



# Chapter President Handbook

---

THE PI KAPPA ALPHA FRATERNITY

PROPERTY OF

---

CHAPTER

## Foreward

The contents of this handbook are the result of a compilation of information from various chapters and various brothers affiliated with the Pi Kappa Alpha International Fraternity for the use by any chapter which is interested in establishing or improving its chapter president program. It should be understood that each chapter is self-governing and solely responsible for its day-to-day, week-to-week and month-to-month operation and nothing herein is intended as or should be deemed as supervision, direction, monitoring, oversight or as an effort to control the local chapter by the Pi Kappa Alpha International Fraternity, which is a fraternal affiliation of over 200 chapters, over 10,000 active undergraduate members and over 200,000 alumni and several nonprofit corporations, including, but not limited to Pi Kappa Alpha Corporation, a Tennessee nonprofit corporation which serves as a clearinghouse and an administrator for purposes of organizing meetings and conventions, publishing fraternal publications and performing other functions for the entire International Fraternity.

This handbook is an educational guideline only which contains suggestions and recommendations developed by various chapters which were able to develop successful chapter president programs. It is published and available to any chapter through the clearinghouse in Memphis as a form of brotherly advice for whatever use one wants to make of it.

All ideas herein are optional and nothing is mandatory. Participation as chapter president is by the voluntary choice of each chapter and each member with the understanding that one generally gets out of something what one is willing to put into it. Thus, any language contained herein which could possibly be construed as “mandatory” such as “do this” or “do that” is only in the form of a recommendation that if one wishes to get the most benefit out of using the suggestions in the handbook, then the suggestions can be utilized with the understanding that any handbook is, at most, a guide and that the users should substitute their own experience and judgment to use, adapt or modify the suggestions and recommendations contained herein. In other words, the handbook is a guide from which the users can use to establish, improve or build their own programs, using their own knowledge, common sense, ideas and experience and to assist the users from time to time as a reference for ideas and suggestions. In turn, each chapter is encouraged to share good ideas with other chapters by advising the administrative clearinghouse for possible inclusion in future publications.

## PROGRAM OVERVIEW

While serving as chapter president, you will assume many different expectations and roles. With that in mind, it is important to maintain focus on the many tasks at hand, and truly represent the chapter to the best of your abilities. In no way is the role of chapter president intended to involve assisting in every area of operations for the chapter, nor does it include working endless hours while the general membership reaps the rewards of your hard work and endless efforts. On the contrary, if you want to develop the best chapter of Pi Kappa Alpha, you must learn many skills that will assist your chapter in becoming the best. Only with a combined effort of everyone within the chapter can the fraternity become successful and live up to its fraternal expectation of providing our members with the ideal undergraduate experience.

As the president of a fraternity, you will assume many different expectations that reach beyond maintaining the basic operations of a chapter. The university, local alumni, and the International fraternity all look to you for strength and stability within the chapter. It is very important for a chapter president to recognize his role as a lead communicator for these groups and to use them as resources for information and guidance. As chapter president, people will look to you as the premier example of what Pi Kappa Alpha represents on your campus. The image that you present, as a result of your conduct, will have a direct effect on the image of your chapter. Overall, the role of chapter president is filled with many unique roles and expectations.

Aside from the many expectations and tasks of the chapter president, your position can be one of the most rewarding within the fraternity. You are now in a position to directly affect the chapter's performance and future. You can be a catalyst for positive change and provide direction for the chapter. Through your efforts and active leadership, your chapter can benefit and prosper with the lasting legacy you leave behind.

### *As Chapter President, What are my main expectations?*

- To support and uphold chapter by-laws, the *Ritual* and *International Constitution & Laws* of the Pi Kappa Alpha Fraternity
- To oversee chapter operations and general membership
- To manage crisis situations
- To promote positive relations with surrounding neighborhoods, the university, and Greek community
- To represent the chapter on a regular basis with university, community, alumni, and International Fraternity ambassadors
- To conduct a successful transition with successor

While serving as chapter president, you will work with many diverse groups within and outside of your chapter. Your role as chapter president involves maintaining constant communication with members of the fraternity and individuals who assist the chapter on a regular basis. Maintaining these crucial relationships is the foundation of developing a successful chapter and the ideal fraternity experience.

### *Difficulties of Being the Chapter President*

Many situations can arise that will effect your overall performance as a chapter president. Some examples of situations and conflicts that may exist during your term as chapter president can include:

- Conflicts between brotherhood and following fraternity and/or university policies
- Resolving sensitive situations within the chapter
- Understanding the appropriate role of the chapter president
- Recognizing that one man cannot make a success chapter by himself
- Maintaining high levels of enthusiasm and standards for appropriate conduct
- Being flexible with your schedule

The above examples may negatively effect your performance as chapter president, but can be managed successfully. Your ability to control these distractions effectively will positively impact your term as chapter president and provide you with the ideal chapter president experience. However, the ability to diffuse any situation involves the further development of many necessary skills. Some suggestions for developing the these skills are as follows:

1. Lead and motivate by example
2. Utilize your executive council
3. Stay consistent
4. Be Accessible
5. Learn from your mistakes
6. Recognize your own personal shortcomings and strive to improve in those areas
7. Take a personal interest in members
8. Help others solve their problems
9. Delegate responsibilities and tasks, then trust the outcome
10. Utilize your resources

(refer to **APPENDIX** for descriptions of all ten areas)

### *Chapter Organization*

A fraternity chapter is an extremely complex organization to operate, and one man cannot be expected to manage it alone. With this in mind, your most valuable source of assistance is the executive council. In order to have consistently successful events, these activities require excellent planning that is performed well in advance. Therefore, in order to be a consistently successful chapter, someone has to plan in advance. The executive council is charged with this basic expectation.

A great deal of flexibility is permissible with the composition of the executive council, but there are several standard members that are suggested to be involved: the chapter president, vice presidents, treasurer, secretary, Sgt. at Arms, and chapter advisor. The chapter may want to include the recruitment, risk awareness, and/or continuing education chairmen on the executive council because of their vital relationship with chapter success. The following is a brief summary of some expectations for all chapter officers and committee chairmen:

- **Vice President:** perform the duties of the president in his absence; in charge of overseeing all committees; serves as personal representative of the executive council; reports to the executive council on the functioning of each committee; holds weekly meetings with all committee chairmen to assess the progress and goals of each chairman; upholds and is familiar with all chapter by-laws, *International Constitution & Laws*, and university policies or procedures; assists in the facilitation of chapter goal setting and transition retreats
- **Treasurer:** develops an extensive chapter budget complete with separate accounts for housing, kitchen, and general expenses; submits monthly budget statements to the chapter; collects all dues and fees associated with membership; appoints a chapter finance committee; files and saves all receipts; attains services for an annual audit; completes the annual IRS 990 form; develops membership contracts for all chapter members
- **Secretary:** reports all pledgings and initiations to the Memorial Headquarters; keeps an accurate and detailed roster of chapter members and pledges; keeps a record of minutes for all chapter meetings; orders all necessary materials from the Memorial Headquarters
- **Sergeant at Arms:** maintains order during chapter meetings; oversees all ritual ceremonies; prepares chapter room for meetings; stores and cleans all regalia; supervises the chapter judicial committee; serves as chapter's ritual educator; upholds and is familiar with all chapter by-laws, *International Constitution & Laws*, and university policy or procedures
- **Continuing Educator:** develops a chapter policy and procedure manual for all officers and chairmen; conducts membership and officer surveys (see the Monthly Officer & Committee Evaluation Questionnaire located in the **APPENDIX**); distributes sorority surveys; assists the chapter president and vice presidents in conducting a chapter goal setting retreat; supports the vice presidents in the transition of new officers and committee chairmen; works with the Sergeant at Arms to develop a comprehensive post-initiation program; compiles a membership manual for all chapter members
- **Pledge Educator:** organizes and administers formal pledge education program; facilitates pledge retreat; implements and oversees requirements for initiation into full membership; assists the recruitment chairman in rush evaluations; organizes guest speakers for pledge class; coordinates a formal pledge education manual; educates and informs new members on the International Fraternity's *Standards for Retention of Membership* and *Statement of Position on Hazing*
- **Recruitment:** develops a budget detailing the estimated expenses for upcoming term; emphasizes a year-round recruitment philosophy amongst the chapter; coordinates workshops and retreats to promote recruitment; develops and maintains an extensive record keeping system to document all information on potential members; coordinates a summer recruitment program to target potential members; develops a recruitment scholarship program; appoints a recruitment committee with recruitment captains; assists the recruitment committee in developing the chapter's rush manual; coordinate sorority presentations; has final say in bid process; assists pledge educator in conducting rush evaluations

- **Risk Awareness:** develops a comprehensive chapter risk awareness policy to be submitted to the chapter for approval and implementation; ensures that the chapter is educated and adheres to the *Standards for Retention of Membership, International Constitution & Laws*, and university policies or procedures; oversees and informs the membership of the crisis management plan; proactively educates chapter members on issues affecting fraternity and Greek life
- **Chapter Advisor:** meets weekly with chapter president and executive council to discuss progress and issues within the fraternity; attends chapter meetings once a month; assists the chapter in times of crisis; maintains constant communication with the chapter for purposes of providing insight and advice in programming areas; attends many chapter events; serves as a direct representative of the chapter with university and community officials; operates as a liaison with the Memorial Headquarters

With the assistance of a strong executive council, the chapter as a whole will be better suited to developing into a successful fraternity. Furthermore, the chapter president will have more time to dedicate toward motivating chapter members and improving public relations, instead of performing the duties and tasks of other chapter officers and committee chairmen.

### Program Tasks

1. Review *International Constitution & Laws*, chapter by-laws, and university policies for student organizations and fraternities
2. Review and update chapter presidents handbook
3. Inform university Greek Advisor/Dean of Students of your election to the position and organize a meeting to discuss chapter goals and objectives for the upcoming semester
4. Notify and inform local alumni association/house corporation president of chapter progress throughout the academic year
5. Meet weekly with chapter advisor to discuss the progress of the chapter
6. Review and read the *Standards for Retention of Membership, Officer Status and Chapter Charter in Good Standing* to the chapter, sign appropriate forms, and return them to the Memorial Headquarters (refer to **APPENDIX**)
7. Organize and assist in the facilitation of an officer training retreat and other applicable chapter programs
8. Set personal goals for your term as chapter president
9. Assist the continuing education chairman with the transfer of officer and committee handbooks and materials
10. Conduct weekly chapter meetings
11. Conduct weekly executive council meetings to discuss and monitor progress of the chapter
12. Attend chapter events and necessary university/Greek community meetings
13. Plan and coordinate Ritual pledging, initiation and graduation ceremonies
14. Supervise the completion of appropriate documentation by the secretary and treasurer throughout the academic year (refer to **APPENDIX**)
15. Organize chapter consultant visit
16. Submit Year End Summary and Awards Application to the Memorial Headquarters by May 15
17. Attend Regional Leadership Conference and Officers' Leadership Academy/International Convention

## Planning

### Early Summer

- Transition with last Chapter President
- Schedule date for goal-setting and planning retreat.
- Get IMC to set calendar
- Create Tentative Calendar
- Make arrangements to create and update chapter budget.

### Late Summer

- Set goals
- Give Tentative Calendar to IMC's and Chapter
- Submit estimated budget (itemized list)
- Assist with recruitment plans
- Assign Duties
- Set Committee Goals
- Hold Committee Mtgs. (as needed)
- Make sure continuing educator is making membership manuals

### August

- Finalize recruitment program; membership manuals
- Make arrangements with SC to order Garnet & Gold and pledge pins
- Set up meeting with Greek Advisor to inform them of the chapter's goals.

### Fall Semester

- Assist Rush Chair and committee
- Make sure Secretary updates roster
- Meet with Pledge Educator to finalize program
- Hold Executive meetings weekly
- Hold chapter meetings weekly

- Meet with Greek Advisor every two weeks.
- Be in weekly contact with Chapter Advisor
- Inform chapter of upcoming events
- Start making arrangements for Winter rush retreat

### November

- Make sure Ingress has been completed by this point
- Initiation
- Elections for new officers.
- Transition retreat with new officers.

### Spring Semester

- Assist Rush Chair and committee
- Make sure Secretary updates roster
- Meet with Pledge Educator to finalize program
- Hold Executive meetings weekly
- Hold chapter meetings weekly
- Meet with Greek Advisor every two weeks.
- Be in weekly contact with Chapter Advisor
- Inform chapter of upcoming events
- Start making arrangements for Winter rush retreat
- Make sure ingress has been completed by this point
- Initiation
- Prepare for year-end summary
- Prepare transition with new officers (if applicable)

## Successful Chapter Programs

### Example I:

A chapter at a small private university has a total chapter membership size of for sixty-eight (68) members. Historically, this chapter has maintained housing off-campus, in a small residential neighborhood. In the past, the chapter has had problems with the surrounding community and is negatively viewed by most neighbors. Recognizing these past images of the fraternity, the chapter president declares the improvement of the public image of the fraternity in the community as a priority for the upcoming semester. In order to improve this image, the chapter president discusses consults the chapter and Greek advisor for advice in developing ideas for implementation of a public relations campaign in the community. During the weekly executive council meeting, the chapter president discusses his ideas for hosting a community clean-up event and festival to be held later in the semester. During the meeting, the executive council sets a date for the event to held and the vice president notifies the public relations and community service chairmen of their ideas. The vice president works with these committee heads to develop a strategy to be implemented, and the committees go to work organizing the event (i.e. creating press releases, purchasing necessary supplies, reserving food vendors, etc.). During this time, the chapter president solicits other Greek organizations, neighbors, campus officials, and alumni to participate in the community service project. The event is held, and is a tremendous success. The chapter has a great turnout and everyone is excited to have participated in the event. Overall, the chapter has improved the relationship with the surrounding community, other Greek organizations, and campus officials.

### Example II:

A chapter at a large state-funded university maintains a total chapter membership of ninety (90) brothers. Over the past few months, the chapter's general membership has decreased their participation in many chapter events and activities, and overall, seem to be less motivated in comparison to previous academic terms. Noticing this trend, the chapter president consults the director of services and designated chapter consultant from Memorial Headquarters for advice on improving chapter participation and discusses some of his personal ideas on the matter. Afterward, the chapter president meets with the executive council and all members agree that this issue needs to be addressed. In the meeting, the executive council discusses implementing an incentive-based program for motivating members to participate more in chapter events and activities. They decide to create a brother of the week program, gift certificates for outstanding participation, and will actively encourage members of the fraternity to get involved with committees and chapter events. By the end of the semester, chapter participation has improved from 70% to 95% and the overall membership is better motivated to assume new positions within the fraternity.

Example III:

A chapter at a state-funded university possesses a membership of sixty-five (65) members. During a chapter retreat at the beginning of the semester, one of the members of the fraternity is severely injured while leaving the event. Recognizing the sensitivity associated with the injury, and to avoid the situation escalating into something worse (i.e. false rumors surfacing on campus), the chapter president declares the activity as a potential crisis situation. At this time, the chapter president implements the chapter's crisis management plan, meets with chapter advisor, contacts executive vice president of the Memorial Headquarters, and informs appropriate university officials of the incident. In addition, the chapter president, with the aid of the executive council, develops and distributes press releases to appropriate student organizations, friends, and family updating and informing them of the members' status. Later in the semester, the chapter brother fully recovers. The university, parents, and local alumni commend the chapter for their support and for how the situation was handled. In the end, the chapter president was able to gather the support of the chapter for the injured member, build better relationships with many people, and improve their overall image on campus.

## Effects of the Program

The chapter president plays a vital role in the overall success of a chapter. When his tasks are performed well, consistent communication is achieved with university officials, alumni, and chapter members. With the aid of a strong executive council, the chapter president is able to dedicate more of his efforts toward improving public relations on campus, motivating chapter members, and organizing comprehensive goals and strategies for the chapter. In addition, the chapter may see an improved relationship with local alumni, other Greek organizations, campus officials, and surrounding communities. Finally, all areas of chapter programming will be improved because the chapter president will be more accessible to provide insight and advice to chapter officers, committee chairmen, and general members. The success of your chapter's recruitment, financial management, public relations, and continuing education programs are all dependent upon the strategic leadership and planning of the chapter president.

The chapter may suffer numerous consequences because of an irresponsible president. First and foremost, the chapter may become inconsistent in all areas of programming. With an unorganized and unmotivated chapter president, the education of members on the importance of leadership and involvement within the chapter will be lost. The relationship with university officials, alumni, and other various resources may become jeopardized. The chapter could become negatively represented on campus because public relations efforts will be nonexistent. Finally, the chapter will lack direction for the future, which will result in the poor planning and organizing of chapter events or programs. This lack of planning may threaten the long-term status of the fraternity, create conflicts within the membership, or increase levels of financial instability.

As chapter president, you should take pride in your position. Now that you are the lead spokesman of the chapter, you can improve many chapter-programming areas, and more importantly, are charged with upholding the ideals of Pi Kappa Alpha. This, above all, is the ultimate expectation of every chapter president.

## **APPENDIX**

Chapter Flowchart

Chapter Officer Checklist

Memorial Headquarters Staff Directory

Chapter Presidents Check List

Suggestions for Becoming a Successful Chapter President

Practical Leadership Information

Tips for Successful Executive Council & Chapter Meetings

Basics of Planning and Management

General Information about Press Releases

Sample Press Release

Chapter Crisis Management Procedures Plan

Incident Report Form

Definition of the Relationship Between The Pi Kappa Alpha  
Fraternity and Chapters

Definition of the Relationship Between Chapters of The Pi Kappa  
Alpha Fraternity and the Members of the Chapter

## Chapter President's Check List

### Immediately Following Election:

- Meet with chapter advisor to discuss chapter goals and objectives for the upcoming semester
- Review chapter presidents handbook
- Inform university Greek Advisor/Dean of Students of your recent election to the position and organize a time to discuss chapter goals and objectives for the upcoming semester
- Notify local alumni association/house corporation president of newly elected officers
- Review *International Constitution & Laws*, chapter by-laws, and university policies for student organizations/fraternities

### Within Two Weeks of Election:

- Organize and assist in the facilitation of an officer training retreat
- Set personal goals for your term as chapter president
- Review the *Standards for Retention of Membership, Officer Status and Chapter Charter in Good Standing* to the chapter, sign appropriate forms, and return them to the Memorial Headquarters (**APPENDIX**)
- Assist the continuing education chairman with the transfer of various officer and committee handbooks/materials

### Weekly Tasks:

- Conduct weekly chapter meetings
- Conduct weekly executive council meetings to monitor progress of the chapter
- Meet with the chapter advisor
- Attend chapter events and necessary university/Greek community meetings

### Monthly Tasks:

- Review chapter and personal goals
- Plan for and review next month's chapter calendar
- Meet with university Greek Advisor/Dean of Students

### Semesterly/Quarterly Expectations:

- Contact regional president to inform of chapter's progress
- Plan and coordinate Ritual pledging, initiation and graduation ceremonies
- Supervise the completion of appropriate secretary and treasurer forms/payments

### Annual Expectations:

- Organize chapter consultant visit
- Submit Year End Summary and Awards Application to the Memorial Headquarters by May 15
- Attend Regional Leadership Conference and Officers' Leadership Academy/International Convention

## Suggestions for Becoming a Successful Chapter President

The following are a few suggestions that will assist you in your efforts to becoming a successful chapter president:

1. **Lead and motivate by example.** While chapter president, always strive to represent the highest ideals of appropriate conduct for all members of your chapter. Since you are the foremost representative of the fraternity, people will tend to model their behavior after the example you provide.
2. **Utilize your executive council.** Use the executive council to review the progress and operations of the chapter to make certain that everything is being accomplished. This makes for a great forum to discuss issues within the chapter, as well as to delegate tasks amongst chapter officers.
3. **Stay consistent.** A large responsibility of being a chapter president involves the ability to maintain impartiality. In order to be successful and impartial, you must stay consistent with decision-making and judgments of members' behaviors. No respected leader is ever accused of being a hypocrite.
4. **Be Accessible.** At times, problems or situations can be resolved with immediate intervention. Being easily accessible allows a chapter president to build better relationships with all members of the chapter, and in turn, will put you in a better position to assist with any chapter conflicts.
5. **Learn from your mistakes.** Nobody is perfect, so recognize that not everyone will make the right decisions all the time.
6. **Recognize your own personal shortcomings and strive to improve in those areas.** For example, if you have problems managing your time, make sure you are delegating tasks to the appropriate officers or chairmen, and continue staying organized with the assistance of a daily planner or calendar.
7. **Take a personal interest in members.** Keeping members motivated is a constant battle. By taking a personal interest in the different activities of the members, the chapter president will be better suited to encourage the efforts of chapter members and can better motivate brothers to be active contributors in the fraternity.
8. **Help others solve their problems.** To encourage friendship and accountability within the chapter, assist others with solving problems. Provide advice, but don't intervene to solve the problem for them.
9. **Delegate responsibilities and tasks, then trust the outcome.** Delegation is the key to success with any organization. The ability to delegate, and accept the subsequent outcome, is essential for the successful management and operations of a chapter.
10. **Utilize your resources.** Local Alumni (chapter advisor, alumni advisory boards, house corporations), University Officials (Greek Advisor, Dean of Students, Student Government), Memorial Headquarters, Regional/International Conferences and Conventions, Regional Presidents, and Chapter Consultants are all great resources that are readily available to assist you on a daily basis.

### Practical Leadership

While serving as president, the chapter will look to you for guidance and direction. Effective presidents are respected leaders that instill confidence in those around them. As the top representative of Pi Kappa Alpha, people outside the fraternity recognize you as the leader of the organization. Your personal appearance, image and behavior play a tremendous role in how others perceive the chapter. The following are principles of sound leadership that can help you during your tenure as chapter president.

1. Appear to be neat, clean, organized and disciplined
2. Dress appropriately for different situations and chapter events
3. Maintain a positive attitude
4. Work to further develop your written and verbal communication skills
5. Make an effort to talk with everyone in the chapter on a regular basis and avoid aligning yourself with one particular group
6. Motivate others by recognizing outstanding contributions and efforts by individual members
7. Remember that people tend to support what they help to create
8. Realize that one man cannot successfully run the chapter alone
9. Delegate duties and responsibilities to executive council and chapter members on a regular basis
10. Learn how to manage your time in order to balance school work, fraternity responsibilities and other interests (i.e. organize a to do list, do not procrastinate, prioritize, schedule time for planning every day, etc.)
11. Avoid burnout by developing a strong support network of close confidantes
12. Pursue regular activities outside the fraternity (i.e. exercise, hobbies, etc.)
13. Make a conscious effort to spend time away from the fraternity-take a break
14. Do not try to do all the work yourself!

---



---

## TIPS FOR SUCCESSFUL EXECUTIVE COUNCIL MEETINGS

- Meet regularly and frequently (i.e. every week, same time, etc.)
- Follow a regular agenda
- Meet privately, not secretly
- Plan chapter events (i.e. review chapter calendar, consult last year's president's notebook/calendar, plan agenda for upcoming meeting)
- Follow a business meeting format
- Have vice president's forward brainstorming to committee heads, not the executive council
- Discuss sensitive issues effecting the fraternity
- Plan upcoming chapter meeting

### Tips for Effective & Efficient Chapter Meetings

- Follow the same written agenda for each meeting
- Use and know Robert's Rules of Order (refer to *Garnet & Gold Reference Manual* for parliamentary procedure information)
- Speak only when required
- Be authoritative, not the authoritarian
- Keep meetings to a one hour time limit
- Always follow chapter by-laws and *International Constitution & Laws*
- Present voting options to the membership
- Utilize the Sgt. At Arms role as main conductor of the meeting
- Use and memorize applicable ritual

### Sample Chapter Meeting Agenda

- I. Opening (Ritual)
- II. Call to Order
- III. Roll Call
- IV. Reading of the minutes
- V. Officer Reports
- VI. Committee Reports
- VII. Old Business
- VIII. New Business
- IX. Announcements
- X. Comments for the Good of the Order
- XI. Adjournment (Ritual)

**CHAPTER MEETING AGENDA**

Meeting Agenda # \_\_\_\_\_  
Week of \_\_\_\_\_

**General Topics to be covered for this meeting:**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

**ORDER OF BUSINESS**

- I. Call to Order – President
- II. Pi Kappa Alpha Invocation -Ritual
- III. Roll Call
- IV. Minutes of previous meeting
- V. Committee Reports
- VI. Old Business
- VII. New Business
- VIII. Education (Discussion, Speakers)
- IX. Schedule of weekly events
- X. Open Forum – pass the gavel
- XI. Close Meeting - Ritual
- XII. Adjourn

**Special Activities for this week:**

<b>DATE</b>	<b>ACTIVITY</b>	<b>TIME</b>	<b>PLACE</b>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

## THE BASICS OF PLANNING AND MANAGEMENT

### **"The Pitchfork Method" (For Chairmen and Officers)**

Using the right tool is essential to getting a job done in both a competent and expedient manner. The pitchfork is a unique yet simple instrument designed to effectively penetrate the subject matter and empower the user to utilize leverage and balance to efficiently accomplish the task. The three-pronged fork minimizes resistance, focusing on the essential elements for an effectively distributed load. The handle provides leverage, enabling the optimization of output in a controlled fashion. The result is maximizing efficiency to achieve a goal.

This analogy is applicable to the planning and management of any organization, especially a fraternity chapter and its individual committees. The prongs represent a set of goals, a budget to support those goals, and at least a skeleton calendar for the respective period. The prongs by themselves make for only a partially effective tool; with good communication, you then have a handle that enables the prongs to fully serve their purpose.

Ideally, the chapter would set its goals at a chapter retreat. Immediately upon the appointment of a committee chairman, prior to the start of the next school term, he alone or with his committee should create a draft of the committee's goals, budget and calendar for the coming school term. Officers should do the same for their term in office. All chairmen should then submit their proposed goals, budget and calendar to their respective Vice President. Prior to the start of the next school term, the officers and key committee chairmen should hold a business meeting at an "Executive Planning Retreat" with the objective of producing a compiled set of goals, a comprehensive chapter budget, and at least a skeleton calendar for the upcoming school term. This requires everyone to think about what they want to do, how much it will cost to do it, and when they want to do it. If adjustments to a committee's proposed plan are required based upon limited resources or conflicts with the schedule, those attending the Executive Planning Retreat could decide as a group what should be done; this builds consensus and support among the leaders and "Doers" of the chapter which translates into momentum and synergy as the school term begins.

That which is adopted at the retreat should be documented and given to every member at the first chapter meeting of the school term. Documentation is essential to long term continuity and the progressive improvement of any program and the chapter overall. If every member has the overall plan for the term in his hands, all excuses of "I didn't know" are eliminated. A Brothers' Manual or Handbook is an excellent vehicle to convey this information. Being organized actually helps motivate the entire chapter as well as committee members. The creation of a game plan before school starts allows the officers and chairmen to focus on execution of the plan and leading the chapter through a successful term. Please consider the following outlined explanation:

## "The Three-Pronged Approach"

### FIRST PRONG - GOALS (CHAPTER/COMMITTEES/OFFICERS)

- \* Short term goals (to be accomplished during term in office)
- \* Long term goals (to be accomplished beyond term in office)
- \* Remember any overall goals set by chapter
- \* Develop objectives and strategies for accomplishing goals
- \* Chairmen propose their goals - submit to their vice president

### SECOND PRONG - BUDGET

- \* Chairmen propose budget to support their goals - submit to their vice president
- \* Think about both short and long term goals and needs
- \* Budgets finalized at Executive Planning Retreat, including chapter's overall budget

### THIRD PRONG - CALENDAR

- \* Chairmen propose their calendars - submit to their vice president
- \* At a minimum, create a skeleton calendar for the entire chapter at the Executive Planning Retreat
- \* Include pertinent events on school and local community calendar

### THE HANDLE - COMMUNICATION (essential to execution and holding people accountable)

- \* Chapter Goal Setting Retreat
  - held at strategic time during school year to maximize motivation
  - keep business attitude but have fun scheduled in
  - be organized
  - assess strengths and weaknesses
  - do short and long term goals for chapter - be general
- \* Executive Planning Retreat
  - chapter officers and select chairmen
  - held prior to the start of school term
  - remember the chapter's goals
  - goals, budget and calendar are established for committees and the chapter
- \* Brothers Manual / Handbook (a documentation tool and excuse eliminator)
  - done each school term
  - include goals, budget and calendar as created at Executive Planning Retreat
  - hand out at first meeting of school term
  - also include: officer & chairmen list, permanent and school phone and addresses, by-laws, other chapter policies and rules, list of due dates, etc.
- \* Committee and Officer Notebooks (essential documentation tool)
  - this is the documented program
  - include current and past goals, budget and calendars
  - including event planning sheets of current and past projects
  - include advice to future chairmen and officers
  - include other helpful information that also appears in brothers manual
- \* Other Communication Tools
  - weekly executive council meetings
  - committee meetings
  - chapter meetings
  - phone line with a recorded weekly message
  - chapter- membership newsletter (weekly or monthly)
  - chapter- summer and winter break newsletter
  - emergency phone tree and crisis plan (include in brothers manual)

### General Information About Press Releases

Send press releases to the editors of local newspapers, Industry newsletters, radio talk shows, magazines, radio and television stations, and Pi Kappa Alpha Memorial Headquarters.

- The contact person is the individual who will be contacted by editors and others receiving the press release to get more information.
- Always include the date to give the release a sense of timeliness and urgency.
- The headline should read like a newspaper headline.
- Effective press releases sound newsworthy – not like an advertisement for your company.
- Mention the benefits of a product or service – editors like to provide information that is useful to their audiences.
- Use your letterhead.
- Keep press releases to one page if possible or a maximum of two pages.
- Always double-space a press release.
- Customize the press release to the audience you want to impact.
- Individuals mentioned in the text of a press release should be named only for the purpose of being quoted or mentioned in an article.
- In general, make the press release user-friendly for the editor by including all the information he or she will need to create a story from your release. The easier it is for the editor to read and use the press release, the more likely it is that your news will be published.
- Follow up with editors by phone. Personal contact will help ensure that your news is noticed and gives you the opportunity to emphasize important points.

October 28, 2002

Contact Adger Smythe at:  
(901) 748-1868  
SMYTHE@Pike.com

For Immediate Release:

Pi Kappa Alpha Fraternity, Omega Omega Chapter, Sponsors Three-on-Three Basketball Tournament to Benefit the Muscular Dystrophy Association (MDA)

The members of Pi Kappa Alpha International Fraternity, Omega Omega Chapter, are preparing for their third annual Three-on-three Basketball Tournament. The one hundred-man chapter has spent the last five weeks working with the Muscular Dystrophy Association (MDA) in preparation for the large event. To date, over forty (40) teams have signed-up and prepaid the thirty-five (\$35) dollar entry fee. The money generated from this event will be donated to the MDA to be used for research purposes. Last year Pi Kappa Alpha helped raise over \$3500 for the charitable organization.

Adger Smythe, president of the chapter, expects this year's tournament to be more successful than years past. "We have been working hard to make this years event even more successful than last year. It is a good feeling knowing that our hard work will have a positive effect on somebody's life," Adger said. The Fraternity will be registering teams through tip-off time, which is this Saturday, November 2<sup>nd</sup> 2002 at 10:00 a.m. All teams must arrive at Central Park by 9:00 a.m. to sign-in and for pre-game warm-up pictures. Each team member will receive a tee shirt and will participate in at least two games. Prizes will be awarded to the top three teams in each age group.

## CHAPTER CRISIS MANAGEMENT PROCEDURES

The following suggestions are designed to assist your chapter in dealing with a crisis situation involving a serious injury or death. This publication is not intended to provide solutions for every case but should be used in planning and preparing for any crisis.

### GENERAL PROCEDURES

**911 EMERGENCY CALL.** In nearly all situations, the president or risk awareness officer's first telephone call will be the 911 emergency number especially if the injury or death occurs in the chapter house or at a chapter function. Briefly and calmly explain the situation so that the appropriate emergency personnel can respond.

**THE PRESIDENT SHOULD BE THE CHAPTER SPOKESMAN.** The chapter president should always be in command of every emergency situation. The chapter president should consult with the executive committee and risk awareness officer to review the situation and assist in making decisions as to how to calmly deal with the matter. In the event that the chapter president is absent, the chapter vice president should be in charge. All elected chapter officers should have a copy of the chapter's emergency procedures.

**CLOSE THE CHAPTER HOUSE.** If a crisis occurs, the chapter president should immediately close the chapter house. Any guests in the chapter house should be removed. The president cannot give directions if members are leaving and strangers are entering. Only members and appropriate officials should be allowed to enter. The chapter sergeant-at-arms or other designated member should be responsible for monitoring the entry door.

**SCHOOL ADMINISTRATION NOTIFICATION.** Next, the school administration should be notified. During business hours, notify the office that provides advice to Greek organizations. Your school administration official to contact is:

\_\_\_\_\_  
Name of school administration official

Telephone: \_\_\_\_\_

Extension: \_\_\_\_\_

If the school's administration office is not open, then contact the school's security police at:

Telephone: \_\_\_\_\_

Extension: \_\_\_\_\_

Inform the school's security police of the emergency.

**CHAPTER ADVISOR NOTIFICATION.** The chapter president should call the chapter advisor immediately and ask him to come to the chapter house to consult with the executive committee.

Chapter Advisor: \_\_\_\_\_

Telephone: \_\_\_\_\_ (home)

\_\_\_\_\_ (work)

**MEMORIAL HEADQUARTERS NOTIFICATION.** The chapter president should notify the headquarters. Call (901) 748-1868, extension 106 [services director] or extension 126 [executive director] or call (901) 333-2777.

**ASSEMBLE THE CHAPTER.** After notifying the above persons, the chapter president should assemble the entire chapter, including pledges. He should explain that there has been an emergency and that he is the chapter's official spokesman. He should also advise the members not to discuss details, speculate on events or otherwise elaborate on the situation until the police, school administration officials and chapter advisor have been contacted and appropriate consultation is provided. To do otherwise could create unrest and unnecessary concerns. He should emphasize the necessity of remaining calm and assure the members that everything will be handled.

**CONTACT AN ATTORNEY.** Your chapter might consider identifying a local attorney who is available for consultation at any time. This attorney should agree in writing to represent the chapter upon notification by the chapter president of any emergency.

**HANDLING THE PRESS.** If the press should contact the chapter, only the chapter president, the chapter advisor, or the chapter's attorney should speak for the chapter. School officials or alumni members may be of assistance in preparing a written statement.

### ***SERIOUS INJURY OR DEATH OF A MEMBER***

**NOTIFICATION OF PARENTS.** You should not notify the parents. In the event of a serious injury or death, police or school administrators, who are trained to deal with such events, should notify the family. Your chapter should always maintain a file on each member with parent or next of kin information for this purpose. The chapter president should contact the family after they have been appropriately notified in order to express the concerns of the chapter.

**SAFE KEEPING OF PERSONAL PROPERTY.** In the event of the death of a member who lives in the fraternity house, the chapter should not remove any personal items from the room. Any roommate should be temporarily moved to another room in the house. The chapter president should only allow authorized personnel to enter the room. The door should be locked. The chapter president should seek the advice of the member's family with regard to the member's belongings and have empty boxes available and offer to help. Likewise, the chapter should understand this is a very difficult time for the member's family, and they may want some privacy.

**ATTENDANCE AT FUNERAL.** Members' attendance at the funeral or memorial service should be coordinated with the mortuary and the family. Along with your chapter advisor or the family's clergyman the possibility of conducting a separate memorial service for the deceased member at a later time might be considered.

**VISITATION OF AN ILL MEMBER.** In the case of serious injury or illness, the chapter president should contact the member's family regarding their desires for visitation by chapter members. The chapter should always respect the wishes and desires of the family even if the member might insist on more visits.

**INTERNATIONAL FRATERNITY FACT GATHERING.** In many instances, the International Fraternity will conduct its own fact gathering of the incident. If a Fraternity representative makes an on-campus visit, please have available all videotapes, newspaper articles, press releases, written reports from school administration officials and the police department.

**COORDINATED EFFORTS WITH SCHOOL ADMINISTRATORS.** The chapter president should always remember to work closely with the school administration in handling any crisis situation. He should seek advice and counsel from the school officials in the student life office. These school administrators are always available for member counseling and assistance. It is always recommended that the chapter members utilize the services of the school's counseling center for individual and group counseling following any crisis situation.

**FOLLOW UP ANALYSIS.** Following the management of the crisis situation, the chapter president and the chapter risk awareness officer should review the activities and efforts of the chapter and make an analysis of how the situation was handled. They should make written recommendations on how to handle a similar situation in the unlikely event one occurs in the future and provide these to future chapter officers.

## INCIDENT REPORT FORM

DATE: \_\_\_\_\_  
TO: Director of Services, Pi Kappa Alpha Memorial Headquarters  
FROM: Chapter President  
RE: Incident

*The following form should be completed, to the greatest extent possible, in the case of an incident. All incidents, though, must be reported to the Memorial Headquarters Staff within twenty-four hours of occurrence.*

### PI KAPPA ALPHA FRATERNITY HEREBY REPORTS THE FOLLOWING:

**1) Date of Occurrence:**

**2) Time of Occurrence:**

**3) Date Incident Reported to MHQ:**

**4) Person Reporting Incident:**

**5) Location of Occurrence:**

**6) College or University:**

**7) Chapter and Address of Insured Chapter House:**

**8) Name(s) and Address(es) of Injured:**

**9) Name(s) of Insured Member(s) Involved:**

**10) Name(s) and Address(es) of Witnesses:**

**11) Name, Address and Telephone Number of Person to Contact for Further Information:**

**12) Description of Incident:**

**13) Additional Comments:**

## **DEFINITION OF THE RELATIONSHIP BETWEEN THE PI KAPPA ALPHA FRATERNITY AND THE CHAPTERS OF THE PI KAPPA ALPHA FRATERNITY**

### **INTRODUCTION**

This document has been composed to help both The Pi Kappa Alpha Fraternity and its chapters understand the relationship, which exists between The Fraternity and the chapters. The Fraternity recognizes the value of students who are motivated by the commonly expressed need for belonging - to advance the educational interests of its members, to promote leadership development and to make, maintain and uphold a high standard of life, happiness and integrity for its members by uniting them in closer bonds of friendship and brotherly union.

The growth of the national organization came about when the first chapter established a second chapter, and the undergraduates served as the entire general fraternity organization, sharing their common beliefs through rituals and purposes, and issuing charters and permission to use a common name, Pi Kappa Alpha. In time, these students determined there should be volunteer leaders and advisors, and staff, to knit the individual chapters together, and that there should be a permanent, staffed administrative office to promote the purposes of The Fraternity and to encourage achievement.

Presented here is the meaning and non-meaning of each chapter's charter and power to initiate members into The Fraternity; the scope and responsibility of The Fraternity's services; and the other benefits and structure of The Fraternity. The Pi Kappa Alpha Fraternity, the national organization, is referred to as "The Fraternity" throughout this document and the Chapter is referred to as "The Chapter".

### **1. The Charter and Initiation of members into The Fraternity. What it means.**

When the Chapter receives its Charter from The Fraternity, it is granted the right to use the exclusive name, nicknames, logos and insignia of The Fraternity on the Chapter house, and in references to each member, and the Chapter. The Fraternity grants the Chapter the right to pledge and initiate members into The Fraternity, on the condition that they meet the requisite conditions of membership and that the prescribed ritual and other provisions of the Constitution and By-Laws of The Fraternity are met, which include payment of the appropriate fees for pledging and initiation and thereafter annual dues.

The Chapter functions as a group. Specifically, the Chapter is an unincorporated association under the law of the state where it is located. The Chapter selects its own officers, assesses dues, operates a chapter house if necessary, selects new pledges, initiates members, encourage fellowship, promotes education, participates as teams in intramural athletics, participates in campus and Interfraternity programs, sponsors candidates for school offices, enjoys social events and sends delegates to the National Convention, Regional Leadership Conference and other seminars. The Chapter operates its own organization on a day to day basis and is responsible for compliance with all applicable rules and regulations of the college or university where it is located and with all applicable laws of the various governmental bodies, local, state and federal.

### **1 (a). The Charter and Initiation. What is not meant.**

The right to use The Fraternity name, logo and insignia does not give the Chapter or any member the right to sell or re-license the use of the logo or the insignia or the name to third parties, to use the name in any manner which is detrimental to The Fraternity, or to bind The Fraternity to any agreements or obligations of any nature whatsoever. The Chapter is given a specific chapter name upon chartering and should always use that chapter name (i.e. Chapter of The Pi Kappa Alpha Fraternity) when entering into agreements or in its correspondence. The Chapter should avoid any implication that it has any authority to speak for or to obligate The Fraternity, unless the Chapter receives specific prior written approval.

Furthermore, the right to pledge and initiate members does not extend any authorization to commit any hazing of pledges as a condition of membership or similar activity with the initiation, or to conduct any activity whatsoever in connection with the events of pledging, initiation, or otherwise, such as drinking celebrations or similar events. If those events occur, they are done without authority and against The Fraternity's By-Laws and could subject the Chapter to loss of its Charter. However, withholding of this authority in connection with initiation, for example, does not mean that the Chapter is prohibited from conducting an appropriate function in recognition of the event, such as a post-initiation banquet which is done in keeping with all applicable laws, rules and regulations of the municipality, state and school where the Chapter is located.

The fact that a Charter has been issued and The Fraternity allows the use of its name as a Chapter does not mean that The Fraternity obligates itself to operate the Chapter or to supervise or discharge the separate rights and obligations which the Chapter has as its own entity. The Chapter and its members have the sole responsibility to govern its own actions. The success of the Chapter is generally attributable to how well its members carry out their rights and obligations.

### **2. The Fraternity's services. Their scope and availability.**

The Fraternity offers the Chapter access to a multitude of services, programs and assistance dealing with virtually every aspect of undergraduate group living and campus life. These services include:

- A. Advice and suggestions on such practical matters as the operation and management of the Chapter house, recommended Chapter house safety programs, and the management of the Chapter finances and kitchen operations.
- B. Membership education programs, Chapter officer leadership seminars and other self-development programs.
- C. Guidelines for the Chapter's initial organization with suggested By-Laws, which contain alternatives for the Chapter's decision and use.
- D. Access to educational resources, including brochures and videotapes and assistance in obtaining speakers.
- E. Chapter consultants who are available to talk and correspond with Chapter officers about questions in the areas of Chapter administration and any problems or concerns. In addition, the chapter consultants will visit the Chapter periodically, and will observe and make evaluations and recommendations during and after each visit. The chapter consultant can meet with the college staff and can offer assistance to the college staff in implementing any suggestions and recommendations for the Chapter.
- F. Staff assistance in the initial recruitment of prospective members for a new Chapter and additional assistance in the Chapter's on-going recruitment efforts.

The Fraternity believes in education and is committed to the proposition that self-management as an active Chapter will give its members the opportunity to broaden and expand the classroom education. The Fraternity urges the Chapter officers and leaders, in turn, to utilize the materials and information, which they received to continue the education of the Chapter members. The Fraternity views the self-management requirements and techniques which are experienced first hand as a Chapter as an on-going exercise which should help prepare the members for their remaining adult lives. The Fraternity advocates adherence to its ideals which, when combined with the Chapter's and its members' acceptance of responsibility, can enable the Chapter and its members to develop a lifelong pattern of setting and achieving goals.

**2 (a). The Fraternity's services. What is not meant.**

The assistance, which The Fraternity provides the Chapter in the form of guidelines, recommendations and suggestions, should not be misinterpreted. Although every Chapter functions as a component of the entire Fraternity, The Fraternity recognizes that each Chapter is viewed as an unincorporated association under the law of the state where it is located and, as such, the Chapter is a separate legal entity and its members are individuals who are solely responsible for their own behavior and who are required to abide by the law and all applicable rules and regulations from the respective colleges and universities. The Fraternity further recognizes that it is a Tennessee nonprofit corporation with its sole office in Memphis, Tennessee. The Fraternity does not tell or instruct the Chapter how it must operate the Chapter, its members' activities or its house. The Fraternity does not seek to exercise any control over the Chapter or its members as they go about their day-to-day lives as students whose primary goal is to obtain an education at a particular school. The Chapter's association with The Fraternity is secondary to the educational purpose, yet the Chapter may serve as a focal point of the everyday lives of its members. The Chapter is an organized group. Part of the benefit from the experience, which the members of the Chapter will receive, is the appreciation of the fact that they have both the right and the obligation to operate as an autonomous entity. The experience of learning to bear responsibility for one's actions should be one of the most rewarding and beneficial events of undergraduate training. The Fraternity does not undertake to assume responsibility for actions or conduct of the Chapter or its members. The Chapter and its members are subject to and are expected to comply with laws, rules and regulations of the school, the local municipality, the state and the federal government.

The Fraternity does not, and cannot, oversee, monitor or control the Chapter's activities and it does not and cannot undertake any duty to see that the Chapter abides by the law or the school's regulations. If the Chapter or its members violate the law or the rules and regulations of the host school or The Fraternity, the Chapter runs the risk that The Fraternity will exercise its rights to terminate the charter or to terminate the individual's membership. The responsibility to avoid these violations is the Chapter's and each of its members.

**3. The Fraternity's other benefits and structure. A description and meaning.**

In addition to offering the Chapter access to The Fraternity's services, programs and assistance in dealing with the undergraduate Chapter experience, the chapter and its members have access to other benefits of The Fraternity. These include:

- A. Receipt of The Fraternity's quarterly publication, the "Shield and Diamond".
- B. Assistance in alumni association organization and operations.
- C. Awards and recognition of Chapters for achievement in campus leadership, scholarship, intramural athletics and overall performance.

- D. Sponsoring regional leadership conferences for undergraduate student leaders and interested alumni and other advisors to the Chapters.
- E. Assistance in developing community service programs in public relations.
- F. Guidance in selection and consultation with various advisors, including alumni advisors, resident advisors and faculty advisor.
- G. Assistance by providing forms for the various membership and financial reports which the Chapter is required to submit to The Fraternity as a condition of maintaining the Chapter's charter.
- H. Service as a historical archive for the storing of the Chapter's documents.
- I. Assistance to the Chapter and its alumni and other interested persons to obtain housing, including an opportunity for loans which meet prudent business standards.
- J. Guidance to the Chapter's members in applying for educational grants and scholarships, subject to availability.

The Chapters and its members govern the Fraternity. The Chapters, represented by delegates, attend The Fraternity Convention held every other year. The delegates vote in their representative capacity to select national officers, enact legislation, and approve amendments to the Constitution and By-Laws. The staff through The Fraternity's headquarters in Memphis, Tennessee provides the services and benefits of The Fraternity. That headquarters serves as a "clearinghouse" for the administration of The Fraternity and for the implementation of the actions taken by the Conventions and the elected officers of The Fraternity which result in the various services and benefits being offered to the Chapters and the members.

### **3 (a). The Fraternity's other benefits and structure. What is not meant.**

The Fraternity's assistance to the Chapter in all of these areas stems from its commitment to assist the Chapter as an active chapter in various ways. The Fraternity obviously cannot guarantee that the Chapter will be a success or that any Chapter or member will qualify for all benefits or that any particular benefits will be available at all times. The Fraternity desires that the Chapter fully understand the proper relationship between the Chapter and The Fraternity. The Fraternity stands ready to assist the Chapter in certain ways as previously outlined. However, the Chapter will have many other needs in its day to day experience as an organization where The Fraternity is not able to render the assistance as may be needed. For example, only the Chapter has the power to conduct its internal elections of officers, to set its budget, to perform social planning, to set the Chapter's dues and assessments, to perform house maintenance and operations, to run the kitchen, or to conduct any of the other aspects of the Chapter's day to day management and life. The Fraternity does not have this authority and does not exercise any of these powers. The Fraternity does not become involved in the Chapter's legal affairs, such as the violations of school, local, state and federal rules or regulations by a school or suits by purveyors to collect bills, two of many possible examples. Handling of those types of decisions and matters are part of the Chapter and its members' maturation process and of the total undergraduate experience. The Fraternity does stand ready to provide advice, suggestions, and recommendations to the Chapter in response to such problems, but the responsibility and decision are the Chapter's. The Fraternity serves an important function in assisting the parents, families, schools, churches, student organizations, and other support groups in giving the Chapter and its members an opportunity for a richer and more complete undergraduate experience because of their affiliation with The Fraternity.

The emphasis is to encourage and assist the Chapter's members in their collective experience as a Chapter. The Fraternity makes suggestions and recommendations, and furnishes the Chapter with ideas, which have shown to be helpful through experience in similar situations. The Fraternity desires to help the Chapter in the implementation of scholarship, leadership, social, civic and athletic programs.

#### **4. The Fraternity's help to the Chapter in difficult times. What it means.**

A chapter might experience problem areas from time to time, which could threaten its existence. Examples of these problems are low membership, poor financial or other types of management, or even instances of conduct, which violate school rules or the law, or the Standards of The Fraternity. The Fraternity wants to remind the Chapter that certain activities, such as hazing, alcohol or drug abuse or violation of any applicable statute, regulation or law regarding the same; sexual abuse or commission of crimes or violation of school rules and regulations or statutes and ordinances of the city, county or state where the Chapter is located; or violation of federal law can result in the loss of the Chapter's charter and the loss of membership for the responsible individuals. The Chapter is also advised that a loss of the Chapter's charter automatically places all undergraduate members on alumni status. In some cases, representatives of The Fraternity might visit the campus to determine which of the undergraduate members on alumni status will be asked to form the nucleus of a reestablished Chapter at the school with the emphasis upon obtaining a cohesive group which best reflects the ideals of The Fraternity and the best interests of The Chapter for the future. This does not amount to an investigation of the past problems, but rather deals in solutions for the future. The Fraternity retains the right to advise the Chapter that its charter is in jeopardy and to suspend the Chapter's charter or to make certain conditions or goals for the Chapter to achieve as a condition of retaining its charter, or removing the suspension or reactivating the Chapter. The assistance The Fraternity offers in solving the Chapter's problems remains available in its sole discretion. The Fraternity reserves the right to determine when the chapter needs help or that the Chapter may need help from sources other than from The Fraternity or that the Chapter is beyond help. In short, The Fraternity retains the right, as explained in the Constitution and By-Laws, to suspend or revoke the Chapter's charter. This forms the fundamental basis of the relationship between The Fraternity and the Chapters. That is, The Fraternity renders assistance in a variety of areas and reserves the right to suspend or terminate the relationship. In between, the rest is up to the Chapter.

#### **4 (a). The Fraternity's help to the Chapter in difficult times. What is not meant.**

The Fraternity desires that the Chapter understand and appreciate that its assistance to a troubled Chapter does not mean that The Fraternity will conduct its rush activities, or make its pledging or initiation decisions. The Fraternity will give the chapter advice in this regard and reserves the right, but not the obligation, to assist the Chapter in the conduct of rush or pledging activities. However, The Fraternity wishes to emphasize that these activities remain the Chapter's responsibility and decision. Furthermore, the Chapter should understand and appreciate that The Fraternity does not conduct the operation of the Chapter's financial transactions or social functions, nor does it inspect the Chapter house. For example, The Fraternity does not prepare leases with the Chapter's landlord or leases to the Chapter's undergraduate students. The Fraternity does not run the Chapter's kitchen, pay its rent, or collect its rent, and The Fraternity does not oversee that the Chapter complies with the school's rules and regulations or any applicable law. The Fraternity does not organize or pre-approve social functions. Even if The Fraternity desired to perform these actions, it does not have the authority, budget, personnel or time to attempt such a mammoth undertaking, even with a few troubled Chapters. If the Chapter needs help and The Fraternity offers assistance through recommendations and guidelines, please remember that the decisions and responsibility for any Chapter's success lies ultimately with the Chapter and its members.

There are numerous other examples of what The Fraternity does not do, which examples can be summed up by saying: "The Fraternity does not control the Chapter or its members or their activities; however, if the Chapter violates the Constitution or By-Laws or any applicable laws, rules or regulations

from the school or any government agency, The Fraternity retains the right to suspend or revoke the Charter, in the case of the Chapter, or to suspend or revoke membership, in the case of an individual."

## **CONCLUSION**

The Chapter and its members are very important to The Fraternity. This Relationship Statement should clarify how the Chapter and its members relate to The Fraternity. It is designed to help the Chapter help itself. The Fraternity stands ready to assist the Chapter in every way possible.

November 17, 1990

## **DEFINITION OF THE RELATIONSHIP BETWEEN THE CHAPTERS OF THE PI KAPPA ALPHA FRATERNITY AND THE MEMBERS OF THE CHAPTER**

### **INTRODUCTION**

This document has been composed to help both the Pi Kappa Alpha Fraternity and its Chapters and its members understand the relationship, which exists between and among the Chapters of the Fraternity and members of the various Chapters. The Fraternity recognizes the value of students who are motivated by the commonly expressed need for belonging - students who want to advance their educational interests and to promote leadership development and to make, maintain and uphold a high standard of life, happiness and integrity by uniting them in closer bonds of friendship and brotherly union.

The growth of The Pi Kappa Alpha Fraternity came about when the first Chapter established a second Chapter, and the undergraduates served as the entire general Fraternity organization, sharing their common beliefs through rituals and purposes, and issuing charters and permission to use a common name, Pi Kappa Alpha. In time, these students determined there should be volunteer leaders and advisors, and staff, who knit the individual Chapters together in a non-profit organization, and that there should be a permanently staffed administrative office for the purpose of promoting the purposes of the Fraternity and to administer to its needs and to encourage student undergraduate achievement.

The inherent value of the Fraternity lies in the willingness of its individual members to achieve the goals of the Fraternity, which are idealistic and worthy. Presented here is the meaning and non-meaning of each Chapter's power to initiate members into the Fraternity; the relationship of the member to the Chapter; the function and scope of the Chapter's activities and the basic rights and responsibilities between and among the Chapter and its members.

### **1. The Initiation of a Member by a Chapter into the Fraternity - The Member's Privileges and Obligations**

When a Chapter initiates a member into the Fraternity, the member is granted the right to call himself an initiated member of the Fraternity and to wear and to display the distinctive Fraternity logos and insignia on a personal basis. An initiated member becomes entitled to participate in membership meetings, to participate in authorized Chapter functions, to use, in a proper manner, the facilities and premises which belong to or are occupied by the Chapter, to engage in brotherly fellowship and discourse with other members; and, in general, to participate as a member in an unincorporated association of the law of the state where located. The exercise of these rights of a member of a Chapter carries with it the responsibility and obligation to maintain his membership in the Chapter in good standing. Good standing generally means that the member has fulfilled his financial obligation for dues or other expenses to the Chapter and has not created any problem for the Chapter, such as through the violation of any Chapter policies or similar matters. Thus, the failure to maintain good standing could result from a failure to achieve, for example, a certain grade point average as a student. Maintenance of active undergraduate student status is a requirement of being a member of a Chapter in good standing. A student who drops out of school after having been initiated will remain a member of the Fraternity and will remain an initiate of a particular Chapter, but the ex-student will no longer be deemed an active member of his Chapter and will automatically be placed on alumni status with the Fraternity, as opposed to undergraduate active status.

The Chapter functions as a group composed of undergraduate students. Specifically, the Chapter is an unincorporated association under the laws of the state where it is located. The Chapter, acting through its own duly constituted procedures and pursuant to the actions of its members functioning as a group, selects its own officers, assesses dues, operates a Chapter house or meeting facility, selects pledges and initiates new members. Other activities in which Chapters engage are to promote fellowship, promote education, participate as teams in intramural athletics, participate in campus and Interfraternity programs, sponsor candidates for school officers, conduct social events and send delegates to national conventions, regional leadership conferences and other seminars. The Chapter operates its own organization on a day-to-day basis and is responsible for compliance with all applicable rules and regulations of the college or university where it is located and with all applicable laws of the various governmental bodies, local, state, and federal.

**(a) Initiation of a Member. What is not meant.**

The initiation of a member does not give the member the right to sell or license the use of the Fraternity logo or its insignia or its name to third parties or to use the name in any commercial or other manner which is detrimental to the Fraternity or to the Chapter or to bind the Fraternity or the Chapter to any agreements or obligations of any nature whatsoever. The fact of initiation into membership does not make the member an authorized agent, employee, servant (as that term is used in the representative of the Chapter or a person whose conduct the Chapter be legally responsible.

The Chapter is not given any right of control over a member's day-to-day activities by initiation or otherwise. The Chapter does not assert any right of control over the member's day-to-day activities. The Chapter acquires no inherent right to punish a member by virtue of initiation.

However, the Chapter does retain the right to stipulate standards, which the member must perform or abide by as a condition of retaining his membership with the Chapter, sanctions for violating standards or failing to meet the same may be, is loss or suspension of membership. A Chapter retains the basic right, based upon the member's commitment to remain in good standing, to suspend or terminate the active relationship and membership of the member in the Chapter or to stipulate certain conditions which the member must meet to keep his membership with the Chapter, such as fines, community work, or loss of certain privileges. (This list is meant to give examples and is not meant to be exclusive.) This is a similar right which all unincorporated associations inherently retain which is to set standards, policies, rules and/or guidelines regarding membership and what is needed to stay in good standing to retain membership in that unincorporated association. Simply stated, the Chapter retains the right to terminate a member's association with the Chapter. This is a right, which is inherent in all unincorporated associations and exists separate and apart from the fact that a member may have been initiated into the Pi Kappa Alpha Fraternity.

Different Chapters have different guidelines and standards whereby a member may fall out of good standing, and each Chapter is left to decide and evaluate when those situations and circumstances occur. Chapters have the right, but not the obligation, to propose to the Fraternity that a member be suspended and expelled from the Fraternity itself. In so doing, the Chapter must comply, in line with its charter commitment to the Fraternity, with the constitution and bylaws of the Fraternity. (The final decision on expelling a member from the Fraternity, as opposed to expulsion from a Chapter, can only be made by the Supreme Council of the Fraternity). Beyond that, the establishment of the criteria for maintaining good standing rests with the Chapter and the policies and procedures of its membership.

## **2. Authorized Chapter Functions - Their Scope and Meaning.**

As discussed earlier, the Chapter might engage in a number of activities and functions, which are duly authorized and engaged in by the Chapter, acting as a group. Among these activities might be the maintenance of a facility or premises used by the Chapter for meetings, scholarship, dining, residence, social events and as a place for members to congregate. The Chapter might engage, as a group, in the fielding of an intramural athletic team. The Chapter might hold, as a group, social events. The Chapter, as a group, might engage in rush functions whereby prospective members are met and entertained and selected. The Chapter, as a group, might engage in a project for the benefit of the community.

When the Chapter acts in an authorized capacity, such actions are approved by the membership through its established procedures. Usually, unincorporated associations such as Chapters will hold regular meetings at which the matters involving Chapter functions, activities, expenses and similar matters are discussed and voted upon and approved or disapproved, as the case may be.

As with any organization, the administrative details and the executive details of carrying out the Chapter functions fall to officers who are elected by members. These officers become vested with certain limited and restricted powers and responsibilities by virtue of their position.

However, the undergraduate students who are elected to become officers only those powers and responsibilities, which are necessary to carry out the policies and procedures of the Chapters. It should be noted that these students do not become official spokesmen or agent for the Chapter, except in a limited degree, and then only to the extent which falls within their specific duties.

Stated another way, the Chapter officers are undergraduate students whose primary purpose is the pursuit of their education and their degree who have incidental duties in carrying out certain Chapter functions. However, Chapter officers only function as Chapter officers in a limited scope of their daily lives and not as Chapter officers in everything they do. Thus, an act by a member who is a Chapter officer is not an act on behalf of the Chapter unless it is done in the member's capacity as an officer and within the authority of that office.

### **2. (a) What is not an Authorized Chapter Function and Other Misconceptions.**

As discussed earlier, the fact that an undergraduate student is initiated as a member of a Chapter does not make the member an agent, employee, servant or a representative of the Chapter who is entitled to speak for the Chapter or whose conduct is authorized by the Chapter or for whose conduct the Chapter becomes legally liable. Before a member has any authority to speak for the Chapter or to conduct any activity on behalf of the Chapter, the Chapter should give that individual specific, explicit, and unambiguous responsibility and authority to carry out some part of a duly authorized Chapter function. Even when the Chapter or a Chapter officer asks a member to perform a task on behalf of the Chapter, the member does not become the employee or servant of the Chapter, but only, for that limited purpose, an agent of the Chapter. Furthermore, when a member volunteers to do a specific task for the Chapter and the Chapter expects the volunteer to perform the task in a proper manner, the Chapter does not thereby gain any right of control over how that activity is to be performed by the member/volunteer, and the Chapter will not be liable to third persons for the manner in which the member performs that task. Should the member perform that task in a negligent capacity or in an intentional capacity, the Chapter would not be liable to that third person because the Chapter has not made the volunteer its servant or employee.

Similarly, a member who is elected to serve in the capacity as a Chapter Officer is given only a limited degree of authority to act on behalf of the Chapter under limited times and circumstances. Unless and until the Chapter Officer is placed in circumstances where he is authorized to act in his capacity as officer on behalf of the Chapter, that student is not an agent, employee, servant or representative of the

Chapter. Furthermore, the actions of a Chapter Officer do not bind the Chapter and are not attributable to the Chapter until and unless circumstances under which the Officer was functioning are those in which the individual was authorized to undertake in such capacity as a Chapter Officer.

In addition to the above points regarding the conduct of individual members or members who have been elected to Chapter office, it should be further understood that any conduct by one or more Chapter members does not constitute an action authorized on behalf of the Chapter unless it is done in pursuit of any activity which has been duly authorized by the Chapter through its proper procedures or, in the case of an officer, the action by the officer is in furtherance of a specific task which the officer is authorized to perform on behalf of the Chapter

There is no implication that the conduct of, for example, three students who happen to be members of a Chapter is an authorized activity by the Chapter merely because of the fact that all three are members of the Chapter or by the fact that all three are acting together. This distinction is particularly important because of the exuberance, which some undergraduate students might display, in their personal conduct due to their particular personalities.

It is important to note that a Chapter, merely by initiating one or more members, does not endorse or authorize or condone or sponsor or pre-approve or sanction the infinite variety of daily conduct or personal activities in which those students may engage. This is a point which is readily accepted on college campuses when it is applied to student organizations in general, such as political groups like the Young Republicans or Young Democrats or church groups, such as the Baptist Student Union or the Newman Club or even to groups of students who are on athletic or academic teams, such as the basketball or debating team.

Unfortunately, for no logical reason, when one or more members of a Chapter perform an activity on a college campus, particularly an aberrational activity, the conclusion is often reached, particularly by those who do not think or analyze the situation, that the Chapter was engaged in the activity, whereas the same conclusion is not drawn if one or more students happen to be members of a particular church group or an athletic team engaged in the very same activity.

To demonstrate this point, suppose three students who are members of a Chapter of Pi Kappa Alpha are also members of the Young Republicans Club and the Baptist Student Union, and are on the basketball team and are good friends because of their several common activities and interests. Suppose these three individuals ride through town hurting rotten eggs onto other automobiles as an adolescent stunt. This aberrational activity is no more an authorized activity of the Chapter of Pi Kappa Alpha than it is an authorized activity of the Young Republicans Club or the Baptist Student Union or the basketball team or the University. Of course, the situation would be different if the Young Republicans or the Baptist Student Union or the basketball team and its coach or the Chapter had met and discussed and approved and authorized this egg-throwing activity. Then, the particular groups, which had met and discussed and approved and authorized the activity, should be deemed responsible.

The illustration can be expanded by adding an additional fact. Suppose the driver of the vehicle was the duly elected president of The Young Republicans, and the president of the Baptist Student Union, and the captain of the basketball team and the president of the Chapter. Certainly, no one could say that an egg-throwing activity was in furtherance of the purpose for which those organizations exist. Furthermore, absent specific authorization, no one should say that the driver of that vehicle was acting in the capacity of president of the Young Republicans or as president of the Baptist Student Union or as captain of the basketball team or as the Chapter President of the Chapter when he threw eggs or assisted his two friends in throwing eggs.

This basic point applies to all conduct, which involves one or more undergraduates who are members of a Chapter.

For example, if one or more members who reside in an apartment (on or off campus) engage in misconduct, there is no basis for that misconduct to be attributed to the Chapter or to the school or the landlord or to any other organization to which the students belong, absent specific and unequivocal approval by that group. Likewise, if that same misconduct occurs in a room rented at the Chapter house by those same students, there is no basis to attribute that misconduct to the Chapter or to the school or to any other organization or to the landlord without specific and unequivocal approval by that group.

### **3. The Concept of Personal Responsibility and Self Discipline for Members**

One of the important goals of the Pi Kappa Alpha Fraternity is that the undergraduate's initiation into the brotherhood and participation in the fellowship of a Chapter carries with it the opportunity to enhance the undergraduate's total education experience beyond the academic and into the realm of learning to accept personal responsibility and to learn how to live and interact with others. In short, the college experience is to continue preparation for the student's adult life, both in learning academic skills and acquiring and developing interpersonal skills.

In this respect, the Fraternity believes that the Chapters serve an important function in the overall education and development of an undergraduate student and that the Chapters assist the student's parents, families, school faculty, school staff, other peer groups, churches, other students, student organizations and interested persons in contributing to a student's educational and overall learning experience.

One of the cornerstones of this foundation is that undergraduate members of the Chapters should realize that, even with the assistance from these support groups, only the undergraduate student can attend the class a studies an and pass the tests to obtain the requisite academic education and, similarly, only the student can learn to appreciate and to contribute to the fellowship and brotherhood, to enjoy the social experience, to follow responsible behavior, to develop good work habits and a pattern of setting and achieving goals, to meet deadlines, to bear responsibilities, to function as a contributing member in the world about him, and in general, to become a better person. No one can do that for the undergraduate student but the student, himself. In other words, the Fraternity is based upon Chapter expects self-discipline from its members.

The undergraduate member has the choice to participate, in varying ways, in a number of activities available to him as an undergraduate student. His activities are not controlled. The Fraternity and the Chapter set worthy goals, but do not take any duty of prevention enforcement The Chapter does not undertake any duty to prevent aberrational personal conduct of students who are members of the Chapter. Neither the school nor the Chapter nor the Chapter Officers to control the student's As far as the student's conduct is concerned, both the school and the Chapter expect that the student would obey any and all applicable laws and regulations of the school and of the municipality and community where the school is located, and any other applicable laws, including those of the United States.

Should any of those laws, rules or regulations be violated by an individual member or members, the responsibility and accountability lies solely with that member or members. The Chapter does not assume any duties of a police force or to prevent individuals from breaking laws or rules or regulations or other conduct, which harms other people or their property.

The recognition of the general possibility that one or more of the many individual members of a Chapter or of the student body could conceivably violate a law or rule or regulation does not constitute notice to the Chapter that such will occur or is likely to occur. Rather, it is recognition that, in the human experience, from time to time, it is possible that some individuals might conduct themselves in ways,

which might violate laws, rules, and regulations and/or harm others or their property. Such behavior is beyond the scope of any authorized its members on behalf of the Chapter Officers.

### **3. (a) Member's Conduct and Personal Responsibility. What is not meant.**

As discussed above from several different perspectives, the individual conduct of one or more members does not constitute an authorized activity or an endeavor on behalf of a Chapter or its Officers. Instead of all actions of a member being assumed to be on behalf of the Chapter unless shown otherwise, the reverse is actually the case. All actions of a member of a Chapter are solely the individual act of the member, unless and until it is established affirmatively that such individual was acting upon due authority of a Chapter or, for that matter, any other student organization of the school, and, even under those circumstances, the Chapter or the student organization or the school should not be responsible for any improper conduct of the activity unless it can be demonstrated or shown affirmatively that the Chapter had designated the member as an employee or servant who was subject to the asserted right of control of the Chapter or the other student organization, as that term is used to denote legal responsibility for the harm done by others to third parties.

There are a number of rules and regulations of the Fraternity, which the Chapter has agreed to abide by, and which the initiated member has also agreed to abide by or to not violate. Some of these are hazing, abuse of alcohol and sexual misconduct. This list is not meant to be exhaustive, but illustrative. Any time that a member participates in the violation of any of those rules, that member cannot be performing an authorized function of the Chapter because such functions and activities are explicitly and specifically prohibited and unauthorized.

Similarly, the fact that such an unauthorized, aberrational act may occur at a Chapter house facility or during the time and scope of a Chapter activity, such as a social function, does not cancel the prohibition or convert the automatic prohibition into acceptance by tolerance or by implication or otherwise. Any such activities are prohibited and cannot be authorized by a Chapter Officer or by a Chapter vote or by implication or failure to take action to prevent such activity. Any attempt at authorization, either direct or indirect or by implication, is beyond the scope and authority of a Chapter Officer or Member, and no Chapter can be organized for any of the prohibited purposes or activities because such activities are, by their very nature, unauthorized and beyond the scope of appropriate group purpose or activity. Should a member or members be found to have violated any of such prohibitions or rules, those members solely on their own behalf and not those members would have acted as any representative, agent, employee, or servant of the Chapter.

Another example of where members' conduct cannot be deemed to be engaged in as an agent, employee, servant or representative of a Chapter or of the Fraternity is in connection with altercations. By their nature, altercations usually stem from individual disagreements.

The fact that an individual disagreement occurs on the grounds of a Chapter premises or during the time and scope of a Chapter function do not make the individual participants agents, employees, servants or representatives of the Chapter and any individuals who engage in altercations shall be deemed to be doing so strictly on an individual basis and not as an agent, servant, employee or other representative of the Chapter or of the Fraternity.

Another example of where a member's conduct, acting individually or with one or more other persons, which cannot be deemed to be done as an agent, employee, servant or representative of the Chapter or of the Fraternity is where there are violations of any school regulation or the law of any municipality, state or federal government or duly constituted regulatory agency, because it is the policy of all Chapters and the Fraternity for all members to obey all laws at all times and to avoid harming others or their property, and there is no authority to do otherwise.

At the same time, the Chapter expects all members to abide by its rules and regulations through self-discipline, and the Chapter and its officers and members do not undertake any duty to prevent one or more individuals from violating laws, rules, regulations or harming others or their property. The Chapter does not stand in any form of parental or control relationship whatsoever with students who are members. If a member were to engage in any conduct, which violated the law or harmed anyone or anyone's property, then that member would automatically be outside the scope of any authority, which they could have otherwise possessed.

#### **4. Assisting the Troubled Member. What it means.**

From time to time, one or more members of Chapter may jeopardize their good standing with their Chapter and become subject to the loss of their privilege of association with the Chapter or even subject to recommendations of expulsion by the Fraternity due to violations of laws, rules, regulations or otherwise. A natural tendency of this person's friends in the Chapter might often be to help the person cure whatever problem is involved. This may extend to finding out the cause of the problem, the facts and circumstances of the problem and to assist the person in curing or solving the problem or to prevent a recurrence of the problem. These are typical acts of human kindness and friendship. When assistance by one or more members to another member occurs, it is not because such assistance is mandated by the Chapter or the Fraternity. These are the kinds of things, which are not mandated, but naturally flow from the human experience. It is not part of the rules and regulations of the Fraternity or the Chapter, because they cannot control one's behavior and have no right of control over the individual's decisions. Notwithstanding that clarification, assistance to these friends who are in a time of need is a valuable and worthwhile trait.

#### **4(a) Assistance to Members - What it does not mean.**

When members render help to other members for personal problems, such help, which can vary from direct assistance to understanding and sympathy, with degrees in between, does not amount to any ratification, condemnation, condonation, disapproval, approval or authorization of such conduct by the Chapter or by the Fraternity. Likewise, any attempt by the Chapter or members to determine the facts and circumstances surrounding the problem or the other does not amount to any acknowledgement of responsibility by the Chapter or the other members for the problem, but only a desire to assist in solving the problem. Furthermore, such actions do not amount to any undertaking of a responsibility to solve the problem, but only reflect a desire to render assistance. The ultimate responsibility for the cause and solution of the student's problem remains that of the individual perpetrator and not that of the Chapter.

Examples of this subject are numerous. A student who becomes intoxicated and is arrested has broken the law. Members may try to render assistance to him such as bail or may try to assist him in providing a defense, but that does not make those individual acts of kindness and friendship an authorized Chapter function nor does it indicate approval by the Chapter of a violation of the alcohol policy. The same principles apply to an individual member or members who are charged with violating statutes against hazing or the Fraternity's rules against hazing or statutes against sexual abuse or the Fraternity's rules against sexual abuse: those actions remain individual aberrational misconduct which cannot be a purpose or function of the Chapter. The Chapter, while prohibiting such conduct, does not undertake any duty to police or prevent such conduct from occurring.

Another point should be made regarding the response by the Chapter or even the Fraternity to a member who is accused of a crime or a serious violation of the Chapter or Fraternity regulations, such as hazing, alcohol abuse or sexual abuse where someone has been injured. While the Fraternity and the Chapters are not federal or state agencies and as such, are not subject to the requirements of the United States Constitution and its interpretations. The Fraternity and Chapters recognize that those governmental

and academic institutions, which are enforcing such laws, rules and regulations, are subject to the Constitutional rights of the accused.

The Chapters want to emphasize that they reserve the right, but not the obligation, to allow the prosecuting authorities to establish, through due process, whether any accused member was guilty of violating any particular ordinance, statute, law or rule or regulation prior to exercising any rights which the Chapter or the Fraternity may have regarding the continued membership of the accused in the organization.

Both the Fraternity and the Chapter are aware of instances where colleges and university have deemed guilty and punished until the student proves himself innocent and where the accused is automatically suspended or punished merely upon the accusation.

The purpose of mentioning these situations in this Relationship Statement is so that the undergraduate members and others will know to not make any conclusions or implications or assumptions regarding a postponement by the Chapter or by the Fraternity of their exercise of their respective discretionary rights to declare a member not in good standing or to suspend or revoke a membership or to expel a member. If such inaction occurs, that is solely in the discretion of the Chapter or the Fraternity and does not amount to any ratification or condemnation or implied authorization or actual authorization of the act in question nor does it make the act in question done by an agent, employee, servant or representative of the Chapter or the Fraternity. It merely means that the Chapter and the Fraternity are exercising their discretion in the matter regarding the separate issue of membership retention.

## **5. Summary**

In summary, a Chapter of the Fraternity is an unincorporated association composed of undergraduate students at a particular college or university who have chosen, as part of their undergraduate experience, to engage in a form of fellowship and brotherhood pursuant to the goals and ideals of the Fraternity. This experience is intended to supplement a student's academic education by giving the student an opportunity to engage in interpersonal social relationships and to practice self-discipline as the student proceeds through the maturation process.

However, the fact is that an undergraduate student does not vest that member with the authority to speak or act for the larger group. No member can speak or act on behalf of a Chapter, and no Chapter can speak or act on behalf of the Fraternity or the other Chapters, absent specific, explicit, unconditional and express authority and then only as limited for that specific purpose. Furthermore, there is no "right of control- by Chapters over members, so the members cannot be servants, agents of the Chapter in a legal sense so as to render the Chapter responsible for their conduct. When one says that a member of a Chapter is a "representative" of a particular Chapter or of the Fraternity, what is meant is that those who view the member could form an opinion of the Chapter or the Fraternity based, in part, upon the personality, goals and conduct of that member. That use of the word "representative" is not in the legal sense. It does not mean that the goals and conduct of the member are that as are agent, employee, servant or legal representative of the Fraternity for the Chapter.

Each member is solely responsible for his own conduct and no Chapter is responsible the conduct of any member without grant of specific, express, unequivocal, unconditional, explicit and duly approved authority for such particular conduct by the Chapter, and then only to the limited extent that such agent was specifically authorized to bind the Chapter, such as to a contract to buy food for the Chapter's kitchen.

Furthermore, no Chapter or member can ever have the authority, as an authorized Chapter pursuant to its Charter or as a member, to engage in activity which violates any applicable law, rule or regulation of any governmental agency or the school where the chapter is located or the

Constitution, Bylaws and Regulations of the Fraternity or of the Chapter or which causes harm to others or their property.

November 1991