



CHI PHI FRATERNITY

Chapter Advisor's Manual

2008 Revision

CHI PHI

— Authentic —



Mission, Vision, and Shared Core Values of Chi Phi Fraternity

Mission of Chi Phi Fraternity

TO BUILD BETTER MEN through lifelong friendships, leadership opportunities, and character development.

Vision of Chi Phi Fraternity

TO GROW THE ORGANIZATION through a complete dedication to developing the full potential of all our members and building a strong, vibrant alumni network.

The Shared Core Values of Chi Phi Fraternity

CHI PHI WAS FOUNDED on the basis of Truth, Honesty, and Personal Integrity. These are timeless values, which guide the fundamental purposes of the fraternity.

As with all dynamic organizations, there is a need to maintain relevancy in the lives of our members and society in general. To that end, Chi Phi has renewed its commitment to the founding values expressed in our ritual: Truth, Honesty, & Personal Integrity.

At the same time, Chi Phi has begun to explore a modern set of evolving core values, which can be used to guide our daily activities and functions. These core values offer contemporary definitions of the values that drive Chi Phi.

Friendship

We will engage in mutually enriching relationships.

Respect

We will respect each other, the fraternity, society, and ourselves.

Honesty

We will interact in an open and truthful way.

Responsibility

We will fulfill our moral expectations as individuals and as a group.

Commitment

We will accomplish more than what is expected of us.

Personal Development

We will build better men, better leaders, and better citizens.

The Prayer of Chi Phi Fraternity

ALMIGHTY FATHER, who dost vouchsafe to direct those who acknowledge Thee in all their ways, look, we beseech Thee, with favor upon our Fraternity. Make it a blessing and a benefit to all its members. Deliver us from those evils to which we may be at any time exposed. Grant us the light of Thy Truth and the illumination of Thy Spirit that we may always do that which is acceptable in Thy sight. Unite us in the bonds of love. Keep us in charity with all mankind. Incline our hearts to walk humbly before Thee and help us so to acquit ourselves in this life that we may dwell with Thee in life everlasting. Amen.

Chapter Advisor Job Description and Responsibilities

Note:

The preferred method of advising Chapters is not to create a “one man show”, but rather to establish a fully functional team of 4-5 individuals who can spread the responsibilities and the benefits of advising an undergraduate group.

Qualifications:

- No previous experience as an advisor is necessary. Ideally, advisors should represent a variety of ages and backgrounds. To be an advisor, a member should:
- Membership in Chi Phi is not necessarily a prerequisite, nor is membership in a Greek organization. However, the majority of the Advisory Board should consist of Chi Phi members in good standing.
- Be out of school for a minimum of three years if he is considering being an advisor for his own chapter.
- Be willing to learn the specifics of the offices he will advise, if not already knowledgeable in this area.
- Be able to devote the time necessary for the position (Approximately 15 hours per week divided by the total number of advisors on the Advisory Board).
- Enjoy working with students.
- Be an effective and efficient communicator.

Responsibilities to the Chapter

- At least one member of the Advisory Board should be in attendance for 75% of all chapter meetings.
- At least one member of the Advisory Board should be in attendance for 95% of all Executive Board meetings.
- At least one member of the Advisory Board should attend all formal pledging ceremonies, ensuring adherence to the Personal Safety Policy and maintaining the decorum our ceremonies dictate.
- All members of the Advisory Board should attend all initiation ceremonies, if an initiated member of Chi Phi, ensuring adherence to the Personal Safety Policy and maintaining the decorum our ceremonies dictate.
- At least one member of the Advisory Board should review the chapter's financial data with the treasurer on a monthly to quarterly basis.
- At least one member of the Advisory Board should meet with the College / University Greek Advisor at least once a semester to maintain a positive relationship with university officials and discuss the chapter's status.
- At least one member of the Advisory Board should attend all Brotherhood (Judicial) Board meetings and Courts of the Chapter
- The Advisory Board should assist with the officer transition and training for all chapter officers.
- Review, enforce, and uphold the Personal Safety Policy.

Responsibilities to Alumni Entities

- All members of the Advisory Board are responsible to report relevant matters immediately to the leadership of the Alumni Association and/or House Corporation as applicable.
- All members of the Advisory Board must maintain constant and regular communication between each other and all alumni groups and serve as the Chapter's primary point of contact for alumni matters.

General Responsibilities

- All members of the Advisory Board are responsible to report any and all risk management situations, regardless of how small, to the National Office immediately.
- Advisors should attend regional, national, or internet-based training programs for advisors when possible.
- Advisors must ensure that the chapter submits all forms and fees to the General Fraternity each semester.
- Advisors should facilitate educational programs and workshops as requested by the chapter or assist the chapter leadership in identifying facilitators for educational workshops as needed.
- At least one advisor should meet with members of the National Staff during their visit with the chapter.

Introduction to Chapter Advisor

Introduction

The purpose of this publication is to acquaint you with your role and tasks as a chapter advisor. Your chief concern should be that the chapter and its individual members are aware of the problems and that they are doing something - whether it is what the chapter advisor would do or not - about the things that need to be done. Considered from another point of view, the function of an advisor is to help train leaders and not run the chapter himself. The principal value of a fraternity as an educational institution lies in the experience which it provides its members - experience which must permit mistakes as well as successes. But an advisor has an obligation to point out successes and mistakes and to help keep the latter from recurring and becoming excesses.

Orientation

A college fraternity is constantly changing. As a result, maintaining or establishing a successful operation year to year becomes a difficult proposition. This is where you as a chapter advisor can have the greatest impact. The chapter advisor plays a major role in providing the stability and continuity so vital to a chapter's success.

The chapter advisor is a constant source of information, advice and good judgment. He is available to the officers and members of the chapter for any purpose associated with the welfare of the chapter. It is the responsibility of the chapter advisor to perform those functions and to engage in those activities which the college or university, the Fraternity and the chapter cannot accomplish alone or as effectively without his assistance.

The chapter advisor must realize and acknowledge that he is a guiding - not a ruling - hand. In order to effect such a successful non-directive relationship with the chapter, the advisor must have certain personal characteristics -

- You must possess a genuine and lasting interest in young people - their problems, their objectives and their limitations. You will be dealing with a group of particularly sensitive young men who respond to genuine interest and who are very perceptive in identifying perfunctory and apathetic performance.
- You need to have a thorough knowledge and understanding of the sociological and psychological changes which are taking place on a particular campus, as well as campuses throughout the country.
- It requires an infinite amount of patience to understand young people, and even more patience to forgive the many errors which are a consequence of their dynamic learning experiences. Patience is a virtue of the gods and of fraternity chapter advisors. People are impulsive and manifest a distinct desire to experiment with programs and policies that are frequently undesirable. As a chapter advisor, you must guide and direct this total learning process as it relates to the management and operation of the fraternity.

What are the duties of the chapter advisor? This is a difficult question to answer. The individual pattern of teamwork between the chapter advisor, the chapter, host institution officials, the alumni association and the house corporation must be tailored to the characteristics of all parties involved.

It is highly desirable that the relationship be initiated and maintained with a clear sense of purpose and direction. The advisor must develop in his own mind a personal philosophy concerning the role he will play.

These four premises serve as the basic concept of the advisor's role:

1. The role is not static but dynamic. The advisor must continually adapt his activities to fit the ever-changing situation of the chapter.
2. A close working relationship between the advisor and the chapter is desirable. Such a relationship provides an opportunity for the advisor to serve as a unique combination of leader counselor and friend.

3. The advisor should strive continually to help the chapter become as self-sufficient as possible.
4. The advisor should be as interested in the members as individuals as he is in their collective welfare as a group.

Basically, the Role of the Chapter Advisor is -

- To Advise the Chapter, specifically the Alpha.
- To Act as Liason Between House Corporation and Chapter.
- Establish Continuity Between Chapter Officers.
- Ensure that Chapter Policy is Carried Out Correctly.
- Monitor Chapter Operations to see that House Corporation and National policies are carried out.

Do not be merely “a name on the record”. Be sure that you have a positive influence on the men of the chapter. The members often lose sight of the “big picture”, their long-term goals, their purpose; you can provide them with the needed direction. Tell them how things have been done in recent years, including the successes and failures, and the reasons behind them. Continuity is the most important area that you can address. Do not let them “reinvent the wheel” each year. Let them benefit from your knowledge and experience.

Advisory Pitfalls

Advisors should consider carefully the following:

1. Avoid taking an active part in chapter elections, especially in support of particular individuals. Most counselors do not know the chapter members as well as each other. If the advisor’s candidate does not win, he is compromised to begin with. In general, it will pay to work with whatever officers are elected.
2. Open criticism of individual members should be avoided, in a chapter meeting where there is a precise procedure for this purpose. If one must criticize individuals, do it privately and directly to the person or persons concerned.
3. The advisor should try not to align himself with cliques and factions, unless it is a question of the life or death of the chapter. Do not hesitate to state your position on an important matter. But you need not put this position so that you are explicitly supporting one particular group of members.

Advisors as Human Beings

In analyzing the role that advisors can play, it is important the advisor’s own needs are overlooked.

Advisors cannot be effective for long unless they find pleasure in their work. They must be free to be themselves, relaxed and at ease, and free also to exercise their human rights to make occasional mistakes. The members must never be encouraged to look for perfection in their advisors. To do so is to invite unnecessary difficulties.

The advisor-chapter relationship is a team effort toward a common goal. It is essential that the members make a conscious effort to adjust to their advisors in various ways, since it may not occur to them that there is anything they can do to help. Neither is it certain to occur to them that the advisors need an occasional pat on the back. Too often, they are thought of by the members as a sort of self-energizing perpetual motion machine that will always keep going no matter what happens. It’s not that they don’t appreciate their efforts; they do. However, they are apt to be amazed to find that the advisors care very much about what they think of their work.

The advisors must do their best to convey an understanding of their personal philosophy of the advisor-chapter relationship. They should find ways to share some of the perplexities that they face so that they can better understand the delicate and complex nature of their assignments. This sort of communication can take place only after a

considerable amount of groundwork has been laid. Remember, it is an essential ingredient if the full potential of the relationship is to be realized.

Once a solid relationship has been established, it is probably safer to err a bit in the direction of being available to little rather than too much. There is always a possibility that the advisors who are overly conscientious will become so involved with the chapter that they lose their perspective - and thereby greatly diminish their usefulness. Then, too, advisors can never afford to become such a fixture in the daily life of the chapter that the members take them for granted. In such a situation, the point of diminishing returns has long since passed. The right sort of balance is unquestionably difficult to achieve and probably can be determined in any given situation only by a trial-and-error approach.

Relationship with Individual Members

The advisors must be concerned not only with the chapter as a functioning group but also with the members as individuals. They are in an ideal position to serve as counselors and friends on matters of a personal nature. They will inevitably develop closer personal ties with some more than others, but they must endeavor to make certain that their availability to all members is not influenced by these ties. They must be meticulous at all times about preserving the confidential nature of personal matters. This can often prove to be the area in which they make their greatest contribution and find their greatest personal satisfaction.

An advisor's approach to the chapter is of obvious importance. However, thoughtful and sincere their intent, it is valueless unless it can be expressed in ways that are readily understood and accepted by the members.

A relaxed and unhurried approach on the part of the advisor almost always yields the best results. A good deal of the time spent with the chapter can be profitably devoted to spur-of-the moment contacts with the individual members. Such informality makes it easy for them to take the initiative in the relationship and encourages them to call upon the advisor for the sort of help that he is best qualified to give.

This is not meant to suggest that the advisors must limit themselves to a random sort of existence in which they have no power to assume the initiative. Quite the contrary. If they are sufficiently in touch with what is going on, they will often have matters on their minds that they need to discuss informally with various members. If they have laid the groundwork well, it should be easy for them to approach individuals in the chapter on a wide variety of matters and to engage with them in a very frank exchange of opinion. In fact, advisors can feel free to argue strongly on occasion for the point of view that they hold, so long as the members feel no accompanying pressure to bow to authority or to the wisdom of experience.

One final guidepost of great importance is the need for the advisors to approach their work consistently from the positive side. Their mission is to help and to criticize, and it is seldom that a negative approach of any kind accomplishes much that is worthwhile. So long as the members feel that the advisor's role is in support of their own efforts, they will welcome the help. But when they begin to criticize or to take sides – or to press for sudden drastic changes – their relationship with the members is immediately weakened and their effectiveness decreased.

General Responsibilities

This section outlines the general responsibilities of the functioning chapter advisor. This is by no means a complete listing of what you can do, but merely an explanation of various responsibilities.

Responsibilities to the Chapter

At least one of the advisors should:

- Attend most weekly executive council meetings
- Strive to attend all chapter meetings per month
- Coordinate a recruitment retreat each semester and an annual officer transition retreat
- Address each New Member class at the beginning and end of the New Member Education period
- Advise any expulsion or resignation proceedings
- Assist with programming, especially finances and alumni relations
- Supervise pre-initiation activities and initiation ceremony

Your greatest challenge as a chapter advisor will unquestionably be in the area of establishing communication and rapport with the members of the chapter. You are essentially a teacher, advisor, chapter father, and fraternity administrator. To decide when to counsel as a father, when to discipline as an administrator and when to advise as a liaison officer is a complex decision, but when guided by a philosophy of judicious guidance, you will invariably strengthen a fraternity chapter which relies on you for its existence.

If you are handed the position of chapter advisor with no clearly defined role, simply sit down with the Executive Council and create one, but the first consideration will be: The Meaning of Fraternity Life.

Above all, it is important for the advisor to assess from time to time the over-all performance of his chapter in terms of the goals of Chi Phi. This basic function has been put this way: "It is in order to impose upon some member the task of causing the undergraduate members of the chapter to look more deeply into the significance of the things they do in the name of the fraternity, in order that their lives under its banner might be more purposeful and have a richer meaning."

More specifically, a chapter advisor's principal function is once or twice a year to convey to one's chapter some idea of "where we have been, and where we are going" - to assess the accomplishments and trends of the chapter from the point of view of a friendly outsider. This the advisor can often do, to the great benefit of his chapter. He need not make speeches in order to do this. One can play such a role in meetings with officers and in informal conversations with members at dinner and the like.

An advisor can help a chapter to assess itself in terms of the following:

- Where does the chapter stand on the campus?
- Where does it stand in terms of Chi Phi in general?
- What is the chapter doing well?
- What is it doing poorly or at best moderately well?
- What is the trend of the chapter?
- What will happen if the chapter continues to perform in the future as it has in the past?
- What needs immediate attention?
- What needs more long-run care?
- What are the standards of a really top-notch chapter?

As the last question is the key to much of the rest of an advisor's work, let us consider such standards for a moment. In Chi Phi (indeed in nearly all fraternities), our fundamental principles revolve around three essential concepts:

- Mutual assistance and loyalty
- Individual and group growth and development, especially of the intellect
- The concept of fraternity itself, expressed in terms of comradeship and friendship

If a chapter has no sense of internal comradeship, if it makes no effort to do anything of importance, especially scholastically and intellectually, or if its organizational effort is loose-jointed and ineffective - then something is wrong and should be pointed out. Even if we have not known many fraternity chapters, we all know enough to suggest that things aren't going well, even when we do not know exactly what the remedy is.

So, let all of us who are chapter advisors do at least this much - let our chapters know where they stand in terms of the basic principles above. Beyond this, let us prescribe where we can. But prescriptions are not very helpful without an initial diagnosis. Here an advisor can perform his most crucial function.

Attend Executive Council Meetings Weekly

The role of the chapter advisor is to advise the officers and major committee chairmen, who then in turn lead the chapter. These men meet weekly as the executive council to determine the chapter's direction. The executive council should be making the major decisions for the chapter and developing action plans. This is your best opportunity to affect change and to monitor chapter proceedings.

Attending executive council meetings is more important than attending chapter meetings for two reasons:

- It is more effective use of your time. You will greatly magnify your influence by working with officers who then impart your capabilities to others; a simple delegation of responsibility.
- You can only advise, you cannot actually do the work for them. Undergraduate chapter membership is for the undergraduates. They must be given the opportunity to learn leadership skills. You are like a coach on the sidelines – you can work with the men behind the scenes (executive council), but chapter meetings are their “ball game”.

You will be much more effective as an advisor by working through the officers. Only when the chapter is breaking the law, violating the Personal Safety Policy, the Constitution and/or By-Laws, or taking steps that will clearly lead to a detrimental result should you step in. Even in these cases try to work with the officers to affect change.

During executive council meetings, discussion should be open and candid. Once a decision has been made, all members, including the advisor, must support it without divulging proponents or opponents. You can provide mature leadership in this area and in all decision-making. Let these men gain from your experience.

Establishing a good working relationship with the executive council is very important. Examples of activities to build this rapport include a weekly lunch with the Alpha, possible weekend breakfasts with all executive council members, and any other meetings in casual yet businesslike settings, which you deem appropriate. It is essential that they trust you and develop a good working relationship with you.

Strive to Attend all Chapter Meetings

Advisors should regularly attend chapter meetings, to set an example and to hear what the members are thinking firsthand. You should, however, sit in a back corner and listen. Remember, the chapter meeting is the officers’ “ball game”. You should not provide opinions or get involved in debate during the chapter meetings. Occasionally, it is a good idea to have the Alpha call on you for a few remarks. These should be of a philosophical or general nature, about the Fraternity or school, or to give an overview of the “big picture” that undergraduates tend to lose sight of in the midst of day-to-day activities. Remember, get the work done in executive council; merely observe in chapter meetings.

Advisors may be thought of as “teachers”. This aspect is indeed important, although it is most difficult to say exactly how one should go about it. What teaching the advisors do is usually on a very informal basis.

In their conversation with members, advisors are constantly presented with opportunities to turn their thinking into new channels and to challenge them to think constructively about the problems that confront them. The objective, of course, is to think with the member and not to “tell” him, but this is often easier said than done. As with other kinds of teaching, there is no substitute for practice.

In their desire to teach, advisors should not overlook the power of a good example. They are constantly under observation in their work with the chapter, and they must be able to demonstrate at least fair success at practicing what they preach. For instance, they probably will not make progress in encouraging members to live up to their commitments to one another unless they are meticulous about fulfilling their own promises to the group. Although it is not possible to gain a meaningful measure of the impact that advisors may have upon their chapter through the example set, it is undoubtedly one of their most powerful tools.

Coordinate Officer Transition Retreat

Continuity is the most important component of lasting success. Following every officer election, there needs to be an official transition retreat to review the past term, orient the new officers, and plan for the next term. A formal retreat is the only sure way in insuring that the information is passed on to the new officers. You can have a tremendous effect on the chapter by coordinating the event.

Have the retreat away from the chapter house on a Saturday in a meeting room on campus, your office, someone's home - any place where you will not be disturbed. It only takes three hours to properly complete a transition of officers.

Set an agenda which can be amended during the retreat based on discussions held. Just remember: You are working with undergraduates with a limited attention span - keep it simple.

The transition retreat, if utilized every time the officers change, will become the most important event for continuity. If coordinated by you, it will become an integral and ongoing part of the chapter.

Address Each New Member Class at the Beginning and End of New Member Education

A brief address at the beginning of the new member education period introduces you, welcomes the new men to Chi Phi, and tells them about their involvement. You can explain the lifetime commitment, talk about the National Fraternity, and stress the importance of good alumni relations. Periodically through the education period, re-emphasize the lifetime commitment - challenge them to be zealous members, both as undergraduates and alumni.

Each new member class represents the future of the chapter. You can help insure a bright future for the chapter by working to get the right ideas instilled in these men from the beginning.

Supervise Initiation Activities and Initiation Ceremony

This is to insure that all activities during Initiation are positive in nature and contribute to the object of the Fraternity. Allow no inappropriate activities of any type and explain the consequences of any such actions. Stress that the goal of our New Member Education programs are to communicate the expectations, standards, values, goals and required commitment of Chi Phi, not to train people or to impose values that aren't already shared.

Supervise initiation so that it is always administered correctly and with the proper solemnity and dignity.

One essential aspect of good fraternity operation lies in the post-initiation training the new member receives. This should be a well-planned program in keeping with the laws of the National Fraternity. Training should include indoctrination in ritual, chapter meeting procedure, parliamentary procedure, the Chi Phi Constitution and By-Laws, Risk Management, the Personal Safety Policy and other regulations. You may also wish to play a leading role in the chapter's post-initiation program, designed to help smooth the transition from New Member to initiated brother. All aspects of the Ritual and chapter bylaws/policies should be fully covered during the post-initiation period.

The advisor should coordinate the program with the executive council and should, if necessary and possible, be a part of its instructional or examination committee.

The Ritual is our most treasured heritage. The advisor should not only urge weekly ritual chapter meetings, but he should be prepared to offer comment and criticism about its conduct. A good ritual contributes to the general good of the chapter by improving tone, encouraging unity, and emphasizing fraternal responsibilities. If necessary, the advisors should avail themselves of the services and counseling of the Field Executives and other National Staff members.

Advise any Resignation or Expulsion Proceedings

This is the Chapter's responsibility, however the Advisor should ensure that the proper procedures as outlined in the Constitution and By-Laws are followed correctly.

Assist with Programming, Especially Finances and Alumni Relations

By assisting with specific program areas within the chapter, you can more effectively advise the men. The primary programs include finances, alumni relations, recruitment, and New Member Education. Basic responsibilities are outlined following:

Finances

- **IRS:** Beginning in 2008, there will be new internal revenue service filing requirements for tax-exempt organizations with gross receipts of \$25,000 a year or less. Each group will be required to remind the IRS of their tax-exempt status by filing a Form 990-N, Electronic Notice (e-Postcard) for Tax-Exempt Organizations not Required to File Form 990 or 990-EZ. The change will affect most Chi Phi undergraduate chapters, alumni chapters, and house corporations and is in response to the enactment of the 2006 Pension Protection Act (PPA). These organizations will be required to electronically submit a Form 990-N, also known as the e-Postcard, to the IRS annually.

The new filing requirement will take effect for the 2008-2009 fiscal year and the due date is the 15th of the 5th month following the end of your fiscal year, e.g. if your fiscal year ends on June 30, then your Form 990-N is due on Nov. 15. Organizations that are required to file a Form 990-PF and those required to file a standard Form 990 or 990-EZ tax return are exempt from this requirement.

The PPA requires the IRS to revoke the tax-exempt status of any organization that fails to meet all filing requirements for three consecutive years. This means that any organization that fails to comply with the new filing requirements as specified above will lose their tax-exempt status on the filing date of the third year. The organization will then be required to reapply for tax-exempt status and comply with the new filing regulations.

For more information, you are encouraged to visit the IRS Web site at irs.gov or call the IRS at (877) 829-5500. The e-Postcard (Form 990-N) will be available on the IRS Web site beginning in 2008.

- **Budget:** Oversee the formation of a budget for each term which includes income and all itemized expenses. Be sure to keep a copy. Also require monthly budget reports from the Delta.
- **Accounts Receivable:** Assist in establishing a written policy and help enforce collection policies. Generally, keep a close eye on finances and do not allow deficit spending.

The stability of the chapter can be affected most seriously by the financial operation of the chapter. This is where trouble begins. A healthy chapter is healthy financially.

Chapter officers must realize their fiduciary responsibility. They should see that the income is great enough to cover expenses. Sound budgeting, prompt bill payment, and hard follow up on delinquents are all necessary. The chapter's accounting is grouped in three areas: housing, board, and chapter administration. Realistic cost for services in these areas should be computed. They should be competitive with the college and with other fraternal groups.

Most particularly, the follow-up of delinquent accounts is necessary. Chapter By-Laws should include punitive measures for delinquents. The alumni may be solicited to help collect from delinquent graduates. The whole point to be stressed is that no member should be allowed to accumulate a large bill without being contacted regarding his delinquency and urged to make payment in full or in part, according to an agreeable plan. This responsibility lies with the Delta, but the advisor for chapter finances may need to add his weight to the request for payment.

The Chapter Operations Manual and Financial Manual provide suggestions for efficient handling of the finances of the chapter. Above all, tight control is essential!

Alumni Relations

- Newsletter: Make sure it is produced and mailed on a regular basis and includes 75-80% alumni news. You may want to include a report each time.
- Events: Oversee all alumni events to make sure that they are all well planned, publicized well in advance, and appropriate.
- You can obtain additional programming information through other manuals available at the National Office.
- Advisory work in individual programming areas is best handled by the members of the advisory board.

Responsibilities to the National Fraternity

- Report any incidents immediately to the National Office
- Meet with the Field Executive or other Staff Member during his or her visit
- Oversee reporting to the National Office
- Attend conferences and conventions

Report Incidents Immediately to the National Office

The National Fraternity staff needs to be aware of the occurrence of all incidents immediately so that we can be of maximum assistance. In the event of an accident involving personal injury or property damage, notify the National Office at once. Do not divulge any information regarding insurance coverage to anyone. The worst thing one can do is to let facts of insurance coverage become public knowledge, thus encouraging potential civil action. Your contacts at the National Office for all incidents and accidents are the Executive Director and the Director of Leadership Education.

We hope that the chapter never has an accident or serious incident, but we want you to be prepared to deal effectively with the situation, should one arise.

Meet with the Field Executive During his Visit

A Field Executive will visit your chapter at least once per academic year. He is an expert on all areas of fraternity programming and his primary purpose is to assist each chapter in becoming the best it can. Use this valuable resource to your and your chapter's best advantage.

During his visit, he will be meeting with each officer individually and with the chapter collectively. He will be evaluating and making suggestions for improvement in all areas. Be honest with him, for he can provide effective assistance in every area of chapter operations only if he is brought up to date on the current status of the chapter.

The Field Executive is not a "spy"; make sure that the chapter realizes this. Often, he can help solve problems that would take much longer without his assistance. You can use his influence to effect needed changes or to reinforce positive directions already taken. The staff member will rely greatly on you to work continually with the chapter as follow-up to his recommendations. His visit can be a catalyst for positive change, but to have any lasting effect you must stay on top of things.

Your Field Executive will contact you prior to his visit to set up a meeting convenient to your schedule. He will need your objective evaluation of the chapter's current situation and your suggestions concerning areas to emphasize during his visit. The Fraternity needs your help to make the staff member's visit as productive as possible. This is also an excellent time to ask questions about the National Fraternity and to offer suggestions on how it can better serve you and your chapter.

Oversee Reporting to the National Office

The Alpha and Gamma are required to report to the Headquarters all new members (via Report #0), initiations (via Report #1), change of officers (#6), and various once a year reports, as well as fees and undergraduate dues. Check with these officers and make sure that they have taken care of these important responsibilities.

Attend Programs and Conferences

It is important to attend Regional Leadership Alliances (RLAs), the College of Excellence (COE), and Congress as well as internet-based training opportunities. They provide valuable information and introduce you to other advisors.

Administration

Besides being a counselor and advisor to the chapter and its officers, the chapter advisor must be an administrator. He will be the recipient of correspondence from the National Headquarters, from other members of the official family, from persons outside the chapter, and from alumni. To simplify administrative efficiency, the chapter advisor should set up a series of files for his own use. These files should be as follows:

- A. **CORRESPONDENCE.** This file would include copies of the correspondence he initiates with the headquarters or any other persons. It would also include copies of correspondence of the chapter which goes to the National Office (or vice versa), any member of the official family, the Grand Council, or to alumni or those outside the officials of the Fraternity. Copies of letters he receives should be filed with copies of their answers attached.
- B. **REPORTS.** Such reports as he initiates or receives should be kept in appropriate files. Copies of his own periodic reports to the National Office should be in one file as well as the reports of Field Executive visitations.
- C. **MEMORANDA AND BULLETINS.** National Office mailings should be reserved for a special file. Care should be taken to note if any such bulletins directs a follow-up action. Various memoranda should be filed in their special file.

Responsibilities to Alumni Groups

Chapter Advisory Board

The chapter advisory board is a useful entity to increase your effectiveness with the chapter. Whatever role you take on with the chapter, collecting other specified advisors is advised.

Weekly Contact with the Board Members

This can be by phone or in person, and by no means requires a lengthy meeting. In fact, email and free teleconferences make regular communication fast, cheap, and simple. The purpose is to find how a particular chapter program in their area of responsibility is progressing and to update them on any overall chapter developments. Questions to ask include: Have you spoken with or met with your officer(s) this week? How is he doing? What is happening within this programming area? What do I need to be aware of? Can I help with anything? This constant communication encourages action and holds the advisors accountable for their individual program area. Be tactful, do not require an inordinate amount of their time, and this relationship will be profitable for all parties.

Meet Occasionally as a Group as Needed

The advisory board does not have to meet each week to be effective. Meet when it is important to meet as a group, but only then. As long as the individual advisors are meeting with their officers and chairmen, and you are keeping in contact with them, the most efficient use of your time is not to meet. You may want to meet once or twice each school term to compare notes, and possibly meet as a group with the chapter to discuss goals and long-term direction. Just remember, conserve everyone's valuable time (yours included); meet only when needed.

Encourage their attendance at executive council and chapter meetings when their area will be the focus of discussion (for example, the financial advisor when the budget is being presented). Keep the members informed so that they will know. Encourage them to attend chapter meetings occasionally just to observe and show support to undergraduates.

The advisory board is a committee and should have a chairman. Delegate individual responsibilities and then follow up. Help insure that everyone's time is being put to the best use, make them accountable for their areas, and be a more effective advisor.

The House Corporation, if Separate from the Alumni Association

The purpose of the house corporation is to own and maintain housing facilities for the chapter. As the chapter is an un-incorporated association, it cannot own property, so there is a need for a house corporation. As chapter advisor, your responsibilities include interaction with the house corporation. Specifically:

- Regularly update the corporation on chapter operations, strengths and potential weaknesses
- Act as a liaison between the active chapter and the house corporation
- Ask them to make an annual report to the chapter

Regularly Update

Keeping the house corporation informed of the chapter's status is very important. For example, if a majority of the men living in the house are graduating, and there are not enough men willing to move in, the corporation needs to know as soon as possible. Since most undergraduates would probably not notify the corporation of this fact, take it as your responsibility. Try to keep the corporation informed on a regular basis.

Act as a Liaison

Few members of many chapters know what the house corporation is or what it does. You can help bridge the gap between the nebulous entity called the "house corporation" and the active chapter. Since you have the closest involvement with the chapter, you can facilitate a two-way communication which is essential for a good relationship.

Help arrange a meeting with the chapter and the house corporation. Make sure the chapter Alpha contacts the house corporation president; act as a go-between whenever possible.

Attend House Corporation Meetings

House corporations usually meet once per term and your presence at these meetings is imperative. You can give this board an objective viewpoint of the chapter and add insight to the discussion. Also, encourage the chapter officers to attend, especially the Alpha and Delta.

House Corporation Annual Report

The chapter needs to be aware of the status of the house corporation. As the success of each depends somewhat upon the other, communication is obviously important. From your request, the house corporation should prepare a brief report outlining its financial situation, short and long-term goals, and any potential problem areas needing action. As an alumnus, it is much easier and more efficient for you to ask for this report. This is part of your role as a liaison and will benefit all parties involved. Each year the contract between the corporation and the chapter should be reviewed to certify the relationship is best meeting the needs of both parties.

Alumni Association

Every Chapter and Colony Should have an alumni association, you should keep the lines of communication open. Stress the mutually beneficial aspects of alumni involvement. Including the alumni association in some chapter activities is a good idea. The obvious places are alumni events and chapter banquets, but also try to involve them in recruitment, New Member Education and ritual ceremonies (initiation). By directly involving the association in chapter functions, you strengthen their purpose and also give the undergraduate members a better idea of the lifetime commitment to Chi Phi.

Above all, in working with alumni groups, you can have a much greater influence than the undergraduates. As an alumnus in your position as chapter advisor, you can accomplish a great deal in the area of alumni relations.

Responsibilities to the Host Institution

- Contact the official responsible for fraternal affairs each term
- Attend university meetings for advisors
- Work with the chapter in the event of a conflict with the host institution

Fraternities, as an educational adjunct to the collegiate experience, are peculiar in that they are “of” but not “in” the university. As a consequence, there is a tendency to regard themselves as isolated from the administrative sphere and recognition of the university. Such an orientation is indeed fallacious insofar as the university regards the fraternity advisor as indispensable to the effective operation of an undergraduate fraternity chapter.

The advisors should be thoroughly acquainted with the rules and regulations governing fraternities imposed either by the college administration or by the IFC or other ruling body. The advisors should see to it that the chapter officers are likewise acquainted and that they adhere to the rules and regulations in good faith. The advisors should discourage any attempted violations of them, but they should also back the chapter in its desire to get rules changed that seem to threaten the well-being or existence of the chapter.

Regular Contact with the Greek Advisor

Once every term, you should meet with the university official responsible for fraternal affairs. The purpose is to foster a good working relationship between the chapter and the university administration. You can find out their view of Chi Phi, any weaknesses that they might see, and also show them that our chapter does have responsible alumni advice.

You can also be a spokesman to the chapter. Our undergraduates need to be aware of the university's perception of Chi Phi and Greeks in general. You can relate the goals of the university positively to the chapter so that the members can understand their university's long-term plans. In so doing, you can help the chapter adjust its policies accordingly. Since you have the chapter's trust, you will be able to break through the imaginary wall that often exists between the chapter and the university administration.

Regular meetings with the Greek Advisor help keep you aware of the university policy and of administration attitudes toward the system. You should also know how to get into immediate contact with the Greek Advisor either at home or at his office. Developing a rapport will lead to fruitful and frank exchanges that will assist the advisory board in carrying out its assignments more effectively.

Attend Meetings of Fraternity Advisors

Most campuses have regular meetings of fraternity advisors and it is a good idea to attend. Collectively meeting with other fraternity advisors can assist you in learning new techniques and also foster stronger relations between campus fraternities. These meetings present an excellent chance to gain information regarding the rest of the campus and to meet your peers. Again, mutually beneficial relationships are a key to success.

If your campus Greek system does not currently utilize a meeting of all fraternity advisors or an alumni IFC, you might consider taking the lead in setting up such a regular meeting.

Work with the Chapter in the Event of a Conflict

In the event of a conflict with the university or other problems with the chapter, you are the best person who can assist with the resolution of the situation. You provide mature leadership and can work with both the chapter and the university to quickly settle any problems. Since you are an alumnus, and you have developed a positive relationship with the administration, your influence is often much greater than that of the undergraduate chapter.

NOTE: Many chapters now have graduate advisors. The advisor's relationship with the graduate advisor should be that of cooperation. You should encourage a respectful attitude on the part of the chapter toward the advisor and incorporate them into the Advisory Board.

The advisors, in short, are peer buffers between the chapter and house father/mother and smooth over any friction or disagreements that may develop, and upon occasion, the advisor is confidante and adviser to them as they carry out their responsibilities.

Responsibilities to the Community

- Insure good neighborhood relations
- Act as a "spokesman" to the press

Ensure Good Neighborhood Relations

Since our chapters are a part of a community, whether university or residential, it is imperative that we have good neighborhood relations. You can influence attention to this area of responsibility first by stressing its importance to the chapter, and second by taking part in their neighborhood relations program. Encourage the chapter to participate in community events and to assist their neighbors. Examples of such assistance include raking leaves, shoveling snow, participating in crime watch programs, etc. Advise the chapter to clean up surrounding areas following social events, and to keep the noise level down. You may want to have an annual event at which the chapter invites neighbors to the house; this would be an excellent opportunity for the chapter to prove itself to the community. Since many undergraduates do not often consider the importance of such outside areas as neighborhood relations, you can provide valuable leadership and direction in this area.

Support the Alpha, Who Should Act as the “Spokesman” to the Press

As a general rule, the Alpha should be the spokesman of the Chapter. If he is unable to do so, you should. Regardless, you must advise and support him in that role. The Alpha should consult you prior to making any public statements. We need to do our best to avoid inaccurate journalism, and by having only you or the Alpha act as spokesman, this end is best achieved.

This advice is especially crucial in the event of an accident or incident. In these situations, your experience and maturity are vital to minimizing bad exposure. Educate the chapter and be prepared to act as spokesman. A calm manner and accurate information can effectively limit potential damage in these delicate situations.

National Fraternity Structure

Many alumni volunteers wear many hats with their chapters. While acting as an advisor to his chapter, the alumnus may also be coordinating communication and social functions for his alumni association, and he may be also acting as the chapter's landlord as president of the house corporation.

It is important to understand the entities tied within the National Fraternity and the chapter. The functions and roles of separate yet distinct organizations are excerpted from the Chi Phi Fraternity [House Corporation Manual](#).

There are seven basic organizations with the Chi Phi Fraternity:

- The House Corporation
 - The Alumni Association
 - The Advisors to the Chapter
 - The National Fraternity
 - The Chi Phi Educational Trust
 - The Chapter
 - The Chapter Members
1. The House Corporation provides and maintains the Chapter house. It is the landlord. Its Directors should be alumni of the Chapter, or alumni in the area and it should be incorporated. Election of Directors should be carefully controlled, since this is the group that controls the main asset. It should not be involved with Chapter affairs, unless they impact the quality and quantity of income to the corporation, e.g. factors that effect membership levels (recruitment, new member retention) or rent levels.
 2. The Alumni Association coordinates alumni social activities and communication with alumni. It stimulates alumni interest, resulting in good volunteers for the House Corporation and Chapter Advisors. Any Chapter initiate, once he leaves school, is a member of the Alumni Association. Voting privileges can be determined by dues payment, attendance, etc. Alumni Associations are registered by the National Fraternity, and need to follow the laws of the Fraternity. For Internal Revenue Service purposes it can ask to be a part of the National Fraternity's Group Exemption; advantage, income from members is not taxable. For practical reasons, the House Corporation is often a part of the Alumni Association. Every attempt should be made to control the election of House Corporation Directors, and limit the exposure of the House Corporation for social actions of the alumni or Chapter.
 3. The Advisors to the Chapter - A stable, well-managed chapter will provide a tenant that will pay its bills and respects the property. The best way to arrive at a stable, well-managed chapter is through alumni advisors. They meet regularly with the Chapter and specific officers to encourage, and track, sound active Chapter management. These generally should be alumni who live in the area who serve for a specific period of time, i.e. at the pleasure of the chapter. This allows future alumni the chance to serve the Chapter. Ideally there should be five advisors:
 - Recruiting - In order to receive the proper amount of income, a landlord needs to keep the property full of tenants. In the business of fraternity, future tenants start out as recruits. It is clearly to the House Corporation's advantage to see that the chapter annually recruits and pledges enough good men to keep the property full. The rush advisor sees that proper recruitment goals are set; recruitment plans developed; and the plan implemented. He will work closely with the recruitment chairman in these areas. One bad year can lead to disaster for the landlord one, two or three years down the road.
 - New Member Education - Attracting an adequate number of new members does not always translate into full occupancy. This program needs to be designed and implemented allowing the maximum number of

new members to become initiated members, those who are responsible and committed members. A new member education program can produce a program free of inappropriate activities so that those initiated will not drip out in later years because they think the fraternity too trivial.

The National Office provides a "Guide to New Member Education" which contains material on all aspects of responsible brotherhood including academics, manners, issues facing the young man today and fraternity history, among other items. Keeping brothers in school creates a larger chapter, which fills more beds and makes for happy House Corporations.

- Property Maintenance - A landlord sees that routine maintenance is carried out. In the business of fraternity, very few undergraduates understand the term "routine maintenance". They understand very little about the mechanics of the property. A building and grounds advisor is necessary to protect the long term interest of the landlord.

This advisor needs to make check-list inspections of the property on a monthly basis. He should work closely with the Chapter Epsilon to see that the property is well maintained. He should work closely with the local health and safety inspectors, maintaining a working relationship with them. He should keep a list of reputable local contractors. He should be well-informed of the House Corporation's short and long term plans.

- Finances - The overall duty is to assist the chapter in its financial operations. This is accomplished by assisting the chapter with development of its budget, and monitoring during the school year. It requires a clear understanding of the short and long-term goals of the House Corporation.

The Chapter Delta should prepare his financial statements each month using the "Handbook for Financial Operations" provided by the National Office. The financial advisor should carefully review these monthly with the Alpha and Delta. He should report periodically to the House Corporation. This advisor can assist the Delta in preparation of the Chapter budget as well as monitoring chapter financial operations throughout the year.

Items Needed for Preparing a Preliminary Budget

- Campus/House Corporation Rent Comparisons
 - Campus/Chapter Billing Comparisons
 - Salary Comparisons
 - National Charges
 - Know What House Corporation Rent Has To Be
 - Understand Campus Dorm bills and Special Charges
-
- Determine Expenditures and Charges Needed for Upcoming Year
 - Do Revenue Projections Based on Membership Figures
 - Review Membership Figures for Chapter
 - Determine Exact Breakdowns for Prior Year
 - Review Projected Membership Figures Divided by Class Year
 - Review Last Three (If Possible, Five) Years Membership Figures
 - Determine Approximate Billing Charges Based on Estimated Expenses
 - Establish Payment Dates for Chapter and House Corporation
 - Present Preliminary Budget to House Corporation for Approval
 - Discuss Proposed Budget with Chapter Office Holders
 - Meet with FPA or Accountant to "Lock In" Budget Figures
 - Prepare Final Draft Copy of Budget and Explanation Sheets
 - Distribute to All Affected Parties

- Monitor During School Year

He should have possession of the main chapter checking account, and be a required signature on that account. All accounts should be dual signature. Income to this account should include parlor fees, board, and chapter dues. Checks written on this account should be of three types, and should be done only once or twice each month:

- To the House Corporation - to cover the chapter's contractual arrangement for the commons areas of the house, and building reserves. And to the local utilities companies; electric, water, gas, etc. This ensures prompt payment and no interruption of service.
 - To the kitchen account - this checking account would pay all kitchen-related expenses, food, salaries, equipment, etc. It might be advisable to have the kitchen account pay a rental fee to the House Corporation for depreciation of facilities used, and reserves for equipment replacement.
 - To the chapter account - this checking account covers aspects of chapter operations, other than rents and kitchen. This includes recruitment, social, campus fees, etc.
4. The National Fraternity provides the structure of the fraternity through the Congress and Council. A National Office and staff oversee the daily affairs. It adopts rules and enforces same. The National Office provides a multitude of services, particularly in staff visitation, leadership training, and manuals.
 5. The Chi Phi Educational Trust is a separate charitable entity, recognized by the government as a 501-C-3 (Internal Revenue Code) organization. Contributions to the Trust are deductible by the contributors on his/her annual income tax return. Because of the favorable tax advance funds must be used for educational and leadership purposes only. The Educational Trust
 - Grants student loans and scholarships
 - Support COE, the RLAs, and Educational Resources produced by the Fraternity
 - Underwrites educational initiatives of the National Staff
 - Sponsors leadership training on the local, regional and national level, and
 - Provides grants for materials and facilities that expand education, such as computers
 - Investment of its assets is up to the Board of Trustees. Law requires that these investments must be reasonable and prudent.
 6. The Chapter is the body of the individual members, chartered by the National Fraternity, and directly responsible to the National Fraternity for its existence.
 7. The Individual Members are the focus of our organization. They are granted membership status by the National Fraternity and are required to follow Fraternity laws. Regardless if they live in or out of the Chapter house they should pay for its support. Certainly those living in have a higher use, and should pay more. It is strongly recommended that those living in the house contract, through their parents, directly with the House Corporation for the room provided. The Chapter should also contract with the House Corporation for the commons areas of the property, in addition to the overall care and well being of the entire property.

Of course there are others - parents, friends, administration, faculty, neighbors, government; all having an influence on the Chapter and its members.

The House Corporation

A House Corporation has a somewhat complex mission and has many facets to address if it is going to be successful. To be successful on a long term basis three major ideals must be kept in mind:

1. To provide an educational and good physical environment conducive to the operation of a Chi Phi chapter and Alumni Association within the limits, objectives and standards of the National fraternity and which will develop and enhance the undergraduate experience in preparation of good citizenship and the development of the virtues of a true gentleman.
2. Establish sound business operating criteria for both present and future needs of the organization while providing sound responsible Chapter advising and an active Alumni organization.
3. Development of reasonable programmed methods to maintain membership in both the Chapter and the House Corporation and to ensure the growth, continuity and perpetuation of both entities.

To accomplish these three ideals there are two levels -

1. First, the role which the House Corporation must play. These are the ideals the organization must strive for.
2. Secondly, the specific responsibilities which the organization must carry out. At times carrying out the role is the difficult task. The Board must be reasonable in determining its objectives and must know what their limitations are.

After establishing their central objectives both undergraduates and alumni alike must be aware of them and share in the enthusiasm in watching dreams become reality.

Objectives of the House Corporation:

1. Provide stable property management.
2. Provide continuous property management
3. Keep the house in good repair
4. Remodel/improve older home
5. Replacement of house at some future point in time
6. Provide basis for obtaining housing if none exists and in line with institutional guidelines and policies
7. Provide continuity in chapter operations

Purpose of the House Corporation:

- Develop strategic long-range plan and work with chapter to develop its long range plan.
- Set priorities and work with the chapter to identify their priorities.
- Analyze the long-term physical plant needs structurally and financially.
- Establish timetables for implementation plan.
- Develop a commitment to carry out plans by expressing the needs and by demonstrating with actions.
- Foster a proactive vs. reactive relationship with chapter.
- Provide continuity and liason to chapter by identifying good advisors and getting them to work with the chapter.
- Acclimate new board members and share accomplishments and future objectives.
- Be a good role model, show unity to the Chapter.
- Know when to say no!

Responsibilities of the House Corporation

- Act as title holder for the property, serve as property manager, landlord.
- Financial custodian, supervise financial direction of the undergraduates.
- Determine and carry out capital improvements on the timetables as planned and when promised.
- Identify undergraduate/alumni volunteers who are willing to serve on Greek or University Committees, that will represent reasonable viewpoints which will inform yet impact positively on the organization.
- Select board members who themselves are good role models and who undergraduates can identify and would like to emulate.
- Set, review and enforce levels of operating standards as recommended by the National, College or University, local, city, state codes and authorities.

House Corporation and Chapter Relationship

- Analyze the financial needs of the chapter and identify workable financial goals.
- Assist in establishing a firm financial criteria for operating chapter and work closely with them to see it is carried out.
- Review chapter's collection, bad debt, and disbursement procedures.
- Review with chapter fire, safety, and health codes for the property.
- Recommend continuity guidelines to insure steady, even perpetuation of the chapter and its operations.
- Retain absolute authority as to use of property and setting of rents.

Possible House Corporation Member Occupations

Chapter Advisor, Attorney, Contractor, Banker/Finance or Investment Banker, Architect, Accountant, Public Servant, Fund Raiser, University Administrator, Real Estate Broker, Insurance Broker, Restaurant Owner, Undergraduates, and/or other dedicated members.

Turning over the Reigns

The responsibilities of the advisor do not end with the consideration and assessment of the chapter. At least once a year an advisor ought to consider whether he himself is performing as he should. No one advisor need feel obligated to try to do something about all the topics outlined in the pages above. But an advisor should be able to do something about a few of them or at least convey his feelings about most of them to the chapter during, say, a two or three year period. Certainly, he ought to be in a position to say that he “knows” his chapter well enough to assess it with reasonable accuracy.

The chapter advisor should be able to take the time – this means stopping at the chapter house – to get the “feel” of his chapter. But the real test of his effectiveness lies in whether he is ever spontaneously consulted about anything! Being asked for advice need not happen more than a time or two a year, but it should happen occasionally. If at the end of a year or two the advisor is neither consulted nor listened to (he should not worry if his advice is not always taken, for usually it will not be, at least precisely as he intended it), he ought to consider whether his usefulness is at an end. If so, a resignation is in order. This can and should be done with good grace and an offer to help find a successor. Moreover, it should be kept in mind that sometimes a resignation, when stated firmly and with reasons, is an advisor’s best weapon to bring a chapter around to perceiving a problem and doing something about it.

An advisor’s last job – a most important one – is to see that his successor, whoever he is, understands what he is expected to do. He ought not to be left (as you may have been) without a knowledge of policies or a friend to consult for guidance. Giving him necessary information is your best guarantee that your efforts will not have been in vain.

Chapter Information

The following sections have been designed to become a working part of this manual, prepared to enable you to keep track of chapter operations more easily. Each section will be briefly explained below. A notebook with divided sections should be filled by the relevant chapter information. This section needs to be updated each term and the old information filed away for future reference. This accomplishes two things: 1) You know what is going on within the chapter; and 2) if you do not receive a section (such as a budget), chances are that it has not been done. You can compel the chapter officers to handle what remains undone – thus establishing a functioning system of checks and balances.

This section should help both you and the chapter. It will assist you because you will have accurate information on the chapter; the chapter will benefit because they are required to submit this information to you each term, and so must compile it for their own use. If the chapter does not have any of the required information, explain its importance and help put it together. Remember, continuity and documentation are the keys to success in Chi Phi's very best chapters.

Contact Directory:

Addresses and phone numbers of important resource people. Should include advisory board, house corporation, chapter officers, university officials, attorney, accountant (if different from advisory board), National Headquarters, involved alumni and any others you may need.

Calendar

A complete calendar of all chapter events including recruitment, elections, executive council and chapter meetings, alumni events, university events, etc.

Budget:

Make sure you have an accurate copy of the current budget. If the chapter does not have one, help them to develop one. Require monthly reports on spending vs. budgeted amounts.

Chapter Goals

Both short-term (each academic term) and long-term (one to two years). Make sure the goals are written and include workable objectives. Again, if this information has not been developed, have the chapter devise some tangible, attainable goals.

Current Roster:

With phone numbers and addresses if possible. Make sure that all status changes have been reported to the National Office and the host institution.

Current Minutes

The Gamma should be required to submit a copy of current minutes to you. Keep current term's minutes in this notebook, old ones in a separate file.

Chapter Bylaws and National Constitution and Laws:

Make sure to keep a current copy of each. If the chapter has none or if the existing bylaws are outmoded, have them undertake a revision and provide you with a copy.

Alumni Newsletter:

Keep copies of the last three or four sent, for future reference and to make sure that the chapter produces and actually mails them. Check quality and content.

National Office

Insurance bulletins, special memorandums, and any items from the Headquarters needed for the chapter, especially any that are specially marked for the Chapter Advisor.

Chapter Officers' Duties:

List of duties and responsibilities so that you will know specifically what each officer is supposed to be doing.

Event Sheets:

Organizational information concerning any events that you plan or assist in planning. All officers should have copies in their notebooks as well.

Blank National Forms:

Supply orders, chapter advisor reports, election of officers forms, etc. ready for use

