms About Fraternity Fund Raising

Most chapters, at one time or another, have asked for donations from their alumni, but become discouraged when their efforts result in a minimal return. If a chapter expects any success in a fund raising campaign, the following three guidelines must be followed:

1. The undergraduate chapter should not solicit donations from alumni!

The chapter's alumni organization should coordinate any campaign and alumni representatives should ask for the donations. There are several reasons why complete alumni involvement is necessary when soliciting donations. First, alumni will only give money to a name they recognize, respect, and in which they have confidence. Unfortunately, many alumni do not want their money going to undergraduates for fear that the chapter will squander contributions. Second, alumni can provide greater continuity and experience in running an annual campaign. Third, an alumni organization can bring greater financial and investment knowledge in handling funds. Alumni must be informed that their contribution will be placed into an account controlled by the alumni organization. The alumni board of directors and officers will make the ultimate decisions regarding the proper management and allocation of funds.

2. All contributions must go to a specific use!

Alumni will not contribute unless they know exactly where their donations are going. A chapter house roof fund will get a far greater response as opposed to an open request for donations. With your alumni organization, you can suggest possible uses for the money. Some ideas include:

- Chapter scholarship fund
- A fund to help send members to annual Conventions and Leadership Institutes
- Capital fund raising campaign for chapter house acquisition, improvement, or expansion
- An account to help pay for the publication of an alumni newsletter
- An account for specific chapter house repairs
- Donation to the Psi Upsilon Foundation

3. A strong chapter/alumni program must be present!

The relationship between undergraduates and alumni is a two-way street; alumni are not going to give to any campaign unless they see that the chapter is worth their investment. Therefore, before beginning a fund raising drive with your alumni organization, the chapter should be publishing timely, well-presented newsletters, holding regular and enjoyable events, and demonstrating a general appreciation and courtesy for all alumni.

Why People Give

Individuals account for more than 80 percent of all philanthropic contributions. The general motivations to give are worth considering before planning a fund raising program.

1. **People give because they are asked.** Most of your Fraternity brothers do not wake up in the morning with the thought of writing a check to help the chapter. The individual who makes a gift without being asked is rare indeed. Your efforts will be hurt more by those who would have said "yes," but were not asked, than by those who say "no."
2. **Individuals give emotionally, not cerebrally.** Most people do not give to "needs." It has been said that General Motors never sold a car because of its need to make a profit. Individuals give to dreams and vision. They give to solve problems or create opportunities - not to balance the budget.
3. **Individuals most often give to perpetuate their own values.** The lessons learned by your brothers, as a result of their undergraduate Psi Upsilon experience, are most likely the same lessons your brothers believe must be reserved. Do not overlook the relevance of the principle objects of Psi Upsilon (as described in our Constitution) to our adult lives: "...the promotion of the highest moral, intellectual, and social excellence and educational standards..." While some brothers may no longer be able to list them, if they believe the objects were evident in their undergraduate experience, they most likely want to see them preserved for future generations.
4. **Giving makes people feel good.** When a brother writes a check to his favorite cause, he usually feels good about doing so. There is real joy in knowing that he has helped sustain and improve a cause in which he has a great interest.
5. **Giving is learned, and usually repeated.** Giving is not necessarily instinctive. Fund raising must be organized to create the opportunity for someone to give. And more often than not, individuals tend not to waiver a great deal in their choice of organizations to support throughout their lifetimes.
6. **People give to people.** People must be asked to give. In organizing a fund raising program, one must also consider who is asking. Undergraduates will not be successful in asking for money - they will probably lack familiarity and credibility. Alumni will want

to be certain that their gift will be used prudently - most often a consideration which is best addressed by ensuring that your fund raising is conducted on a peer-to-peer basis.

7. **Tax considerations are of little importance in giving.** The tax deductibility of charitable gifts is of little or no importance in one's decision to give. For very large gifts (particularly gifts of appreciated property) the tax treatment of the gift must be considered. Bear in mind that gifts to the chapter or alumni organization are not tax-deductible.

Conducting an Annual Fund Raising Program

Annual fund raising programs are distinguished from capital campaigns (described in a later section) in that an annual fund raising solicits gifts from your chapter's alumni (and often parents and friends) on a yearly basis. The gifts solicited through an annual appeal generally tend to be smaller than capital campaign gifts, are usually paid immediately, and most often are used for items or activities that occur on an annual basis.

For example, an annual fund may be established for the annual replacement of chapter house furnishings or to fund scholarships for brothers with outstanding academic achievement. Annual funds may support the expenses of sending the undergraduate delegates to the annual Leadership Institute and Convention, or recruitment, or alumni relation's expenses. A review of the alumni organization's budget may reveal dozens of items for which annual fund gifts may be solicited.

Conducting an annual appeal is similar to conducting a capital campaign in that the same tenets, which will spell success for the capital campaign, also determine the success of an annual fund raising program, albeit on a smaller scale.

Creating the Environment

Any fund raising program is most successful when there has been ongoing communication between the undergraduate chapter and the alumni. This cannot be overemphasized. Indeed, as you will read in the section on conducting a capital campaign, a consistent and thoughtful program for alumni relations is absolutely essential to the success of a capital fund raising program. Your annual appeal will be greatly enhanced, too, with a solid alumni relations program in place.

An active alumni corporation, with the board of directors serving as the housing corporation, must be in place. If the only involvement your alumni have with the chapter is a local alumnus who occasionally visits the chapter, or who oversees the collection of rent, then your annual appeal will lack credibility. Your alumni must be sure the gifts you are asking for are needed and will be put to good use.

An annual appeal, however, can help build the environment necessary for future capital campaigns and can actually improve alumni relations. Because an annual appeal is ongoing, it not only raises money for your chapter, but can also:

1. Help inform your alumni about the achievements and aspirations of both the undergraduate and alumni corporations;
2. Instill the habit of giving among your alumni;
3. Identify large gift prospects for future capital campaigns, evidenced by prior gifts to the annual appeal; and
4. Broaden the base of alumni who have demonstrated interest in the well-being of your chapter by encouraging all alumni to support the annual appeal.

Getting Started

Bearing in mind the motivations that may influence the decision to make a charitable gift, you must first determine why you need to raise money. The housing corporation and undergraduate officers should identify four or five projects for which contributions will be sought. These should be specific items or programs such as those mentioned previously.

The alumni organization should then choose a project that alumni will have an interest in supporting. (For example, it is doubtful that many alumni would be interested in subsidizing the chapter's social budget.) The corporation or alumni corporation should also budget for full funding of the project even if contributions fall short of the goal. The alumni corporation should also be prepared to make use of any funds in excess of cost for completion of the project.

The corporation (alumni corporation officers) should then appoint a fund raising chair who will be responsible for the following:

- Developing a case for support;
- Organizing a program of solicitation;

- Recording and acknowledging gifts received; and
- Developing a means appropriately recognizing donors to the annual appeal program.

With proper delegation, one organized and dedicated volunteer can handle the responsibilities listed above. A committee that divides the responsibilities could also be used depending upon the size of your alumni population and the desired degree of sophistication.

Developing A Case for Support

It is necessary to develop a short, concise rationale for soliciting funds. The "case" should address the following:

- Why does the chapter need the money?
- How will the monies raised be used?
- How will the monies raised improve the chapter

The case for support will be the basis for the development of a letter, a phone script, or a face-to-face solicitation, depending upon the means of solicitation you wish to employ in your annual appeal.

Organizing a Program of Solicitation

Regardless of the means of solicitation you choose to employ, it is imperative that you have an accurate list of those whom you wish to solicit. In addition to the alumni of your chapter, you might also solicit parents of current undergraduate brothers, vendors with whom the chapter has a long-established relationship, or other friends of the chapter.

Obtaining and maintaining an accurate list of alumni is essential to your success. Unless your organization is extremely well organized and has been maintaining an up-to-date alumni directory, the International Office can provide you with alumni lists sorted in just about any way imaginable. You might also wish to consult the university or college's alumni or development office for a list. Once you have obtained a workable, accurate listing of those whom you wish to solicit, then you should develop your solicitation plan.

Forms of Solicitation

There are three means by which you may solicit money. Each form of solicitation has advantages and disadvantages. You should choose the means for which you are best prepared, realizing that the manpower and cash outlays for each vary considerably. All three are briefly described here.

The mechanics of each program follow:

1. **Mailings** - This is the most common and simplest way to reach your prospects. It also produces the lowest return. Unless your chapter has had a long-standing annual appeal program, don't be discouraged if your response to an initial mailing is as low as 5 percent or less. Repeated mailing is necessary to improve response.
2. **Phone-a-thons** - Many alumni associations and housing corporations have had great success by conducting phone-a-thons. If you have sufficient numbers of alumni in one geographic location, have access to a telephone bank, and maintain telephone numbers for alumni, then this is a program worthy of consideration. A phone-a-thon can generally produce a gift from 25 percent or more of the persons whom you reach. It requires mail follow-up since you will receive pledges for the gifts that you solicit.
3. **Personal Solicitation** - the most effective means of raising money is to meet everyone personally. This is obviously impossible, especially if your alumni are scattered throughout North America. However, it is important that prior to starting your annual appeal campaign, you have the personal commitments of the board members of the alumni association.

Producing a Mailing

A well-written, easy-to-read letter provides a convenient means of making a gift, and can be an effective means of conducting an annual appeal solicitation.

Your letter should be an embellishment of the "Case for Support." There are no magical formulas to producing a successful mail appeal, but these general guidelines should help:

1. **Be concise and get to the point.** Explain why you are writing right up front. Be conscious of the difference between writing to raise money and writing to improve the XY chapter of Psi Upsilon. For example, you may write to solicit funds for a chapter personal computer, making the chapter more competitive in rush and to encourage computer literacy, versus writing to raise money to purchase a computer, period.
2. **Use basic language.** The letter should be easy to read and understand.
3. **Try to involve the reader.** If possible try to appeal to the reader's relationship to the chapter. It is better to use "you" than "we."
4. **Underlining helps draw attention.** Occasionally, consider underlining two or three key points in the letter. Research shows that underlining improves readership.
5. **Try to keep your message to one typewritten page.** Although a well-written, two- or three-page letter can produce a good response, they are difficult to write. If you must carry over to a second page, be sure to split a paragraph and a sentence between pages - it forces one to turn to the next page.
6. **Use large type.** A standard 10 character per inch printwheel is preferable to 12 characters per inch. Remember that some of your most generous alumni might be older persons who may be able to better read the larger typeface.
7. **Remember that people give to people.** Make certain that whoever signs the letter is a widely recognized, credible peer. Your housing corporation or alumni president, even if not widely known, is generally credible. If you are writing to parents, get a parent to co-sign the letter.
8. **Always provide a response envelope.** Make it easy for someone to send you a check. If the recipient of your mail appeal has to search through the body of the letter to find an address and then address an envelope to you, the letter will more easily be laid aside and destined to end up in that "someday I'll get to that" pile. If you have a post office box through which you can receive business reply mail - even better. However, make sure any business reply mail envelopes meet the standards of the postal authorities in your country. And don't even think of using your company's business reply mail privileges for Fraternity use. Postal authorities are becoming increasingly scrupulous.
9. **Always provide a response card.** The response card is a separate enclosure that asks the donor to indicate the amount of his gift. The card should always list some suggested giving levels, e.g., \$25, \$50, \$100, \$500, and \$1,000. You may be surprised that someone will actually send \$500 or \$1,000 - but chances are they won't, unless you make the

- subtle suggestion on the response card. The response card can also be used to gather news for your alumni newsletter.
10. **Consider segmenting your mailing list.** If you have accurate records of previous donors, send them a different letter. You can thank them for their previous gift(s) and ask them for their continuing support. You might also consider grouping your alumni into segments based upon three or four year clusters and finding an alumnus who would be familiar to those alumni who graduate during that period. If you're well organized, you can even develop a "class agent" program whereby each graduating class has one member who agrees to solicit by mail or by phone all members of his class.
 11. **Consider an additional enclosure.** If you have an upcoming alumni event, use your fundraising mailing to promote it. This should be in addition to your alumni newsletter. You don't want to give the impression that the annual alumni banquet will be a fund raising event. However, if the alumni banquet has been previously announced in your alumni newsletter, use the mailing enclosure as a second reminder. You might also consider enclosing a list of last year's contributors, or in the case of follow-up mailings during the same appeal year, those who have contributed to date.
 12. **Mail more than once.** Many colleges and universities have found that it pays to mail four to eight times each year. Typically, those who respond during an annual appeal year are removed from subsequent mailings for the campaign. Remember that most people are, by nature, procrastinators. It pays to mail more than once during your annual appeal.
 13. **Use a mailing service.** If your alumni list is more than 250 people, you should consider using a mailing service. In the U.S., 250 pieces of mail are required for non-profit bulk mailing rates. A mailing service will sort, bag, and mail your letter for considerably less than the first class rate. Bulk mail takes longer to process and arrive at its destination, but it will not necessarily diminish response.
 14. **Consult with your postal service.** If your mailing list is not up-to-date, ask your postal service about how your mailing must be prepared to ensure that your mail is forwarded and that you receive address corrections. For a fee, the postal service will forward your mail and provide you with new addresses - providing your mailing is prepared according to guidelines.

Conducting a Phone-a-thon

If your chapter has a large number of alumni, many of whom live or work in the same city, you might consider conducting a phone-a-thon. A phone-a-thon helps overcome the human tendency toward procrastination by obtaining an immediate pledge of support. The best-intentioned alumnus can easily misplace a mailing. A phone-a-thon combines personal solicitation and direct mail by allowing you to talk with a potential donor, and confirming his support in writing. phone-a-thon can also be a lot of fun. Some tips for conducting a successful phone-a-thon follow.

1. **Spend time and money to obtain phone numbers in advance.** If you do not already have up-to-date residential phone numbers for your alumni, consider using a telephone look-up service. These firms can work from a flat list or computer tape and will provide you with listed telephone numbers throughout the United States and Canada. Because they negotiate bulk directory assistance rates, their charges are generally less than if you consulted directory assistance yourself. Most offer rapid turnaround - five to seven working days. Consult the International Office or your college/university development office for the names of such firms.
2. **Send a pre-call letter or postcard.** This will alert your alumni that they will be called, and will make the actual phone solicitation much more effective. It also establishes credibility for the phone appeal.
3. **Develop a prospect calling form.** Each prospect to be called should have a separate form. An index card with a mailing label and the residential phone number can work. You need not spend the time, or incur the expense of having calling forms printed and prepared. By having each prospect on a separate card, the phone solicitors can sort through the index cards and call specific prospects.
4. **Develop a pledge confirmation card.** The result of each call - a pledge, a refusal, or a "maybe" - should be recorded on the calling form. Each prospect called who makes a pledge of a specific amount, or who indicates a willingness to consider making a pledge, should receive a confirmation card. The card should include the prospect's name and address, the amount of money pledged, the signature of the person who made the call, and the date of the call. It is very helpful if the card has a carbon backup so that you have a record of the pledges made.
5. **Determine the number of callers you will need.** Generally, you can count on someone completing six to eight calls per hour, provided you have accurate numbers and each phone call is not allowed to develop into a reunion-by-telephone. You should also count on 10 percent of your phone numbers (no matter how recently obtained) being invalid and you should also figure that 25 percent of all remaining prospects would be unreachable.
6. **Find an appropriate location for the phone-a-thon.** It is preferable that all callers be in the same room. A stock brokerage facility, a law firm's conference room, or even your school's phone-a-thon rooms make suitable facilities. Productivity is enhanced if the callers are in the same room, rather than in isolated offices that tend to promote needlessly lengthy conversation.
7. **Enlist the callers.** Use local alumni. Again, peer-to-peer solicitation is preferable. However, you might use undergraduate officers to call some of the more recent alumni. If you need several callers or will need to call for more than one evening, consider a phone-a-thon to enlist callers. Three or four alumni might each agree to contact three or four others to fill a bank of eight phones for two nights each.
8. **Plan on no-shows.** If you must fill eight phones, enlist ten callers. Invariably, people have conflicts and must cancel. If all ten do show up, take turns on the phones or use a volunteer to prepare the mailing of the confirmation card or to keep a running total as you call throughout the evening.

9. **If you have three or four people calling at a time, the phone-a-thon chairman should avoid calling.** Questions will arise that need to be answered while callers are on the phone. Someone should be free to address them. For example, you might want to take a current list of alumni along in case a caller is talking to a prospect who asks for the address for his long-lost roommate. Other callers might talk to someone who wants to know what they gave last year. If you have records of past contributions, they should be available.
10. **Develop a script.** The script should be a guideline for conversation, not actual dialogue. The script should include an introduction in which the caller makes an introduction, states his class year, and indicates that he is calling with other chapter alumni from XYZ location. Then the script should indicate why funds are being sought and how they will be used. Finally, the script should be constructed so that the caller asks for a specific amount of money. If the prospect objects to that amount of money, then the caller should suggest a lesser amount, or even suggest that they pay their pledge in two installments during the annual fund year.
11. **Be prepared for objections.** Not everyone you speak with will make a pledge immediately. Some may need convincing that their support is needed to make a difference. For example, if your chapter has had problems in the past, don't deny them. Legitimize the prospect's objections by saying that you can appreciate what he is saying. Then deflect, by indicating that you hope he will make a contribution to help encourage the current chapter leadership to achieve a higher standard of accomplishment.
12. **Be prepared for rejection.** Not everyone you reach will be in the frame of mind to give money or even receive a phone call. If you call during dinner, ask to call back later. Also remember you might be calling during a family crisis. The reasons people choose not to give are countless, and may often have little to do with the Fraternity. You simply may catch people at a bad time. Don't take rejection personally. Simply thank the prospect for his time and move on to the next call.
13. **When completing the call, be sure to confirm the address.** This is particularly important for pledges. You want to make sure the pledge confirmation is sent to the correct address. Also verify the addresses of prospects who reject, if it seems appropriate. Phone-a-thons are a great way to clean up mailing lists.
14. **Call on a weeknight.** Monday through Thursday evenings, from 6:30 to 9:30 p.m. are the best times to find people at home. Sunday evenings can also be productive calling periods.
15. **Make a phone-a-thon fun.** Your callers will be more effective when they are having fun. Start off the evening with a light dinner and refreshments. During dinner, the chair might give a review of the annual fund's goals and a few tips for making a successful fundraising call. The script should also be reviewed. If your undergraduate chapter is nearby, you might want to have the chapter president or a few of the officers there to meet the alumni. Keep a tote board going throughout the evening showing total pledges and total dollars raised. Try to establish a goal for the evening prior to calling. Callers will work harder to achieve a goal.
16. **Consider a pledge follow-up system.** You can increase the dollars raised if you establish a means of sending pledge reminders to those who fail to pay a pledge in a given period.

of time. (i.e, 60-90 days). You might also consider allowing donors to make two or three installments toward a pledge. This works best if you can develop a reminder system to alert the donor that a payment is due, indicating the original amount pledged, the amount paid, and balance due.

Phone-a-thon can really move your annual appeal forward. Because phone-a-thons afford a much higher response rate than a mailing, they are well worth the time and effort.

Conducting Personal Solicitations

Aside from personally obtaining the commitments of those who are involved in approving and organizing your annual fundraising program, there might be some alumni for whom a personal solicitation call is warranted. These might include previous large gift donors, exceedingly loyal alumni, or alumni who have the capacity to make a major, annual commitment to your program. The section on conducting a capital campaign speaks to the importance of personal solicitation for major prospects.

Personal solicitation simply involves verbalizing the case for support and asking a prospect for a specific gift amount. All of the tips for fundraising success previously mentioned apply. For example: develop a script, be prepared for objections, and send a letter of confirmation following your meeting with the prospect.

Recording and Acknowledging Gifts

Volunteer fundraising programs often overlook the importance of promptly recording and acknowledging the contributions received. You should develop a permanent means of recording all gifts received. This will be critical information in determining a chapter's potential for launching a major capital campaign. It is hard to tell how much you can raise in the future if you don't know how much you raised in the past, or from whom your previous gifts were received.

The prompt acknowledgement of gifts is the first step in soliciting the next gift from that donor. Not saying thank you virtually guarantees the failure of your next fundraising appeal. If you must hire a secretarial service to ensure that gifts are properly recorded and acknowledged, it will be

money well spent. Even a pre-printed postcard acknowledging receipt of the gift is better than nothing at all. Not acknowledging a gift is just plain rude.

Recognizing Donors

A formal program of recognition for your annual appeal donors can encourage others to contribute, while sustaining the contributions from current donors. An annual list of current donors in your alumni newsletter, or modest plaques in the chapter house can create interest in and support for your fundraising programs.

You should be cautious in suggesting gift amounts in all forms of solicitation, be it mailings, phone-a-thon, or personal solicitation. It is far better to err on the side of asking for too much than too little. Unfortunately, some chapter fundraising materials ask for gifts of \$5 or \$10. Unless your constituency is exceedingly young or desperately poor, such amounts are almost insulting. You should never ask for less than \$25 which amounts to fifty cents a week. Hopefully, your chapter is worth that much and far more. Remember that people will only give if they are asked. And if you ask too much, they're likely to be flattered that you think they're doing that well financially!

Establishing A Goal

Determining an annual fund goal will be difficult if you have a large base of prospects with no history of previous giving. You must account for the quality and consistency of alumni communication and the condition of the undergraduate chapter. You must also consider the form of solicitation you undertake. It is better to set a conservative goals and exceed it, than set an overly ambitious goals and fail. If your chapter is blessed with an existing annual appeal program, you will be able to make achievable projections, determining a percent of participation and average gift figure.

A note of caution: Just as the following section relates the reality of fundraising in terms of how capital campaign goals are achieved, the same is true in annual appeals. You will not achieve a

goal of \$5,000 by having all 500 alumni make a gift of \$10. you will more likely have one gift at \$1,000, two at \$500, four at \$250, and dozens of smaller gifts.

Far more than simply raising money, a successful annual appeal program will build a sense of pride among your alumni, will encourage the undergraduate chapter leadership, and will be the foundation for a future capital campaign. For those who are fortunate enough to conduct your chapter's annual appeal program, a great sense of satisfaction and joy awaits.

Conducting a Capital Campaign

What is a capital campaign and how can an alumni corporation use it to help secure a sound future for the undergraduate chapter? Traditionally defined, a capital campaign is an organized, intensive fundraising effort on the part of an organization to secure large gifts, usually for particular capital or endowment purposes, over a specific period of time.

More specifically, campaigns may be used by alumni corporations to raise funds for projects such as chapter renovation, acquisition of new property, creating endowment reserves for chapter house maintenance, or providing funds for other concerns related to the needs for the undergraduate chapter house.

For many years, colleges and universities have successfully used campaigns to raise large sums of money for new or renovated construction projects and for academic endowment needs. The same principle used by colleges to raise millions of dollars can be applied or adapted on a smaller scale for fraternities to raise thousands of dollars for vital needs.

A word of caution is in order before launching into the methods of a capital campaign. **It is foolhardy for any organization to attempt to establish large goals for capital support if a solid alumni relations and annual giving program is not first in place.** This point cannot be given enough emphasis.

Fundraising is sequential. It builds on earlier successes. Campaigns will be successful when:

- Alumni are already genuinely involved with the undergraduate chapter in an advisory capacity
- The undergraduate chapter program is strong in all its aspects including alumni corporation relations, rush, membership development, financial management, etc.
- Real and important projects are identified as fundraising goals
- Some pattern of support on an annual basis is already evident.

Identifying Fundamentals For Success

There are many variables that will determine the success of a capital campaign. Some are undoubtedly more important than others. Among the most important questions to ask are these:

1. Does the Fraternity have a favorable image or good reputation? A chapter struggling simply to exist will have difficulty just raising annual funds, much less, large amounts for capital purposes.
2. Does the Fraternity have a convincing need for the monies sought? Alumni will be more willing to fund replacement of the chapter house roof or furnace than they are to bail the chapter out of debt because the house is not at full capacity or the undergraduates are poor financial managers.
3. Are funds available from your constituency (alumni, parents, of undergraduates, neighbors, university sources) to meet the goal? Older, more established chapters with wealthier alumni will fare better than young chapters with a younger, smaller alumni body.
4. Can able volunteer alumni leadership be found to give time and talent to the cause? Every campaign needs a certain number of willing volunteers to provide hands-on management. A chapter with strong alumni involvement will have an advantage.

There are other less profound factors that will determine success, but do bear mention. Among them are:

- The size of your constituency--obviously chapters with larger alumni bodies have a better base from which to draw
- Previous fundraising success--realism is necessary in determining goals. For example, it is easier to raise \$1,000,000 over five years if the alumni corporation has had similarly successful programs in the past
- Concentration of alumni--chapters that have a high concentration of alumni nearby will find it easier to organize a campaign and chapters in urban areas oftentimes have a wealthier constituency.

Campaign organizers frequently use questionnaires to survey alumni opinions on these important issues. While a full-blown survey may not be necessary for fraternity campaigns, volunteer fraternity leaders should assess, through visits among themselves and others, the answers to those questions.

Organizing Volunteer Leadership

Obviously, campaigns just don't happen. Volunteers make them happen and are key to their success. Realize from the start that whoever is now involved with the chapter has many other responsibilities and volunteer activities. It has often been said that a campaign, regardless of size, can be run successfully by only five or six excellent volunteers. Choosing and involving those key people is critical. And, you typically need 30-50 volunteer prospects to find those top five or six people.

While it might be ideal to find alumni interested in your chapter who also have some knowledge of fundraising, that may be difficult or impossible to do. Finding volunteers with a sense of commitment, and experience in organizing and recruiting others to causes, is equally important if they can make use of the principles described here or have occasional access to someone with basic knowledge of campaigns. As is true in many cases, don't forget to utilize the expertise and resources at your campus development office to get the program started in the proper direction.

Choosing and recruiting the volunteer chair is the most important decision in all aspects of campaign volunteer leadership. Responsibilities of the chair are to:

- enlist other leadership to form a campaign steering committee
- solicit a certain number of other important prospects, including the individuals who make up the steering committee
- make a personal leadership gift to the campaign
- convene and chair meetings
- possess good knowledge about the campaign projects and the methods of fundraising.

The alumni president (and other board members) should be centrally involved with the campaign if he isn't chosen chair of the drive. Sometimes, a vigorous, retired alumnus is an ideal candidate to chair the campaign. The alumni board should review the list of past board members, past undergraduate chapter presidents, and current chapter donors to determine suitable candidates for leadership positions and steering committee membership.

Members to the steering committee should also be selected based on their ability to make a gift and ask others to do the same. It is appropriate that the steering committee and chair determine the campaign projects and dollar goal as well as establish a dollar goal for the committee itself. Again, good fundraising is sequential. Leadership sets the example first by giving generously, thereby inspiring others to do the same. In addition to establishing the campaign goals, providing leadership, making early gifts, and soliciting others, the steering committee should allot time to evaluating and selecting candidates to solicit for gifts. Colleges and universities use sophisticated "rating sessions" to determine how much a person could give, if properly asked. While this level of sophistication may be difficult to implement in a fraternity drive, it is important that specific targets be set for your best prospects. It may not be possible to employ such a system in a fraternity drive. As will be seen in discussion gift tables, it is important to establish a particular target or "ask amount" based on group consensus for every prospect and to ask that prospect for a gift at that level.

Writing the Case for Support

It is helpful for any group attempting to raise money to have a written statement that describes the projects to be funded and why they are critical to the life of the organization. These

statements may range from simple two page summaries used by small organizations to elaborate, lengthy, glossy booklets published by larger complex organizations.

Regardless of its format, a statement for support should

- set forth the mission of the Fraternity
- list the campaign leadership
- justify and explain the importance of the campaign goals;
- document the successful track record and history of the chapter
- invite the reader to invest in the future of the Fraternity
- list the opportunities for giving and recognition
- stress how the chapter will benefit from the campaign
- be used in training volunteers and soliciting gifts.

While this document need not be fancy or complicated, it does need to be written. If examples of other such statements can be found or provided, an undergraduate member with good writing skills can help formulate this statement. Or perhaps a graduate student on campus looking for a special project in organizational management or nonprofit leadership can be found to help do this.

Using A Gifts Table

A capital campaign is different from annual giving in many ways. One of those fundamental differences is the size of gifts required in a campaign. Because a capital campaign seeks gifts for capital purposes, it requires large gifts that are often spread out over a three to five year payment period.

A fundamental planning and goal-setting tool in any campaign is a major gifts table or chart that specifies the number and size of gifts needed to successfully meet a campaign goal. Gift tables, while unique to every organization and every campaign, follow certain mathematical assumptions as well as giving patterns seen in many campaigns over long periods of time.

Normally, 80 percent or more of the gifts to a campaign come from 20 percent or fewer of the donors. Sometimes the ratio is even higher with 90 percent coming from 10 percent of donors. Another standard in fundraising that parallels this 80-20 rule is the "rule of thirds" which states

that the top ten gifts by size represent 33 percent of the goal, the next 100 gifts represent the next 33 percent, and all remaining gifts account for the last 33 percent.

Following are exemplary gifts tables for campaigns of \$50,000, \$100,000, and \$500,000.

Gifts Table - \$50,000 Goal				
	Gift Range	Number of Gifts Needed	Number of Prospects Needed	Total
Major Gifts	\$5,000	1	4	\$5,000
	\$2,500	3	12	\$7,500
	\$1,000	7	21	\$7,000
Special Gifts	\$500	15	45	\$7,500
	\$250	30	60	\$7,500
	\$100	75	150	\$7,500
	<\$100	many		<u>\$8,000</u>
				\$50,000

Gifts Table - \$100,000 Goal				
	Gift Range	Number of Gifts Needed	Number of Prospects Needed	Total
Major Gifts	\$10,000	1	4	\$10,000
	\$5,000	3	12	\$15,000
	\$2,500	6	18	\$15,000
Special Gifts	\$1,000	10	30	\$10,000
	\$500	25	75	\$12,500
	\$250	60	125	\$15,000
	\$100	100	200	\$10,000
	<\$100	many		<u>\$12,500</u>
				\$100,000

Gifts Table - \$500,000 Goal				
	Gift Range	Number of Gifts Needed	Number of Prospects Needed	Total
Major Gifts	\$50,000	1	4	\$50,000
	\$25,000	2	8	\$50,000
	\$15,000	4	16	\$60,000
Special Gifts	\$10,000	8	30	\$80,000
	\$5,000	15	45	\$75,000
	\$2,500	30	75	\$75,000
	\$1,000	60	125	\$60,000
	<\$100	many		<u>\$50,000</u>
				\$500,000

A gift table is serious business and a necessary tool. It illustrates that without certain gifts at certain levels, the campaign is not likely to succeed. When establishing goals, it is important to target the number of gifts needed in context to the number of prospects needed for each gift. As the tables illustrate, usually four prospects are required for each gift needed at the upper end of the table.

One of the most common false assumptions regarding gift ranges and distribution patterns is the idea that a campaign can succeed if everyone in the prospect pool gives the same amount. This theory suggests that for a \$100,000 campaign, if 100 people each give \$1,000, the goals would be reached. It never happens. People need to be asked to give in proportion to their wealth and wealth is not distributed equally. Furthermore, many who are asked do not give to their maximum potential and others don't give at all.

Asking for the Gift

Prospects need to be identified and qualified prior to solicitation. A fraternity should cast a wide net in considering prospects for a campaign. Alumni parents of current undergraduates, neighbors, members of the campus community, and fraternity members who are major donors to the college are but a few examples. Once these groups have been identified, it is important to gauge what their individual giving capacities can be over a period of three to five years. It is also helpful to prioritize prospects by level of interest in the fraternity and in the projects of the campaign.

In soliciting gifts, start with the best, most highly qualified prospects first. Pacesetter gifts will be exemplary to others. While letters and phone calls are typically used in annual campaigns designed to reach many people, major prospects in a capital campaign should be individually assigned to volunteers and seen personally, face-to-face. Just as undergraduates would not recruit many new members during rush with letters or over the phone, the same can be said of capital campaign fundraising.

Once the steering committee is established, each member on the committee should select three to five prospects he is willing to see for a gift. Steering committee members should make their own gifts (be solicited by the chairman or a core group of leaders) prior to asking others to give. A team of two solicitors approaching one prospect works well. The volunteers should share with the prospect the gifts table, the statement for support, and names of others who have made gifts prior to asking the prospect for a specific amount.

It is important to have a target amount in mind for the prospects. Few people respond generously to the line "give what you can." It is not unusual to ask someone for a gift two to four times the amount you are seeking and oftentimes two or three visits may be necessary prior to closing a gift.

In summary, securing large gifts is the process of the right volunteer, asking the right prospect, for the right amount, for the right project, at the right time.

Concluding the Campaign

Follow-through and perseverance oftentimes separate the successful campaign from the one that falls short of its goal. Periodic meetings of campaign leadership are essential for charting the progress of the campaign and closing major gifts. Careful records should be kept concerning who has made gifts and for how much, as well as who refused.

Once a gift is closed, the alumni chairman as well as the undergraduate chapter president should thank the donor immediately via letter. Undergraduates can help keep campaign records and formulate ways to recognize campaign donors. Undergraduates as well as alumni should be responsible for investing gifts properly and ensuring gifts are spent in concert with their intended purpose.

Conclusion

This brief statement on conducting a capital campaign is merely an appetizer. Hopefully, it lays out the basic parameters of a campaign and items that need attention. There are numerous

sources of written materials a layperson conducting a campaign may consult. One of the best-written books about the principles of "campaigning" is *Conducting a Successful Capital Campaign* by Kent E. Dove and published by Jossey-Bass Inc., 350 Sansome Street, San Francisco, CA 94104. The book provides a brief, yet thorough, overview of conducting a capital campaign.

Section VIII

Chapter – Alumni Events

Event planning

Large Scale Events

Small Scale Events

Event Budgeting

Adding the Extras

Suggested Activities and Programs

Some Programming Do's and Don'ts

Event Planning

Chapter-alumni events are held to give your alumni an opportunity to renew friendships with other brother. They allow your association to create and keep alumni interest in the Fraternity, to develop interest on the part of some alumni for active participation in chapter operations and alumni organization affairs. They can also be used celebrate a special occasion within the Fraternity.

Many undergraduate chapters consider their homecoming activities and their spring formals alumni events, however, consider whether the event is actually being planned for alumni was it an afterthought. In planning alumni events, ask yourself these questions:

- Is the event primarily for alumni?
- What is the reason for alumni being there?
- Were the alumni notified in time to make arrangements to attend?
- As an alumnus, would the event be enjoyable?
- As an alumnus, why would I **not** attend?

These questions should tell you whether or not an event could qualify as an alumni event. The following are additional suggestions in planning alumni events.

Plan the event only for alumni!

Although an undergraduate event can coincide with an alumni event, the most successful events are those where alumni are the main focus and center of attention. Remember that the chapter can socialize any weekend, but an event for alumni may be the first time in years, they are able to enjoy fellowship and memories of their brothers. Undergraduates should serve as hosts for alumni by greeting them, talking with them, serving food, and otherwise assisting with the behind-the-scenes arrangements. If alumni can leave the event with a special feeling, you have done your job, and probably have helped to build future attendance at the next sponsored function.

The event must have a purpose for alumni to attend!

As an alumnus, if the reason for me to be at an event is to stand around and talk with people I don't know, I probably will not attend. Alumni will attend an event, however, if there is an organized program, and if they know other classmates will be in attendance. Overall, the event needs to be worth the alumnus' time before they will make the effort to attend. In publicizing an event, make sure the program is outlined and if possible, make sure alumni who have agreed to attend are listed.

Promote the event early!

Many events fail because the alumni were not notified in time to make plans to attend. If alumni are not notified within three weeks of the event(for small-scale events), there will be poor attendance at the event. For larger scale events, like homecoming or anniversaries, alumni need notification three months in advance of the event. If you are using a banquet hall or hotel, these places need to be reserved months in advance. Suggested time –frames for scheduling large and small scale events are outlined later in this section

The Alumni Corporation needs to plan the event!

Many alumni will not respond to invitations for alumni functions if the invitation comes from only the undergraduate chapter. The Alumni Corporation will lend credibility to the event by giving contact names, which are familiar. Additionally, the Alumni Corporation will probably have an easier time reserving facilities.

Make the event enjoyable for ALL alumni!

Too often, alumni events are focused on only the younger alumni because their interests are generally more closely related to the undergraduate members. In planning functions, make sure that all age groups of alumni will be comfortable. To do so, separate activities may need to be planned for younger and older alumni.

Combat the reasons why alumni would not attend!

When planning alumni events ask yourself, “Why would an alumnus not attend?” The most common answers include: “I was not notified far enough in advance;” “I can’t bring my wife and children;” “I won’t know anyone there;” and “It’s too far to travel.” Through proper planning and promotion, all of these objections can be addressed, except lengthy travel.

A word about alcohol at chapter and alumni events:

- **All Fraternity-related events, including alumni activities and functions, must follow Psi Upsilon Fraternity’s policies for alcoholic beverages.**
- **Individual alumni or alumni organization cannot provide alcohol for the general use at an event; this includes bulk quantities of alcohol (i.e., keg beer, cases of beer, party balls, punch bowls.)**
- **All alumni events must be either of “BYOB” or “cash bar” format. There should be no advertising of alcohol in promotional mailings. You will, however, need to let alumni know how alcohol will be handled at the event.**
- **When dealing with alumni concerning risk management and alcohol procedures, be up front. Explain the policy through your newsletter and other mailings. Indicate why the Alumni Corporation must follow the given procedures.**
- **Be prepared to confront any alumni members who violate the Fraternity’s policies for alcoholic beverages or hazing!**

Large Scale Events

It is more important to have a few “special” alumni events than to have a large number of alumni activities that are generally not well attended or appreciated.

Chapters with successful alumni programs usually hold two annual chapter-alumni events. Homecoming and Founders’ Day are customary times for alumni activities. A few chapters have developed other traditional functions for alumni. Major activities should be planned to celebrate a chapter anniversary, groundbreaking, or building of a new chapter house. The following list provides good examples of large-scale events, which should be planned, for alumni:

<u>EVENTS</u>	<u>TIME OF YEAR</u>
Homecoming Weekend	Fall
Founders’ Day Weekend	November
Chapter Anniversary	When appropriate
University Reunion Weekend	When appropriate
Golf outing and barbecue	Late spring/summer/early fall
Alumni Family Picnic	Late spring/summer
Pig Roast/Barbecue	Late spring/early fall
Holiday Dinner and Dance	Early December
Alumni Corporation Retreat	Late spring/early fall

Event Committee

Because of the advance planning and number of people involved, special responsibilities need to be delegated to chapter members when coordinating a large-scale event. Listed below is a suggested format and responsibilities for a large-scale events committee.

- Events Chair--Oversees the members with special responsibilities for the event, and the general membership. Responsible for registration and monitoring the event budget, and for arranging a guest speaker.
- Communications Chair--Coordinates all mailings, promotions, phone calls, bulk mailing permits, and obtaining mailing labels. Organizes the event program and schedule.
- Banquet Chair--Arranges the banquet meal, secures the needed facilities, supervises decorations, organizes the event set-up and head table seating, and arranges for any awards to be given out. In charge of the dance and entertainment.

- Hospitality Chair--Arranges the hotel accommodations for out of town guests, child care, photographers, check-in/welcome committee, name tags, and the pre-banquet reception.

Large Scale Event Scheduling and Promotion

Once you have delegated the major responsibilities to various members, it now becomes necessary to begin the scheduling and promotion of the event. For large-scale events, you will find that it is necessary to begin plans **at least four months** before the actual event. By following the planned time-line, you will find that the quality of the event and the attendance will both be enhanced.

16 Weeks Before

Prepare a tentative schedule. Agree on the date, location, possible speakers, promotional methods, and program of activities.

14 Weeks Before

Reserve the location of the event if other than the chapter house. All facilities included hotels, banquet halls, golf courses, parking facilities; picnic grounds, etc. should be reserved by this time.

13 Weeks Before

First General Mailing- contains event date, times, locations, registration fees and other costs, program details, return envelope and registration card/post card, wives program, child care and hotel information. Never have registration fees sent to the chapter house. Have them sent to a post office box, or preferably to a local alumnus.

12 Weeks Before

Arrange for the guest speaker. Offer to provide for his meals and lodging. An alumnus should be contacted to act as master of ceremonies of the event.

10 Weeks Before

Your newsletter should contain event details, biography on the guest speaker, any changes from the first mailing, and a list of alumni registered to date.

6-4 Weeks Before

Second General Mailing- contains a list of alumni registered to date, additional details and changes, return envelope and registration card, and a final push for attendance. Confirm all your reservations and program activities.

4 Weeks Before

Review the event, including an assessment of risk control.

2 Weeks Before

Telephone campaign, follow –up with local and key alumni as a final push for attendance.

1 Week Before

Confirm all arrangements and attendance, including the guest speaker.

1 Week After

Publicly and privately thank all alumni who helped and attended by sending out thank-you notes and listing alumni who attended in the next newsletter. Evaluations-conduct a thorough evaluation of the event, including strengths and weaknesses and recommendations for future events.

Small Scale Events

Small-scale events allow for targeting certain alumni for a specific purpose, and can be planned with minimal effort and cost. Smaller alumni events can be coordinated at various times throughout the year and can compliment large-scale events.

<u>EVENTS</u>	<u>TIME OF YEAR</u>
Annual Alumni Corporation Meeting	Fall
Graduation Weekend	May
School Sporting Events	When scheduled
Parent’s Weekend	Fall
Holiday Reception	Early December
Pledging/Initiation	When scheduled
Scholarship Dinner	Late spring/early fall
Recruitment Function	When scheduled
Business Luncheon	When scheduled
Local Alumni Dinner	When Scheduled

Event Committee

You probably will find that the committee necessary to coordinate small-scale events is similar to the one needed for large-scale events. In planning small-scale events, start by using the same format for your committee, and then assign responsibilities needed for the event. Even though you will find that fewer responsibilities exist, it will still be necessary to delegate to your committee members.

Small Scale Event Scheduling and Promotion

Although an event may be smaller in nature, proper planning and promotion are still important. However, the smaller the event, the more personable the contact and promotion can be to alumni.

12 Weeks Before

Prepare a tentative schedule. Agree on the date, location, possible speakers, promotional methods, and program of activities. If it is largely a chapter event, like recruitment or initiation, decide the alumni's role and involvement. Also decide on which of the alumni will be invited.

10 Weeks Before

Reserve the location of the event if other than the chapter house.

8-6 Weeks Before

Invitations- contain event date, times, cost, location, program details, return envelope and registration card for RSVP, and the purpose of the program for the alumni. Your newsletter should contain event details and general invitation to all alumni.

4 Weeks Before

Review the event, including an assessment of risk control.

2 Weeks Before

Telephone campaign: follow-up with local and key alumni as a final push for attendance.

1 Week Before

Confirm all arrangements and attendance, including the guest speaker.

1 Week After

Publicly and privately thank all alumni who helped and attended by sending out thank-you notes and listing alumni who attended in the next newsletter. Evaluations-conduct a thorough evaluation of the event, including strengths and weaknesses and recommendations for future events.

Event Budgeting

Some of the most common mistakes made in event planning are undercharging and overspending. Financial problems result because organizers tend to overestimate how many alumni will attend a function. Mailings sent out well in advance would help to avoid overestimating alumni attendance, and careful, monitored spending will help to correct any overspending that may occur.

When determining cost, it is appropriate to obtain all estimates in writing. Take into account all costs, from mailings, room rental, and photographer and thank you notes. A safe formula for budgeting is to underestimate attendance by 15-20 percent, and overestimate expenses by 10-15 percent. The following is a sample budget, and the figures used are only examples. Your actual costs will vary depending on the specific event.

*Sample Event Budget*Expenses

Postage and mailings	
1 st mailing (postage)	\$56
2 nd mailing (postage)	\$56
Paper	\$30
Printing costs	\$70
<u>Total Postage and Mailing</u>	\$212
Banquet:	
Dinner (100 guests x \$15)	\$1,500
Entertainment	\$600
Tablecloths	\$80
Centerpieces	\$120
Alumni Awards Plaques	\$80
Programs/Menu	\$100
Room Rental	\$100
Miscellaneous	\$200
<u>Total Banquet Expense</u>	\$2,780
Miscellaneous Expenses:	
Photographer	\$100
Guest book	\$30
Guest Speaker Cost	\$200
Thank you notes	\$50
Child care	\$100
<u>Total Miscellaneous Expenses</u>	\$480
Total Expenses	\$3,472
Add 15% reserve	\$520
Total Alumni Event Expense	\$3,992

With a conservative estimate of 100 people in attendance, the minimum price charge to each person should be \$40.00. Figures used for the sample budget are just that –samples. Your actual cost will vary depending upon the nature of the event.

Adding the Extras

Whether your event is a large or small function, the following suggestions can be used to make your event a greater success. In reviewing these “extras,” first decide which points can be used as part of the event and delegate each responsibility to other member(s), and follow-up to see that the assignment is carried out on time.

- **Alcohol:** There should be no advertising of alcohol in any promotional mailings. You need to let alumni know how it will be handled; i.e., “BYOB” or a cash bar.
- **Contact Local Hotels:** Inquire about special rates, and list available hotels and their phone numbers in your mailing.
- **Wives and Older Alumni:** Plan a special program for wives and older alumni, such as a campus tour, shopping trip, or visit to a campus art exhibit. Put this information in the invitation and program.
- **Welcome Committee:** Arrange for alumni and actives to supervise registration, signing the guest book, name tags, handing out programs, football tickets etc..
- **Child Care:** Arrange with chapter members or a sorority to keep the younger children occupied.
- **Guest Book:** Provide a guest book at the welcome table for the alumni to sign. This will help update your addresses, and will allow you to recognize alumni who attended.
- **Photographer:** Arrange for informal and group pictures to be taken during the event for future newsletters or display at next year’s function.
- **Alumni Awards:** Arrange for selection and presentation of outstanding alumni awards, outgoing alumni organization officers, outstanding senior awards, outstanding scholarship award, oldest member present, etc. Make sure any gifts or plaques are engraved in advance.
- **International Fraternity Speakers:** For special occasions, Executive Council members, Foundation Directors or Fraternity staff members may be available, but should be invited at least two months in advance. Contact Executive Director for details.
- **Block off Seating:** If the event centers around an athletic event arrange for a block of seats to be reserved and announced in the promotional mailings. Orders should be placed using reservation cards, and the welcome committee should distribute tickets before the game.
- **Fraternity Songs:** It may be appropriate to open or close the program with a song or two. Printed words will help those who have forgotten the words. Songbooks are available from the International Office.
- **Decorations:** Decorate the main banquet area with Fraternity colors using flowers, flags and crepe paper.
- **Souvenirs:** If it is a special dedication or anniversary, arrange for souvenir mementos.

- **Display:** Arrange for a display during the event of historical pictures, chapter scrap books, publicity clippings, letters from alumni who could not attend, and a variety of Fraternity publication.
- **Follow Banquet Etiquette:** Plan for a head table and speakers. The following program is suggested for a banquet:
 - I. Introductory Remarks by Master of Ceremonies
 - II. Psi U Doxology
 - III. Dinner
 - IV. Welcome by Alumni President
 - V. Guest Speaker
 - VI. Brief remarks by Archon (if in attendance)
 - VII. Presentation of awards
 - VIII. Singing of “Shrine Song”
 - IX. Group Photo
- **School Official:** Contact your Greek Advisor to see if a school administrator would be available to attend the event and offer brief remarks on behalf of the school.
- **School Alumni Office:** Notify your school’s alumni relations’ office of your plan and see if they will provide additional publicity in the alumni magazine.
- **Alumni Representatives:** Ask past Archons, key regional alumni and members from various eras to promote the event by writing personal letters or by telephoning former classmates to urge attendance. Publish the names of alumni representatives in your promotional mailing.
- **Reception:** Arrange for a social hour prior to the evening banquet, including food and alternative beverages and entertainment.
- **Parents:** Consider inviting parents to certain events.
- **Open House:** Arrange for an open house to give alumni and their wives a tour of the chapter house.
- **Anniversary Recognition:** Present 25 and 50 year membership certificates or other recognition to older alumni who have reached those milestones.
- **Event Write: Up-**Arrange for a write-up of the event for the next newsletter and archives. Include the names of those who attended, thanks to those that helped, and promote the next event. Also send in the release to *The DIAMOND*, school and alumni magazines, and local newspapers.
- **Thank You’s:** Publicly and privately thank all alumni and members who have helped.
- **Evaluate for the Next time:** Document what went well, and what to improve for the next time. Include names and phone numbers of alumni and businesses who provided services or assistance, and outline all expenditures of the event.

Suggested Activities and Programs

- Brief noon luncheons with short programs. The main idea is to provide networking opportunities.
- Early morning breakfast meetings.
- After work receptions (5-6 p.m.) with short program.
- Weekend dinners or brunches at convenient locations and moderate prices with spouses.
- Annual banquet with spouses to coincide with local or regional attraction.
- Picnics.
- Pot Luck- covered dish dinners with spouses.
- Professional Association gatherings.
- Canoe trip, camping trip, lake outing.
- “Monday Night Football” parties.
- Costume parties.
- Fund raising drives to provide undergraduate scholarship.
- Golf, ski outings.
- BYOB tailgate parties.
- Ball games.
- Aid area chapters with recruitment activities.

Some Programming Do’s and Don’ts

- For every social or dinner meeting, there should be a social hour or reception along with a host responsible for meeting newcomers. Otherwise, the timid young alumnus, attending his first meeting, will sink into a lonesome corner, gulp his food in silence and sneak out during the applause -vowing never to return.
- A receiving line is important for formal gatherings of twenty or more where there is a feature speaker or guest of honor. Do not let one or two alumni buttonhole important guests all evening so no one else can say hello.
- Form a telephone committee to follow up written invitations with phone calls. Telephone calls typically double attendance.
- Do not keep the plans secret. Give at least three weeks notice for association events.
- Plan to take pictures (black and white if possible) at events and get names of those in the posed shots. Use them in the association’s newsletter and pass them along to the International Office for use in *The DIAMOND*.
- Association meetings should generally not be used to raise money. If this rule is broken, attendance will suffer thereafter. Never pass the hat to collect or to pay bills.
- Keep the association financially sound. Plan to have enough money in the treasury to cover at least the cost of the speaker’s meal. Structure the event pricing so that the association is able to cover related overhead.
- Do not expect miracles from the most recent graduates. In most cases, alumni have

be graduated five to ten years before the “bug” bites them and they begin to get involved again. On the other hand, always be on the lookout for the exception to this rule, a young alumnus might want to stay involved with the chapter.

- Include spouses and dates often- this usually improves attendance.
- HAVE FUN!!!!

SECTION IX

The International Fraternity

Fraternity Organization

The International Office

Chapter Roll

Chapter Directory

Staff of the International Office

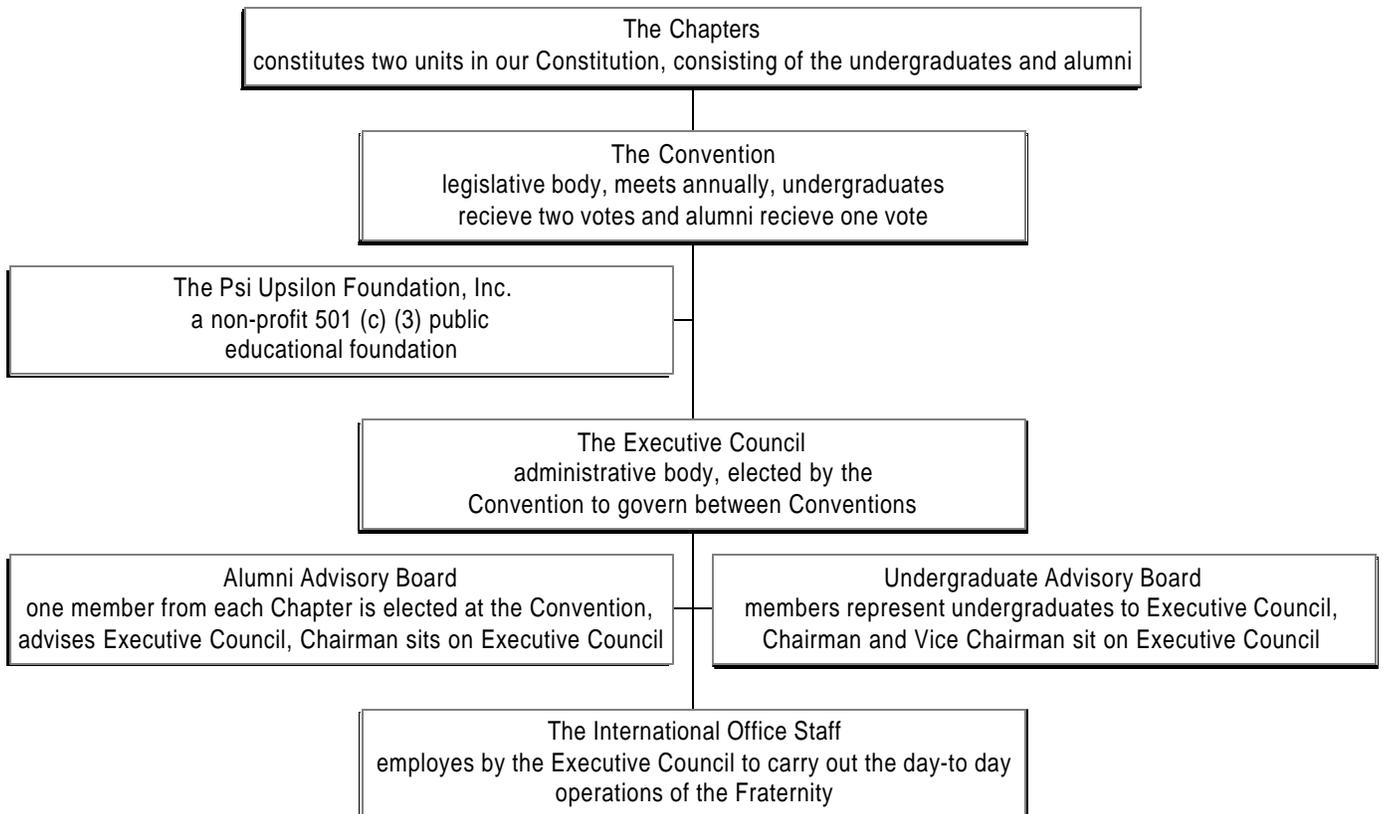
Fraternity Organization

Psi Upsilon Government

The defining document of Psi Upsilon is its Constitution. In it are defined the powers and responsibilities of the various bodies of the Fraternity. Its members, who have the authority to set policy and determine the course of the organization, govern psi Upsilon.

The Chapter

According to the Psi Upsilon Constitution, an active chapter is made up of two bodies. One



body, the undergraduate chapter, is composed of undergraduates and those attending graduate school. The other body, the alumni, consists of those members who have left school.

The Undergraduate Body

The undergraduate chapter is the basic unit of organization in the Fraternity. Each chapter in Psi Upsilon elects officers who are responsible for guiding the programs and activities of the chapter so they will best reflect the ideals of the Fraternity.

The Constitution requires that each chapter have, as its officers, an Archon (President), one or more Angeloi (Vice Presidents), a Grammateus (Recording Secretary), a Thesauristes (Treasurer), and one or more Epistolographoi (Corresponding Secretaries). The recommended slate of officers specifies an Internal Vice President and an External Vice President as well as a Ritual Chairman, Recruitment Chairman, Scholarship Chairman, Steward (if necessary), House Manager (if necessary), Social Chairman, Risk Manager, Alumni Relations, and Athletics Chairman. Recommended standing committees are Executive, PUMP, Public Relations, Finance, Recruitment, Scholarship, Alumni Relations, House and Grounds, and Social.

The Alumni Body

Alumni provide the guidance necessary to perpetuate the chapter, improve it with each passing year, and preserve it for the future. Additionally, sound financial policies and adequate planning for future chapter needs are dependent on the chapter alumni association. The association provides continuity of operations and establishes sound fiscal policies. This includes providing adequate cash reserves for future housing needs. The alumni also provide a source of mature guidance and expert advice for the undergraduates.

Generally, each alumnus of a chapter is a member of the alumni association by virtue of membership in the chapter. Most alumni associations invite Psi U alumni from any chapter residing in the area to take part in the association's activities.

Each alumni association elects a board of directors who serve as the alumni corporation. At least once per year an annual corporation meeting is held at the chapter house for the purpose of making reports and giving all interested alumni an opportunity to discuss the operation of the corporation.

The Convention

The Convention of Psi Upsilon is the primary source of legislation for the Fraternity. Each chapter is represented by two undergraduate delegates and one alumni delegate. The Executive Council designates three of its members as official delegates. As each delegate receives one vote, undergraduate members have an approximate 2/3 majority during any general Convention meeting. At each Convention the President of the Convention appoints standing committees, made up of both undergraduates and alumni, whose topics encompass singly or in combination at least the following:

- Academic Relevance, including academic standing and encouragement.
- Alumni Relations, including chapter hospitality and alumni involvement.
- Awards, including the recipients of existing awards and the establishment of additional awards.
- Budget, including a review of the past year as well as a projection of the next fiscal year.
- Communications, including *The DIAMOND*, newsletters, and other general mailings.
- Development, including annual, deferred, and capital giving.
- Expansion of the fraternity.
- Goals and Purposes, including immediate and long-range planning.
- Nominations to the Executive Council.
- Special Resolutions, primarily of greeting and appreciation.
- Traditions, including the preservation and fostering of rituals, customs, singing, and values.

Convention Sites

1841 Delta	1854 Delta	1867 Iota	1880 Phi
1842 (none)	1855 Beta	1868 Phi	1881 Omega
1843 Theta	1856 Sigma	1869 Theta	1882 Pi
1844 Gamma	1857 Gamma	1870 Beta	1883 Theta
1845 Beta	1858 NY City	1871 Sigma	1884 Chi
1846 Zeta	1859 Lambda	1872 Gamma	1885 Beta Beta
1847 Sigma	1860 Zeta	1873 Zeta	1886 Eta
1848 Xi	1861 Beta	1874 Lambda	1887 Delta
1849 Lambda	1862 Kappa	1875 Kappa	1888 Iota
1850 Kappa	1863 Albany, NY	1876 Psi	1889 Upsilon
1851 Psi	1864 Psi	1877 Xi	1890 Sigma
1852 Theta	1865 Xi	1878 Upsilon	1891 Gamma
1853 Alpha	1866 Upsilon	1879 Beta	1892 Lambda
1893 Zeta	1925 Pi	1957 Pi	1897 Delta
1894 Kappa	1926 Phi	1958 Upsilon	1888 Washington DC
1895 Psi	1927 Psi	1959 Omega	1889 Chicago, IL
1896 Phi	1928 Omega	1960 Eta	1990 Gamma Tau
1897 Xi	1929 Eta	1961 Epsilon Phi	1991 Sigma
1898 Mu	1930 Beta	1962 Delta	1992 Nu
1899 Chi	1931 Omicron	1963 Omicron	1993 Tarpon Springs, FL
1900 Pi	1932 Delta	1964 Beta Beta	1994 Phi Beta
1901 Tau	1933 Theta	1965 Theta	1995 Los Angeles
1902 Beta	1934 NY City	1966 Tau	1996 Indianapolis
1903 Theta	1935 Beta Beta	1967 Boyne Highlands, MI	1997 Tau
1904 Rho	1936 Upsilon	1968 Kappa	1998 Indianapolis
1905 Eta	1937 Nu	1969 Epsilon Omega	1999 Upsilon
1906 Beta Beta	1938 Iota	1970 Lake Placid, NY	2000 Pi
1907 Delta	1939 Kappa	1971 (none)	2001 Theta
1908 Upsilon	1940 Sigma	1972 Phi	Theta/Beta Kappa
1909 Omega	1941 Gamma	1973 Gamma	2002
1910 Iota	1942 Delta Delta	1974 Iota	
1911 Kappa	1943 Rye, NY	1975 Pi	
1912 Lambda	1944 Absecon, NJ	1976 Omicron	
1913 Gamma	1945 Garden City, NY	1977 Delta	
1914 Sigma	1946 Chicago, IL	1978 Xi	
1915 Epsilon	1947 Theta Theta	1979 Mu	
1916 Zeta	1948 Tau	1980 Beta Beta	
1917 (none)	1949 Zeta	1981 Zeta Zeta	
1918 NY City	1950 Pi	1982 Lambda	
1919 Mu	1951 Mu	1983 Theta	
1920 Tau	1952 Epsilon	1984 Eta	
1921 Xi	1953 Xi	1985 Omicron	
1922 Theta	1954 Chi	1986 Theta Theta	
1923 Rho	1955 Rho		
1924 Chi	1956 Phi		

The Executive Council

The Executive Council is the primary administrative arm of the Fraternity. It has the legislative power to conduct the affairs of the Fraternity between Conventions. The Executive Council is made up of from nine to eleven alumni term members who are elected by the Convention.

In addition to the elected term members, the chairman and vice chairman of the Undergraduate Advisory Board, the chairman of the Alumni Advisory Board, and the Executive Director also serve as full voting members. Also on the Council are life members (former presidents of the Executive Council) and honorary life members (Executive Council members who have served for fifteen or more years).

The Executive Council elects its officers at its annual fall meeting: a president, one or more vice presidents, a secretary, and a treasurer. The Executive Council meets at least four times annually.

The Undergraduate Advisory Board

The Undergraduate Advisory Board (UAB) was established to afford undergraduates a much greater role in the governance of the Fraternity. At least once a year the nine undergraduates on the UAB (one elected from each of the fraternity's nine regions) meet to discuss major issues affecting the undergraduates in the Fraternity. The UAB has no legislative power of its own but makes proposals and recommendations to the Executive Council and Convention. Its chairman and vice chair are voting members of the Executive Council.

The Alumni Advisory Board

One alumni member of each chapter is elected by the Convention to serve on the Alumni Advisory Board (AAB). Meeting annually during the Convention, the board receives all Executive Council communications, offers recommendations for Executive Council and Convention consideration, and serves as a liaison between the Executive Council and chapter undergraduates and alumni.

The International Office

In order to provide necessary services, continuity, and information exchange for chapters, alumni groups, and individual members, Psi Upsilon maintains an International Office. The International Office maintains a staff to carry out the day-to-day operations of the Fraternity. Such operations include publishing *The DIAMOND*, visiting the chapters, collecting assessments, conducting leadership training, maintaining the archives, and helping chapters with publications and other tasks.

History

The International Office of Psi Upsilon has a nomadic history. The Executive Council was founded in 1869 to help govern the Fraternity between Conventions. Then, the Fraternity was small, with 14 chapters, and an average chapter size of twenty members. The first space acquired for use by the Executive Council was located at 420 Lexington Avenue and was not rented until 1930.

As the alumni base of the Fraternity grew, a group of Psi U's rented space for social gatherings in the Columbia University Club in New York City. These rooms, known as the Psi Upsilon Club of New York, housed the offices of the Executive Council.

It was not until 1963 that the Fraternity began to employ a full-time staff to manage the International Office. In that year, Alfred H. "Doc" Morton, Omicron '19, was hired as the first administrative director. In 1969 the Fraternity's chief administrative officer moved the office to Ann Arbor, Michigan. The office was moved to Paoli, Pennsylvania in 1974. Following extensive research, the Executive Council decided to relocate the International Office to Indianapolis, Indiana in August 1993 based on the city's central location and favorable cost of doing business. Today, the office is fully equipped with a computer network, laser printing, and desktop publishing capabilities to more easily fulfill its goal of providing quality services to the Fraternity's membership. In addition, the building headquarters has ample space for archives and classroom space for retreats and leadership training.

Through the coordinated efforts of the International Office and hundreds of active alumni, Psi U continuously works to improve the fraternity experience for all its members. The professional staff, consisting of an Executive Director, a Director of Alumni Services, a Director of Chapter

Services, and a Director of Communication is responsible for the day-to-day administration of the Fraternity. Alumni are represented in the Executive Council, Alumni Advisory Board, and through regional associations. The undergraduate voice is heard through the Convention, the Undergraduate Advisory Board, and through input to staff and alumni. This vast pool of knowledge, experience, and information, embodied in the International Office, makes the whole greater than the sum of its parts.

Since the first headquarters were established in New York, the administration of the Fraternity has been supervised by brothers Alfred H. Morton, Omicron '19; Earl J. Fretz, Tau '64; Albert C. Jacobs, Phi '21; Henry B. Poor, Gamma '39; Kathleen L. McGlone, Lambda '82H; Thomas L. Phillips, Omicron '85; and since 1990 Mark A. Williams, Phi '76.

Responsibilities of the Fraternity Staff

The President of the Executive Council

Although the President of the Executive Council is not a paid member of the Psi Upsilon staff, he is the chief elected officer of the fraternity. He represents Psi Upsilon for the North-American Interfraternity Conference (NIC). The president is elected to a two-year term, with the maximum number of terms being three. The Bylaws of the Executive Council describe his duties as follows:

"The President shall preside at all meetings of the Council, and he shall have general and active management of the business and affairs of the Council. It shall be the duty of the President to see that the directives of the Council are carried out. He shall direct the attention of the Council to all important communications and to all matters affecting the interest of the Fraternity or any of its Chapters. Whenever requested by the Convention of the Fraternity or by the Council, he shall render a report on the general state of the Fraternity or on any Chapter thereof."

Executive Director

The chief administrative officer of the Fraternity, the executive director is in charge of the daily operations of the Fraternity. A voting member of the Executive Council, the executive director is responsible for establishing and maintaining the yearly budget, hiring the staff, monitoring and updating Psi Upsilon's strategic plan, supervising the Chapter Leadership Program, developing programs for the undergraduate Chapters, editing The DIAMOND, fostering alumni relations, directing the Annual Giving Program, organizing the Convention and Leadership Institute, and

administering the Risk Management and Insurance programs. The executive director also holds overall administrative responsibility for The Psi Upsilon Foundation, Inc.

In addition, the Executive Director is a member and represents Psi Upsilon at the Fraternity Executives Association (FEA), the College Fraternity Editors Association (CFEA), the Fraternity Insurance Purchasing Group (FIPG), and various Psi Upsilon Founders' Day Celebrations.

Director of Development and Alumni Services

The director of alumni services and development provides quality services and support for the Psi Upsilon Foundation and the Fraternity's alumni and their regional and chapter associations. The director plans and implements alumni activities and assists with volunteer recruitment. The director of alumni services and development also has extensive responsibility for fund raising for the Psi Upsilon Foundation.

Director of Chapter Services

The director of chapter services position was created in 1987 to provide additional services to our undergraduate chapters. The director of chapter services analyzes the needs of chapter officers and develops new programming and services for undergraduate chapters. The director of chapter services is also responsible for existing services, including providing chapter officer handbooks; ordering membership certificates, badges and pledge buttons; and exploring expansion opportunities and responding to inquiries from interest groups.

Director of Communications and Assistant Editor

The director of communications and assistant editor is responsible for the editing and production of materials published by the Fraternity, including The DIAMOND, InPSIghts, Risky Business, The Review of Psi Upsilon, our educational resources and manuals and various chapter newsletters. The director of communications also maintains the Psi Upsilon web site at www.psiu.org.

Chapter Leadership Consultants

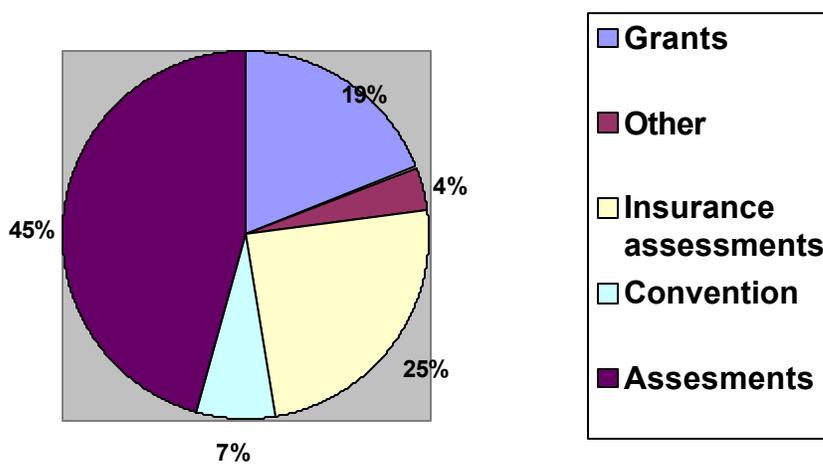
One of the most important service provided to the chapters by most fraternities is the assistance offered by visiting professional staff. In Psi Upsilon, our leadership and educational consultants provide this service. The general purpose of the chapter visits is "To inquire, to analyze, to instruct, and to inspire."

The primary responsibility of the volunteer chapter leadership consultant is to visit undergraduate chapters. The consultant provides a direct contact and a vital link between the chapter and the Fraternity as a whole. They meet with the various chapter officers, university officials and local alumni, acting as a resource and consultant on fraternity operations and affairs. They are the representatives of the International Fraternity in most matters relating to the undergraduate chapters. During their visits with the undergraduates, the consultant helps the chapters identify major problems and works to solve them. They try to guide the chapter and its members to strive for and realize the objectives of the fraternity.

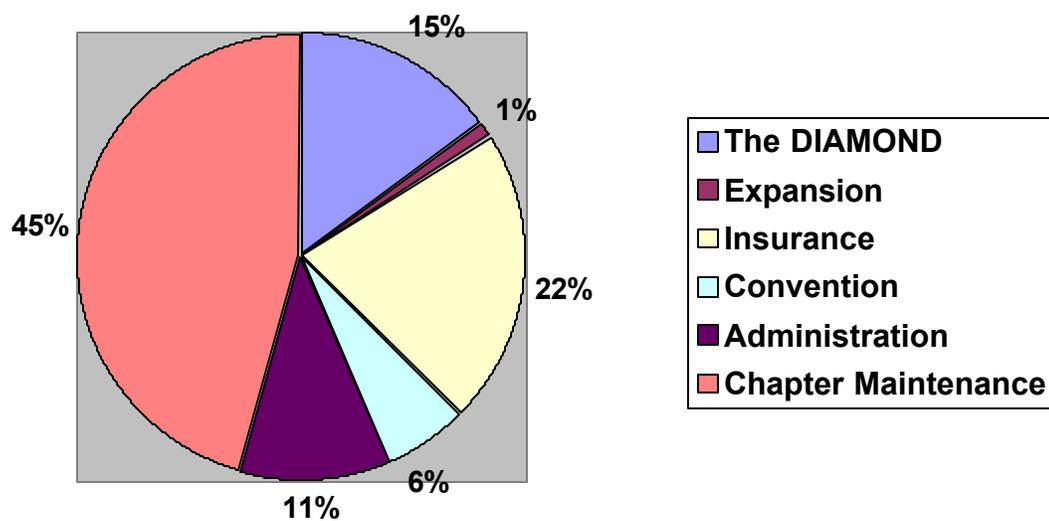
Operating Costs of the International Fraternity

The assessments and fees collected from the undergraduates combined with the annual contributions from alumni are the resources that allow the Fraternity staff to provide the services outlined in this document. Below is a graphical representation of the allocation of those resources towards the various aspects of the Fraternity's administration.

1996-97 Income



1996-97 Expenses



CHAPTER ROLL

THETA, <i>Union College</i>	1833
DELTA, <i>New York University</i>	1837
BETA, <i>Yale University</i> (inactive since 1934)	1839
SIGMA, <i>Brown University</i> (inactive since 1993)	1840
GAMMA, <i>Amherst College</i>	1841
ZETA, <i>Dartmouth College</i>	1842
LAMBDA, <i>Columbia University</i>	1842
KAPPA, <i>Bowdoin College</i>	1843
PSI, <i>Hamilton College</i>	1843
XI, <i>Wesleyan University</i>	1843
ALPHA, <i>Harvard University</i> (inactive since 1873)	1850
UPSILON, <i>University of Rochester</i>	1858
IOTA, <i>Kenyon College</i>	1860
PHI, <i>University of Michigan</i>	1865
OMEGA, <i>University of Chicago</i>	1869
PI, <i>Syracuse University</i>	1875
CHI, <i>Cornell University</i>	1876
BETA BETA, <i>Trinity College</i>	1880
ETA, <i>Lehigh University</i>	1884
TAU, <i>University of Pennsylvania</i>	1891
MU, <i>University of Minnesota</i> (inactive since 1993)	1891
RHO, <i>University of Wisconsin</i> (inactive since 1987)	1896
EPSILON, <i>University of California, Berkeley</i>	1902
OMICRON, <i>University of Illinois</i>	1910
DELTA DELTA, <i>Williams College</i> (inactive since 1968).....	1913
THETA THETA, <i>University of Washington</i>	1916
NU, <i>University of Toronto</i> (inactive since 1996).....	1920
EPSILON PHI, <i>McGill University</i> (inactive since 1997)	1928
ZETA ZETA, <i>University of British Columbia</i>	1935
EPSILON NU, <i>Michigan State University</i>	1943
THETA EPSILON, <i>University of Southern California</i> (inactive since 1962)	1950
EPSILON OMEGA, <i>Northwestern University</i>	1949
NU ALPHA, <i>Washington and Lee University</i> (inactive since 1974)	1970
GAMMA TAU, <i>Georgia Institute of Technology</i>	1970
CHI DELTA, <i>Duke University</i>	1973
ZETA TAU, <i>Tufts University</i> (suspended 1992).....	1981
EPSILON IOTA, <i>Rensselaer Polytechnic Institute</i>	1982
PHI BETA, <i>College of William and Mary</i>	1984
KAPPA PHI, <i>Pennsylvania State University</i>	1989
BETA KAPPA, <i>Washington State University</i>	1991
BETA ALPHA, <i>Miami University of Ohio</i> (inactive since 1995).....	1992
PHI DELTA, <i>Mary Washington College</i>	1996
LAMBDA SIGMA, <i>Pepperdine University</i>	1998
ALPHA OMICRON, <i>New Jersey Institute of Technology</i>	1999
DELTA CHI provisional, <i>Siena Heights College</i>	
<i>Rutgers University Colony</i>	

Psi Upsilon International Office

**Psi Upsilon Fraternity
3003 East 96th Street
Indianapolis, Indiana 46240
(317) 571-1833 FAX (317) 844-5170
800-394-1833
e-mail: intl_ofc@psiu.org
web site: www.psiu.org**

*Refer to the most recent **Psi Upsilon Mini-Directory** or the **Psi Upsilon**
web site for an individual listing of the International Office Staff.*

SECTION X
By-Laws
Chapter By-Laws

(INSERT YOUR CHAPTER'S BY-LAWS HERE)

APPENDIX A

Sample Organizational Letter

Dear Psi Upsilon Brother:

A group of Psi U brothers residing in and around Boston have long missed the fellowship of a friend and a brother like you and have decided to establish a Psi Upsilon alumni association for the Boston area. After contacting several brothers in the area we have discovered that a great deal of support exists for this idea.

There are many purposes for establishing an alumni association: assisting nearby undergraduate chapters, increasing community understanding of the fraternity system, assisting brothers moving to the area, or just enjoying Psi U fellowship with men from many chapters. To this end, we need your ideas and input as to what you would like the alumni association to accomplish when organized.

We personally invite you to share your ideas with us toward establishing an active alumni organization here in the Boston area. An organizational meeting has been planned for August 20 at the Dock Street Restaurant, 1515 Dock Street, and beginning at 6:00 p.m. Social hour (cash bar) will be held until 7:00 p.m. when we will share our ideas on getting the association "off the ground".

We sincerely hope you will be able to be with us on the 20th. In order to plan properly, we would appreciate it if you would take a minute to complete the bottom portion of this letter and return it by August 17 indicating your interest in this endeavor.

Thank you for your time and hope to see you at the Dock Street Restaurant on the 20th.

Yours in the Bonds,

Andy Alumni
Fred Fraternity

Please return to Andy Alumni, 46 East Green Street, Boston, MA 55555, 123-456-7890 (Home) or 123-555-1212 (Office).

_____ Yes, I definitely want to be involved with the formation of a local alumni association and will be at the meeting.

_____ Yes, I want to be involved with the formation of a local alumni association but will be unable to attend the meeting.

_____ I am interested in participating in association activities. Please keep me informed of upcoming events.

Name: _____ Chapter/Year: _____

Address: _____

City/State/Zip: _____

Home Tel. #: _____ Work Tel #: _____

_____ Email: _____

APPENDIX B
Sample By-Laws for an Alumni Corporation

ARTICLE I
NAME

Section 1. The name of the corporation shall be the _____ Chapter Alumni Association of Psi Upsilon, Inc.; (or the (geographical description) Alumni Association of Psi Upsilon, Inc.)

ARTICLE II
OBJECTS

Section 1. The particular objects for which the corporation is to be formed are the following: to encourage sound undergraduate chapter management through advice and counsel and to provide continuity to undergraduate chapter operations; to coordinate and plan all chapter alumni activities and communication and stimulate interest in chapter affairs; and to provide and to maintain a house for the benefit of undergraduate members of the _____ Chapter of Psi Upsilon in which they may reside and hold meetings.

ARTICLE III
MEMBERS

Section 1. The members of the corporation shall be of two classes: alumni and undergraduates.

Section 2. Members of the _____ Chapter of Psi Upsilon, who are known as "alumni members" in good standing under the terms and provisions of the Constitution of the Psi Upsilon Fraternity shall be alumni members. Membership shall be for life.

Section 3. Members of the _____ Chapter of Psi Upsilon who are known as "active members" in good standing under the terms and provisions of the Constitution of the Psi Upsilon Fraternity shall be active members.

Section 4. Members of the Psi Upsilon Fraternity who initiated at another chapter of the Fraternity and have affiliated with the local chapter shall be granted alumni membership in this corporation.

Section 5. Each member of this corporation present at a duly called meeting shall be entitled to one vote on any and all questions, regardless of the class of his membership.

Section 6. There shall be an annual voluntary membership dues or giving program administered by the corporation.

ARTICLE IV
MEETINGS

Section 1. The annual meeting of this corporation shall be held at _____ on _____ unless otherwise specified by the Board of Directors.

Section 2. Special meetings of the corporation shall be called by the Secretary upon the request in writing of not less than five members of the corporation or of two directors or by the Executive Council of Psi Upsilon Fraternity.

Section 3. Written notices of meetings of the corporation shall be delivered by the secretary to the members of the corporation at least ten days before the date of the meeting.

Section 4. Seven members shall constitute a quorum, at least five of whom shall be alumni members.

Section 5. At meetings of the corporation, the order of business shall be as follows:

1. Reports of officers
2. Reports of committees
3. Unfinished business
4. New business
5. Election of directors at annual meetings

ARTICLE V DIRECTORS

Section 1. The number of directors shall be no less than eight or no more than twelve, only two of whom shall be undergraduate members. The president and alumni relations chairman of the undergraduate chapter shall automatically be named as directors and their terms of office shall run concurrent with the undergraduate chapter elections. The chapter advisor shall automatically be named a Director and his term of office shall run concurrent with his official appointment. The directors, subject to these by-laws and the approval of the Executive Council of Psi Upsilon Fraternity, shall carry on the business of the corporation.

Section 2. The directors, except for the president and alumni relations chairman of the undergraduate chapter and the Chapter Advisor, shall be elected at the annual meeting and shall hold office until their successors have been elected. Each member of the corporation present and voting shall be entitled to one vote for each director's position to be filled, and the votes shall be cumulative. Alumni directors shall hold office for three-year terms on a rotating schedule. In the case of a vacancy, the Board at any regular or special meeting may fill such a vacancy for the remainder of the term.

Section 3. Meetings of the directors shall be held at least twice during the academic year, one of which shall directly follow the annual meeting. Special meetings shall be held at the call of the president or upon the written consent of any two directors filed with the secretary.

Section 4. The secretary shall give notice of all meetings of the directors by mailing notice thereof not less than ten days before such meetings. The notice shall state the object of the meeting.

Section 5. In voting on a motion, a tie vote of the directors shall defeat the motion.

ARTICLE VI OFFICERS

Section 1. The Board of Directors, at a meeting to be held at the close of the annual meeting of the corporation, shall elect from their number a president, a vice-president, a secretary and a treasurer. The president shall appoint a chapter advisor and a rush counselor.

Section 2. The president, vice-president, secretary and treasurer shall constitute the Executive Committee and this committee shall have the power to act for the Board of Directors between meetings, but all actions by the Executive Committee shall be subject to review by a subsequent meeting of directors.

Section 3. The president shall be the chief executive officer of the corporation and chairman of the Board of Directors, and shall execute all contracts and documents required in conducting the business of the corporation upon authorization of the Board.

Section 4. The vice-president shall, in the absence or incapacity of the president, be vested with all the powers and perform all the duties of the President. The vice-president shall also take charge and execute the annual voluntary dues or giving program and shall further see that regular communication is maintained with all chapter alumni, that undergraduate and/or alumni newsletters are regularly published, announcements of chapter alumni activities are made, and other communications are maintained.

Section 5. The secretary shall keep the minutes of the corporation and of the Board of Directors, shall have custody of the seal of the corporation, and shall perform all duties usually associated with the office.

Section 6. The treasurer shall have the care and custody of the funds and securities of the corporation, and all checks, notes, drafts and orders for payment of money shall be signed by the treasurer and countersigned by the president and vice-president. Any officer of the corporation may make endorsement for deposit. The treasurer shall also advise and assist the treasurer of the undergraduate chapter in the keeping of financial records and the carrying out of financial policies.

Section 7. The chapter advisor shall be a member of the college faculty whenever possible. Duties shall include keeping in close touch with the scholastic condition of the undergraduate chapter and take such actions as may seem necessary or advisable to improve the undergraduate scholarship. The chapter advisor shall also assist and advise the undergraduate scholarship chairman concerning the chapter's educational program.

Section 8. The rush counselor shall assist and advise the undergraduate chapter rush chairman, direct the alumni rush recommendation program, and assist the undergraduate chapter in the planning and execution of its membership recruitment program.

Section 9. The members-at-large may serve as chairmen of committees for major alumni activities or special projects as designated by the president.

ARTICLE VII PROPERTY

Section 1. No real property owned or acquired by the corporation shall be sold, transferred, or assigned without the affirmative vote of the corporation, which shall be given by vote at a meeting called for the purpose of acting thereupon. A majority vote of those members present in person shall constitute an affirmative vote of the corporation.

Section 2. In the event that the charter of the _____ Chapter is suspended or revoked for any reason, or the chapter shall cease to exist, or if the corporation shall cease to operate as a corporation affiliated with the Chapter of Psi Upsilon Fraternity, the corporation shall be dissolved. Upon dissolution of the corporation for any reason, the directors shall pay or make provisions for the payment of all liabilities of the corporation. The remaining assets shall be transferred to Psi Upsilon Fraternity, Inc., a non-profit corporation chartered in the State of Rhode Island.

Section 3. Should this corporation be dissolved while the _____ Chapter is still an active chapter, all property, real and personal, belonging to this corporation shall prior to dissolution be conveyed to a new

corporation to be organized for the same purposes as those for which this corporation was organized. Upon failure to organize said corporation, all property, real and personal, shall be conveyed to Psi Upsilon Fraternity, Inc., a Rhode Island corporation, prior to said dissolution, until such time as a new corporation is established for this purpose.

ARTICLE VIII
STANDING COMMITTEES

Section 1. There shall be an auditing committee composed of two members who shall be elected at each annual meeting of the members of the corporation to serve for a period of one year and until their successors shall have been duly elected. One of such members shall be elected from the alumni members and one from the undergraduate members. The auditing committee shall direct the books of the treasurer of the corporation annually to an independent, professional auditor and furnish a report covering the preceding fiscal year to the Board of Directors and the International Office prior to the annual meeting of the members of the corporation.

Section 2. The corporation may appoint or elect any further committees, as it deems necessary.

ARTICLE IX
ADOPTION AND AMENDMENT

Section 1. An affirmative vote of a majority attending the meeting of the corporation at which these By-Laws are considered shall be required for their adoption, and they shall become effective immediately upon adoption.

Section 2. Amendments to these By-Laws may be made by the Board of Directors of the corporation upon approval of a two-thirds majority present at any meeting at which they are proposed, provided that due notice shall specify the subject matter of the proposed alteration, amendment or repeal, and shall indicate the articles affected thereby. Such notice shall be in writing and shall be mailed to each director at least fifteen days before the date of the meeting.

The foregoing By-Laws were adopted at a meeting of the _____ Chapter of Psi Upsilon Fraternity of _____ on _____, 19____.

(SEAL)

(Signed) _____ President

(Signed) _____ Secretary