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WELCOME TO THE PRESIDENCY

"Real leaders are ordinary people with extraordinary determination."

-Unknown

The office of chapter president will help you develop skills that cannot be obtained through a college textbook. The position is about taking responsibility and enhancing new experiences that will help you grow as an individual.

A few of the skills that can be gained from chapter presidency are:

Oral communication skills

Interpersonal skills

Teamwork skills

Flexibility skills

Analytical skills

Written communication skills

Leadership skills

Operation skills

According to the College Placement Council (winter, 1995), these are the skills most desired by today's employers.

LEAD YOUR CHAPTER, DON'T MANAGE IT

There has been an ongoing debate on the difference between leading and managing. The words "management" and "leadership" have been given numerous definitions. As the definitions continue to evolve, management has been most often defined by Bennis and Nanus in *Leaders: Strategies for Taking Charge*.

"Leadership is doing the right thing. Management is doing things right." Many fraternity leaders have found something important missing in these definitions. Our behavioral guideposts and inspiring visions come from ritual and our organizational values. As you read through this manual, consider the following quote on leadership:

"Leaders must begin by setting aside that culturally conditioned 'natural' instinct to lead by push, particularly when times are tough. Leaders must instead adopt the unnatural behavior of always leading by the pull of inspiring values. The difficulty lies in that imperative always."

Managing versus Leading

People don't want to be managed, they want to be led. Whoever heard of a world manager? World leader, yes. Educational leader. Political leader. Religious leader. Scout leader. Community leader. Campus leader. Labor leader. They lead, they don't manage. The carrot always wins over the stick. Ask your horse. You can lead a horse to water, but you can't manage him to drink. If you want to manage somebody, manage yourself. Do that well and you'll be ready to stop managing and start leading.

As president of your chapter many skills can be developed along the way. The purpose of this manual is to help you improve your skills and give you practical guidelines and strategies for being an effective chapter president.

EFFECTIVE LEADERSHIP

WHAT IS YOUR LEADERSHIP STYLE?

Below are short descriptions of various effective leadership styles. Which is closest to your own brand of piloting? Which most strongly draws you as a follower?

1. THE CAUSE COMMITTED

Passionate about his cause, his satisfaction comes from a job well done. He feels as if he makes a difference in the world. Often a volunteer, his followers work with him, for themselves.

A Cause-Committed leader sounds like:

- Together we can break the back of the plague.
- This project was John's idea and he deserves full credit for its success.
- I need your ideas, I need your input, I need your humanity.

2. THE VISIONARY SAGE

The Visionary Sage seems to know what has happened, what will happen and how to change any bad results. He has an irresistible lure; his promise to make your life better. Sages can be politicians, columnists, doctors, stars, and other powerhouses.

A Visionary Sage sounds like:

- Here are the five steps to business success . . .
- In life, there are many mysteries that we shouldn't try to understand.
- Human nature decrees that we do it this way or no way.

3. THE JUNGLE FIGHTER

One thing the Jungle Fighter isn't is shy. He leads by sheer tenacity and an ability to jump into the fray, fight his enemies or competitors and win. "Historically," says Michael Maccoby, author of The Gamesman: The New Corporate Leaders, "the Jungle Fighter has been an entrepreneur and empire builder, and dominates through superior ideas, courage and strength."

The Jungle Fighter sounds like:

- Follow me and you'll be a winner!
- It's the way to go!
- Nothing can stop us!

4. THE CHARMER

He operates on charisma and weaves a magical spell of devotion and enthusiasm in other members. Charmers are perceived by followers to have almost superhuman qualities. One of their most powerful tools is their speech. People respond to their oratory as much as their ideas. The charmer is usually attractive and socially responsible. He expects loyalty and teaches teamwork.

The Charmer sounds like:

- There's no such thing as can't.
- We shall overcome, we're looking good, we can't miss, and we're terrific!
- I'm sold on this approach; it will revolutionize the industry.

5. THE DICTATOR

The dictator is a bully who uses domination or threats to get people to follow. Others' fear, insecurity, and dissatisfaction is the Dictator's trump cards. The Dictator requires blind obedience from his followers who respond because they feel disorganized and powerless. This leader is never wrong.

The Dictator sounds like:

- If you don't do it my way, you're hopelessly out of style.
- Trust me.

HOW CAN I LEAD MY CHAPTER TO GREATNESS?

- **BE WELL PREPARED** - Good leadership involves work as well as practice.
- **BE GROUP-MINDED** - Regard yourself as part of the group. Say “WE” instead of “I.” Do not try to run the crowd, instead, work with the crowd’s wishes.
- **LIKE PEOPLE** - Be understanding and friendly.
- **BE POISED** - Do not let irritations bother you.
- **HAVE HUMILITY** - Act confidently, but not arrogantly. Do not be afraid to reveal things that you do not understand.
- **BE A HARD WORKER** - Do not ask anyone to do something that you would not be willing to do yourself.
- **BE RESPONSIBLE** - Live up to your words and duties.
- **BE COOPERATIVE** - Know how to enjoy working with others.
- **BE FUN-LOVING** - Enjoy life, the simple things as well as the big.
- **HAVE VISION** - Help the members learn and grow through the activities in which they participate.
- **BE CLEAR**- Express yourself.
- **BE PROUD** - Be proud of Delta Upsilon. Take pride in being a DU leader, strive to earn respect.
- **BE COURTEOUS** - The words “Please” and “Thank You” can go a long way. Use them often!
- **THINK AHEAD** - Know others opinions and be ready to meet changing situations.
- **SET GOALS** - Set goals high but within reach.
- **TAKE ADVICE** - Take advice but do your own thinking.
- **GET THE FACTS** - Analyze the facts before drawing conclusions. Do not believe rumors or gossip.
- **DO YOUR BEST** - Do your best at all times. Plan to use your time effectively.

LEADERSHIP SECRETS

- **GIVE CREDIT**

Many leaders note that the most efficient way to get a good performance from others is to treat them like heroes. Giving public credit to someone who’s earned it is the best leadership technique in the world because a person loves to follow a leader who puts them in the limelight. Giving credit is an act of generosity that’s never forgotten. Really good leaders never take the bows themselves: they refer the credit to their workers. Giving credit is more effective in getting others to work with you than giving them the most constructive criticism, which can hurt more than it helps.

Kenneth Blanchard, co-author of The One-Minute Manager, also feels that emphasizing the positive in someone’s performance and de-emphasizing the negative is a powerful motivator. “Catch people doing something right!” he says. Then tell everyone how well they’ve done it.

- **TAKE RISKS - BUT INFORMED ONES**

The best leaders know that taking a risk should not be a totally thoughtless exercise. These people take reduced risks. Skydivers don’t go up in an airplane to jump without making sure the parachute works. Some risks are just too high to take.

- **ACT AS A MIRROR**

Mirroring can be summed up in to words—role model.

Have you ever noticed that if you smile at someone, they will also smile? That happens in other ways. If you’re compassionate, loving and giving, people want to give right back. If you’re sure-footed, they want to follow in your tracks. If you’re confident about reaching a goal, others mirror that confidence and try to achieve it for you. The best thing a leader can do is to get followers to mirror your actions by being what you wish them to be.

The worst thing a leader can do is to act as a buddy instead of a mirror. Undemocratic as it may be, leaders aren’t perceived as such if they chum with the followers. Their social contact ought to revolve around their own management level.

- **SEIZE LEADERSHIP AT ANY STAGE OF YOUR LIFE**

Your age, stage of life, and earning power have little to do with your capacity to lead. Chris Alger, for example, is a young, divorced Florida father who was busy getting his life together – too busy to think about leading anyone anywhere. But one day he noticed how many homeless people were going hungry in downtown Miami, and he was impelled to do something. He returned the same evening with a friend and 20 bologna sandwiches to dispense to the poor. The next night, he bought bread, peanut butter and jelly and returned with more sandwiches. “I was touched by what I saw; I started out doing them a favor – they returned it tenfold with such warmth.”

Chris began preparing soup and coffee in addition to the sandwiches. But it soon became apparent that he and his friend couldn’t handle the poor of Miami. “I’d never mobilized people before, but I had no choice,” says Chris. “I’d become committed. Others were depending on me to act. I picked up the phone.”

Quickly he went through his own circle of friends cajoling, explaining about the great warmth to be derived. Chris began to run out of friends, money and power and realized he needed to tap the kindness for strangers. He arranged to allow the Miami Herald and a local television station to do a story on him. The power of the press produced others to follow his lead, among them a philanthropist, who donated money, contacts, and organizational skills.

“I learned how to dole out responsibilities – I had to. Aside from running a seven-day-a-week soup kitchen now, I still have to hold down a full-time job at the post office.” Just a few months after the initial twenty-sandwich commitment to the poor, the group effort Chris leads began serving 6-7 gallons of soup and 70 sandwiches nightly. Now volunteers make and serve 500 sandwiches as well as gallons of soup, coffee, and tea.

“It’s not just me doing all this,” Chris stresses. “So many have become involved. I couldn’t do it alone. Getting things accomplished as a group is what leadership is all about.”

- **KEEP THE FAITH**

If you trust others to do well, rest assured they will. If you believe they’ll fail, they’ll meet those expectations as well.

Philanthropist W. Clement Stone suggests that you express your faith in a letter. The executive who writes of faith and commitment to his salespeople can motivate them to break records; the teacher who writes individual notes to his class, expressing his faith in them, leads his students to extraordinary heights. Having faith in someone gives them self-confidence and pleasure. It sounds corny, but it works.

- **VISUALIZE YOUR GOAL**

Every successful business leader puts a clear picture of what they want to achieve in their mind and stays focused on the picture. Visualizing their end goal brings it to them. People want to follow those who promise – and deliver – success.

- **PUT ON YOUR GAME FACE**

Good leaders have learned to sound like winners. They may be insecure or feel like imposters, but they don’t show it. Even if they doubt themselves, they act as if they know where they’re going.

QUALITIES OF EFFECTIVE LEADERS

- ◆ Leaders are trustworthy
- ◆ Leaders listen before reacting
- ◆ Leaders delegate when necessary
- ◆ Leaders have humor
- ◆ Leaders don't take themselves too seriously
- ◆ Leaders have stamina
- ◆ Leaders don't settle for mediocrity
- ◆ Leaders provide goals and vision
- ◆ Leaders know how to run meetings
- ◆ Leaders follow-through
- ◆ Leaders have integrity
- ◆ Leaders are reliable
- ◆ Leaders are open-minded
- ◆ Leaders are able to confront
- ◆ Leaders recognize the efforts of others
- ◆ Leaders are organized
- ◆ Leaders are prompt
- ◆ Leaders recognize the need for change
- ◆ Leaders can motivate others

Here are five skills that have been reported very prominent among leaders. In their study of 90 leaders, Bennis and Nanus (*Secrets of Leadership*, 1991) found five key skills to be used by all 90.

1. Ability to accept people where they are, not where you'd like them to be.
2. A capacity to approach relationships centered in today and not the past - no "gunny sacking" or buried grievances that explode later.
3. Ability to treat those closest to you with the same courteous attention as strangers and casual acquaintances; they listen carefully and do not take them for granted.
4. Ability to trust others - even when the risk is great.
5. Ability to do without constant approval and recognition from others.

AVOIDING PITFALLS

Of course, being a leader does have its ups and downs. Difficulties will arise, the one thing you need to remember is how to adjust. How will you learn from the situation or your mistakes? Will you be able to handle a situation the right way when it presents itself or can you avoid a difficult situation altogether? Like everyone, leaders make mistakes - serious and not so serious. Here are a few you really need to watch out for as you develop your leadership skills:

- failing to keep abreast of developments in the Fraternity
- confining yourself to what you know and nothing else
- failing to make sound and timely decisions
- failing to make sure a job is understood, supervised, and accomplished
- accepting the minimum instead of going for the maximum
- refusing to assess your own performance realistically
- wasting time on details or work that belongs to others
- trying to be liked rather than respected
- failing to tell the truth or keep your promises to other people
- using your leadership position for your own personal gain
- failing to keep your criticism constructive
- refusing to train someone to take your place
- ignoring gripes and complaints

VALUES AND ETHICS

"Making ethical decisions today will make your tomorrows more enjoyable and you yesterdays less regrettable."

- Brother Will Keim, Ph.D., *Pacific '75*

One of the cores of fraternity life is our values and ritual. They are timeless principles that determine what makes a good member. Our founders developed ideals that they wanted every member to strive for, distinguishing the members from ordinary college students. Our fraternal values are enduring guides for personal ethical decision-making and help us to act in line with our organizational values.

Values and Ethics Defined:

Values: Internal priority list. What is most important to you?

Ethics: Your personal scale of right and wrong, expectations of proper behavior; the way people "should" act.

What are our values as Greek organizations? Take some time to talk with other leaders in your chapter about your fraternal values. Use the Ritual Worksheet in Appendix VIII to guide your discussion. After you have completed the worksheet and discussed the questions, talk about the challenges the members face in actualizing the Fraternity's values. What are some barriers to actualizing our values? What keeps us from living up to our Ritual?

"There is no substitute for the moral power of example."

-William Bennett

As leaders, what can we do to address values?

1. Create an environment that fosters and values education. Be a role model.
 - Model exemplary behavior.
 - Avoid questionable actions.
 - Model integrity.
 - Seek out role models to learn from.
 - Self-development, raise your own values system.
2. Confront unacceptable behavior.
 - Don't moralize.
 - Bring unacceptable behavior to individual's attention and redirect it.
 - Unacceptable behavior gives cause for questioning! If you don't confront, do you reaffirm their actions?
3. Utilize training experiences.
 - Use case studies with moral implications.
 - Discuss the chapter code of conduct, honor codes, and the fraternity oath.

4. Develop expectations and minimum standards.
 - Put in writing for members and leaders.
5. Structured experiences.
 - Utilize the experience of alumni volunteers and advisors to facilitate values in discussions.
 - Look ahead and hold a visioning session with the chapter. “What would you like our chapter to be known for when we come back as alumni members?”
6. Lead discussion sessions.
 - Hold ritual discussions year round.
 - Encourage debates in the chapter on difficult ethical issues.
7. Be supportive.
 - Encourage others to address issues and confront others’ unethical behaviors.
 - Promote a caring environment.
 - Publicly thank people when they uphold your ritual.

WHAT IS AN ETHICAL DECISION?

What if you’re not sure how to make that tough decision? Do you have framework for decision making? How do you know when you’re “right”? This listing will provide you with some parameters for ethical decisions. This isn’t easy! Consider copying these pages for the total membership for a healthy discussion on ethical behavior.

An ethical decision is:

- One that is related to a specific context; in the same situation, there may be business, educational, and personal ethics (sometimes one or more of these may be in conflict).
- One that is best for the organization rather than for the leader; one that is not self-serving.
- One that is made in the clear and is consistent with full disclosure.
- One that, even though it relates to a gray area, where there is really no right or wrong answer, it is one that is more right than wrong.
- One that is honest and based on facts, but yet is consistent with the spirit of rightness and fair play.
- One that is consistent with the values and principles for which Delta Upsilon and the university or college stand.
- One that will be the best in both the short and long-term for the chapter.
- One that can be defended and supported by one’s peers and superiors.
- One that is made in good faith.

MEETING THE CHALLENGES OF THE PRESIDENCY

ARE YOU BURNING OUT?

Look back over the last six months. Have you been noticing changes in yourself or in the world around you? Think of school . . . the family . . . social situations . . . the chapter. Allow 20 seconds for each answer. Then assign it a number from 1 to 5.

1. Never	2. Rarely	3. Sometimes	4. Most of the time	5. Always
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- A. Do you tire more easily? Feel fatigued rather than energetic? _____
- B. Are people annoying you by telling you, "You don't look so good?" _____
- C. Are you working harder and harder and accomplishing less and less? _____
- D. Are you increasingly cynical and disenchanted? _____
- E. Are you often invaded by sadness you can't explain? _____
- F. Are you forgetting? (appointments, deadlines, personal possessions) _____
- G. Are you increasingly irritable? More short-tempered? More disappointed in the people around you? _____
- H. Are you seeing close friend and family members less frequently? _____
- I. Are you too busy to do even routine things like make phone calls and send out birthday cards? _____
- J. Are you suffering from physical complaints (aches, pains, headaches, and a cold you just can't get rid of)? _____
- K. Do you feel disoriented when the activities of the day come to a halt? _____
- L. Do you have dreams about the things on your "to do" list? _____
- M. Is joy difficult to find? _____
- N. Are you unable to laugh at yourself? _____
- O. Do you have very little to say to people? _____

Now place yourself on the burn-out scale. Don't let a high score alarm you, but pay attention to it. Burn-out is reversible no matter how far along it is.

The Burn-Out Scale - (source unknown)

- 1-25 You're doing fine.
- 26-35 There are things you should be watching.
- 36-50 You're a candidate.
- 51-65 You are burning out.
- Over 65 You're in a dangerous place threatening your physical and mental well being.

Characteristics of burnout include:

- ◆ Apathy
- ◆ Depression
- ◆ Irritability
- ◆ Frustration
- ◆ Rapid anger
- ◆ Frequent illness
- ◆ Physical and emotional exhaustion
- ◆ Lack of motivation
- ◆ Inability to relax
- ◆ Inability to laugh freely

(J. Morgan Pigg, Indiana University)

Stress Management and Balance

“It’s an illusion that you have to put 100 percent into work. If you cut back even 5 or 10 percent on your hours, all the successes you’ve built won’t suddenly come crashing down around you.”

-Source Unknown

One of the most important ways to manage your stress is to manage your time. Effective time management is important because it helps you to:

1. Meet deadlines
 - Without a plan to guide our studying, work, time with friends, and chapter responsibilities, stress is likely to occur. When we feel overwhelmed, we feel like we’re losing control of our lives.
2. Accomplish more
 - If you manage your time well, you can achieve more for yourself and for the chapter.
3. Have more free time
 - You need time for recreation, social activities, and physical fitness. By managing your time effectively you can develop healthy habits now. A well-balanced life helps you find time for school, volunteerism, work, and your many responsibilities.

HINTS FOR STAYING BALANCED

1. Try to keep your “work” in your office or specified work area.
2. Choose one place to keep all your papers and resources.
3. Take a vacation in your own room by putting a “Do Not Disturb” sign on your door and taking your phone off the hook.
4. Don’t answer the telephone or door after 10 p.m.
5. Avoid discussing business over lunch or dinner.
6. Learn how to say “No” and then refer someone else who can do the job.
7. Associate with people who make you feel good about yourself.
8. When you need help, ASK.
9. Give yourself new energy by practicing relaxation techniques or meditation.
10. Attend seminars on relaxation techniques, time management, burnout, etc.
11. Attend conferences. Talk to others who may have solutions to the problems you are experiencing.
12. Take time out. Get away from everyone at least once a month.
13. Find outside interests (classes, aerobics, hobbies, clubs, other organizations)
14. Talk to those who work outside the university/college setting. They can help you keep your perspective by not being as close to your situation.
15. Don’t overload your “to do” list. Prioritize the items on your list so important and urgent things are done immediately and unimportant, low urgency things can wait.
16. Whenever you feel down, list all of the things you have to be grateful for.
17. Write helpful reminders and place them in spots where you will read them.
18. Find a quiet place that you can walk to and sit down for uninterrupted blocks of time during the day.
19. Take care of your health by getting enough sleep, eating well, and exercising regularly.
20. Balance work, play, and companionship.
21. Set expectations that are reasonable, not unattainable.

MOTIVATING YOUR BROTHERS

In order to get chapter members going you must find a way to motivate them. Here are some tips to get them out of the blocks and get them headed in the right direction.

KEYS TO MOTIVATION

1. Goals:

Goals are for the general Fraternity, as well as for committees and individuals. In general, if we strive for a particular goal, our performance will be higher than if we are not aware of any specific end result. Within the Fraternity, the retreat is the logical place for goal setting. If an individual can view the total goals of the organization as including some of his own goals, he is more apt to strive for the total package. The use of the Chapter Development Program is a very effective means of setting goals in the chapter.

2. Incentive:

To provide effective incentives you must know your members and recognize that what is appropriate for one person may not be appropriate for another. In addition, what may be an effective incentive at one period of time may not be under other circumstances. Constant evaluation of incentives is necessary. Incentives may include honors, awards, recognition, traveling to the Leadership Institute, or even appointment to a special committee of high esteem.

3. Communication:

Proper communication is an important factor in motivation. All members must be aware of the goals of the organization. Direct communication avenues can be retreats, bulletin boards, newsletter, group discussions, etc.

4. Evaluation:

An important motivation factor in any organization is the “feedback” from evaluations. Procedures and progress must constantly be evaluated both to and from the leadership of the chapter.

5. Leadership:

Leadership means many things, such as organization, coordination, and management. Leadership itself has a set of keys.

The Ability to Spark Self-Involvement:

We work more effectively doing a job we want to do and that we feel is ours as opposed to something someone else wants us to do.

The Ability to Give Freedom and Keep Control:

Delegation fosters a feeling of confidence and gives opportunity for independent and individual expression.

The Ability to Identify with Others:

Some Fraternity leaders fail to achieve their goals because they are either low in warmth or inhibited in expressing it. They are too serious to engage in chitchat or too busy to give someone a pat on the back. A Fraternity Officer must walk a tightrope between the best interest of the individual and those of the chapter. He must be interested in the members of the chapter as individuals and try to be liked by them, but he cannot let this hoped-for popularity become an end in itself.

The Ability to Give Credit:

A recent survey shows that recognition is the most significant factor in contributing to the motivation of college students. Recognition is vital because it not only gives the individual a feeling that his efforts are appreciated, but affords him a benchmark as to his progress.

The Ability to Show Confidence:

A prime key to leadership is self-confidence, and those who follow need to have faith in the person who is leading them. All strong leaders show confidence; that is, whatever the real level of their confidence, they appear sure of themselves.

Adapted from the Kappa Sigma Executive Officers Manual

THE ART OF DELEGATION

Delegating is one of the keys to increasing your effectiveness. Unfortunately, most of us do not delegate often enough or in the most effective manner. Try to remember that delegation is not just “passing the buck” or putting a heavy burden on someone else. Delegation can get other members involved with the chapter. That way every little detail is not done by the president. Other members can help share the responsibility of running an effective chapter.

WHY DELEGATE?

For Yourself

1. Helps you gain more time.
 - By delegating, you will have more time for yourself. Once you free yourself from the mind-set that you have to do everything for the chapter, you will gain a great deal of time for personal pursuits, chapter planning, studying, and organizing. Delegation helps distribute the workload.
2. Teaches valuable lessons in how to work with and develop others.
 - Many chapters have someone that the chapter considers the “most active brother.” It’s easy to let responsible, involved members take over tasks and committee work. While this is a quick way to get work done, it can also breed apathy among non-involved, unmotivated members. You will be keeping the involved members from burning out and building up the initiative from lesser-involved members by helping them to feel like they are contributing their time in worthwhile ways.
3. Builds trust and self-esteem.
 - Ownership of the task and the organization helps participation. Remember when you first joined the chapter and had work delegated to you. How did the leader approach the delegation? Did they tell you exactly what to do, when to complete it, and who to report to? Did they help you feel like your skills and knowledge were being tapped to help the chapter? You probably wanted to show that you could be a responsible team member and worked hard so you didn’t let that leader down. Delegation motivates members by giving them value and importance.
4. Encourages open communication and motivates.
 - Delegation is important because it allows more people to be actively involved. Each individual will feel more valued as a member because you will be using his talents for the betterment of the chapter. Sharing your authority with others can be the greatest single motivator as a leader.

For the Chapter

1. Promotes leadership development.
 - By effectively delegating, you are allowing for creativity in task completion, asking for significant contributions from the membership, and developing some depth in the leadership for the chapter. Younger, less experienced members can be delegated tasks along with older members so they can learn from their expertise. They will become more self-confident and be ready for more significant responsibilities after they have felt the rewards of success. They will also learn about resources that will help them complete projects, programs, and tasks in the future.
2. Opens new avenues of creativity.
 - Delegating is not telling someone what to do, how to do it, and when to complete it. Delegation involves creative problem solving and different approaches to work. Your members will surprise you with their new ideas, thought, and approaches when they are given the freedom to do so.

3. Improves overall efficiency/effectiveness.
 - Delegation stimulates initiative in members. Some leaders have the mistaken belief that delegation is the easy way out. That is not true. By sharing the workload, everyone will feel like they have a vested interest in the success of chapter projects and programs.

BASIC DELEGATION STRATEGY

**“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.”
- George Patton**

1. Explain why he was selected to lead.
2. Explain his responsibility and role.
3. Explain what is expected of him and his task group.
4. Discuss the task.
5. Supply resources - people, materials, examples.
6. Set mutual target dates for getting the task completed.
7. Express your confidence and support of him and the group.

DO DELEGATE WHEN...

- ...there is a lot of work to be accomplished.
- ...you feel someone else has a particular skill or qualification that would suit a task.
- ...someone expresses an interest in a task or committee.
- ...you think a particular member might benefit from the responsibility (i.e., an emerging leader).

DON'T DELEGATE WHEN...

- ...it's an extremely important matter with serious consequences, emergencies, or matters of exception to a policy.
- ...you wouldn't be willing to do it yourself.
- ...a member may not possess the skill necessary to successfully complete the task.

ADVANTAGES OF EFFECTIVE DELEGATION

- Delegation increases your personal discretionary time, which leads to effective time management.
- Delegation helps to develop the capabilities and knowledge of your committee members so that their own effectiveness is increased.
- Delegation enhances the commitment of committee members to the task and to Delta Upsilon. Participation in decision making improves morale, understanding of the work, and motivation.
- Delegation demonstrates trust and confidence in committee members.
- Delegation often improves the quality of decisions by bringing more information, closer to the source of the problem than you have alone.
- Delegation increases the efficiency of you and Delta Upsilon by getting work done while expending fewer resources.
- Delegation gives all DU's the opportunity to contribute to the management of the chapter.

**“PEOPLE SUPPORT WHAT
THEY HAVE A PART IN CREATING.”**

GOAL SETTING

How often has your organization spun its wheels for weeks, wondering in which direction to go? On the other hand how often has your organization been clear in its goals but failed to get anywhere with them? There is one way to avoid such pitfalls – improve your goal setting and action planning process. There are three levels of defining your organization’s priorities:

1. **Purpose** - a broad, general statement that tells why your organization exists; usually doesn’t change from year to year, and is often the first statement in your constitution.
2. **Goals** - statements describing what your organization wishes to accomplish, stemming from your purpose. Goals are the ends toward which your efforts are directed, and often change over time, depending on the nature of the group.
3. **Objectives** - descriptions of exactly what should be done, derived from the goals. Clear, specific statements of measurable tasks that help you reach your goals. Objectives are short term and have deadlines.

GOALS MUST:

- Describe success
- Provide a challenge
- Create common tasks and processes
- Create our expectation level of ourselves and others
- Give us direction and purpose

Individual Goals are:

1. Established personally.
 - You might ask for feedback from other members, but your goals are not developed by others. Take some time to really think about what you want out of your fraternity experience, college, and professional endeavors. How will you define success and happiness?
2. Can be private.
 - You may or may not want to share your goals. They will have personal significance to you and can relate to your relationships, schoolwork, leadership position, spiritual life, personal fitness, stress, and other areas of personal growth and development.
3. Are often formed from organizational goals.
 - Because Delta Upsilon has significant fraternal values as guideposts for expectations and inspiration, your personal goals may relate directly to academic achievement, helping others in need, being a good friend, perpetuating the chapter experience, etc.

As an individual leader your personal goals may include:

1. Submitting International Headquarters reports in a timely manner.
2. Communicating weekly with the chapter advisor.
3. Improving grade point averages and be recognized for most improved grades in the chapter.
4. Volunteering at the local hospital once a week.

Organizational Goals are different from personal goals in that they are:

1. Established collectively.
 - The goals are developed by the entire chapter and help give the leaders direction and purpose. They help the members create their own expectation level and benchmarks for success.
2. Must be shared by all members.
 - *“People support what they help create.”* If members feel as though their voice is important and people are listening to them, they will own the goals and help the chapter achieve them. Leaders need to remember to occasionally review the goals to remind the chapter of their achievements and to see how the group is moving (or not moving) toward the completion of the goals.
3. Often form the basis for individual goals.
 - As the organization develops goals for the year you might be creating and changing your personal goals to complement the chapter’s goals.

Your chapter goals may include:

1. Winning an award for the best community-service program
2. Having one-third of the chapter in major campus leadership positions
3. Holding two alumni appreciation events
4. Developing a stronger relationship with the campus administrators

STEPS IN GOAL SETTING

I. Brainstorming

- In order to hear from all of the members and to get their ideas to flow, ask the members to talk about what they would like to see the group accomplish. Ask all chapter members to verbally throw out ideas for improving the chapter. Allowing every single member to take part in setting goals is very important for group morale and teamwork. Some executive boards develop the chapter goals for the year. They are setting themselves up for implementation challenges because the members may feel like they are inheriting the goals of the leaders. Worse yet, they may feel ‘dumped on’ as the leaders try to delegate activities, projects, and tasks.

Brainstorming Rules:

1. Think big!
2. Consider every idea.
3. Don’t evaluate good or bad, just write them down.
4. Don’t let the past or tradition hold you back.
5. Use ideas shared by other members and enhance or add to it.

At this stage of the goal setting process, keep the unrealistic goals like, “we will have a perfect 4.0 chapter average.” They can be adjusted later with incremental and measurable goals.

When the idea generation stage is finished, try to develop major categories first and then develop programs under each major heading. For example, a major heading would be Scholarship. Programming ideas might include, enforced quiet hours in the house with milk and cookies as a reward at midnight, awards for members with the most improved grade point average in each class, in-chapter tutoring for members in academic need, etc.

II. Prioritizing

- After the chapter develops its goals, they need to be put in order of importance. You can use one of the goal-setting techniques to help the chapter prioritize. This may be the most difficult step in goal setting because each member has his own idea of what's important to the group. Just as you did in the brainstorming phase, it is important to include all members of the chapter in the prioritizing step of goal setting so that each member feels some ownership over the final group goals. The chapter should set a few important, achievable goals rather than a huge list of goals that may or may not be achieved. Use the "Goal Setting; Guidelines for Action" worksheet as a tool for measuring the goal's attainability.

III. Developing an Action Plan

- First, identify the steps needed to accomplish the goal. Put those steps needed to accomplish the goal in the order that they need to be done. Decide who will be responsible for each phase of the action plan. This is a good time to match members with tasks they enjoy doing. Mutually set a timeline for the accomplishment of the work. Continually monitor the goals to check on their progress and to make sure that the members feel comfortable with the workload. Finally, remember to complete an evaluation of the goals at the end of the term and the end of the year. The elected leaders of the chapter for next year will find this evaluation valuable for their own goal setting plans.

GUIDELINES FOR ACTION

- **Achievable or attainable** means you can realistically accomplish the goal considering the nature of your abilities/skills and aptitudes.
- **Believable** suggests that you truly believe you can accomplish the goal and have confidence in your ability to reach it within an allotted time period. People who achieve their goals push themselves by setting challenging goals, but their goals are never so difficult that they lose the self-confidence needed to achieve them.
- **Controllable** stands for your ability to control the factors that affect and influence the outcome of your goals.
- **Definable** means that you can express your goal clearly either out loud or in writing. Often this involves taking a vague feeling and creating plans for specific action toward a goal.
- **Explicit** means that you are specific about stating your goals and that you can concentrate on the steps needed to achieve your goal one at a time.
- **For yourself** indicated that your goals are something you really want to do rather than working towards a goal others believe is right for you.
- **Growth facilitating** means that your goals are helping you move forward. It will help you create a more satisfying life rather than being something you "settled for."
- **Measurable** means that your goal is expressed in such a way that it can be measurable in numerical terms (if possible) rather than in broad, general terms. For example: To say, "this week I'll look at occupational alternatives" is not enough. Rather, you need to express your goal in measurable terms such as, "this Wednesday I will spend two hours in the Career Resource Library reading about two occupations that interest me most based on my skills."

Adapted from *Taking Charge of Your Career Direction*. R.D. Lock, 1988, Brooks Cole, Belmont, CA

An organizational action planning worksheet and a personal goals worksheet can be found in Appendix X and XI.

USING YOUR RESOURCES

Most chapter members probably look to the chapter president to have knowledge about all of the chapter's resources. You have at your disposal numerous connections with International Fraternity leaders, local alumni, campus leaders, and university/college officials. One of the many important responsibilities of a chapter president is to become acquainted with and develop relationships with these people for the betterment of the chapter.

Communication and correspondence with these groups and individuals is one key to a successful presidency. The three main groups you should communicate with are the International Headquarters (IHQ), alumni, and the Greek advisor or equivalent student affairs personnel. At one point or another you will need their help, so it is essential that you keep in regular contact with these individuals.

DU INTERNATIONAL HEADQUARTERS

Throughout your time as chapter president, the International Headquarters will provide you with resource materials and educational programming to advance your organization. Below are just some of the outstanding resources provided by the International Fraternity. If you have a need for your chapter please contact Fraternity Headquarters.

Delta Upsilon has pioneered many educational and cultural programming guides and other printed resources. We are committed to continually updating and creating the best resources for our chapters and colonies. Below is a list of print resources available to chapters and colonies.

PRINT, VIDEO, AND INTERNET RESOURCES

- ***Chapter Excellence Plan Guidebook***
This manual focuses on 12 areas for operation that all chapters include as part of their management system. The manual serves as a resource and checklist for the programs, which are proven to create outstanding Delta Upsilon members and chapters. This plan incorporates the Mandatory Chapter Standards that every chapter must meet, as well as Standards of Excellence and Awards Application Criteria.
- ***Colony Manual***
The Colony Manual outlines in detailed form the specific information colonies need in order to fulfill the requirements for installation.
- ***Cornerstone***
Delta Upsilon's member manual provides comprehensive information on the Fraternity and its history, as well as life management topics including career development, scholarship and time management, personal wellness, and becoming a well-rounded man.
- ***Delta Upsilon Fraternity Alumni Directory***
This is a directory for all DU alumni, which is updated every five years.
- ***Digital DU***
Delta Upsilon's regular newsletter to undergraduate chapters and alumni officers provides timely information on leadership topics, chapter management issues, loss prevention information, as well as spotlighting excellent ideas from DU's colonies and chapters.
- ***DU Quarterly***

When you pay your initiation fee you automatically become a lifetime subscriber to the official magazine of Delta Upsilon. *The Quarterly* is published four times a year and includes articles on alumni and undergraduate member accomplishments, chapter activities, and articles on important fraternity, social, and academic issues.

- ***Guide to Crisis Management***
This guide is designed to instruct chapters how to deal with a crisis situation. The Guide to Crisis Management utilizes a step-by-step approach to assist chapters and alumni in a crisis situation.
- ***Loss Prevention Manual***
This manual is utilized by the chapter Vice President of Loss Prevention and alumni advisors. It serves as a "how to" guide to risk management and loss prevention.
- ***Public Relations Manual***
This manual is used by the Vice President of Public Relations to assist the chapter in developing positive interaction with the university, community, alumni, and parents.
- ***Presidents Manual***
The *Presidents Manual* gives chapter and colony presidents the skills necessary to be effective leaders of their chapter or colony. It offers various tools and strategies for meeting the challenges faced by our chapter and colony presidents on a day to day basis.
- ***Recruitment Manual***
This manual was created to give DU chapters and colonies a road map for recruitment success. The main logistical nature of recruitment is covered in depth in this manual. The manual follows the progressive nature of recruitment and offers chapters and colonies a starting point for building an outstanding membership recruitment program.
- ***Scholarship Officers Manual***
This manual offers the key elements of an effective scholarship program and gives scholarship officers ideas for programs, time management, and awards.
- ***Secretary Manual***
This manual provides the chapter with tools to assist in the administrative operations of the chapter. It includes information on the reporting requirements of the fraternity and organizational resources to help the secretary manage the chapter.

- ***Expect Nothing Less Recruitment Materials***
These professional, high-quality recruitment/marketing brochures and posters are designed to be used by chapters and colonies to give basic information about Delta Upsilon. These materials can be ordered through the International Headquarters.
- ***Treasurer's Manual***
This manual was created to give each chapter a road map for financial success, and the chance to establish a sound fiscal plan for the chapter's finances. The manual is laid out for the chapter's treasurer to be able to follow a plan of action to help keep accounts current.
- ***Undergraduate Chapter Policies and Procedures Manual***
This manual is designed to give undergraduate and alumni members and chapter officers an overview of the policies which have been established over time and which govern the operations of Delta Upsilon International Fraternity. The manual also gives samples and recommended forms for various programs and documents.
- **www.DeltaU.org**
Chapters and colonies receive timely information, educational resources, and model programs from the Fraternity's web page at www.DeltaU.org.
- **www.JoinDeltaU.org**
Undergraduate chapters have a professionally designed and maintained recruitment resource to utilize at www.JoinDeltaU.org. This website contains a great deal of information that any potential member would need or want to know.

LEADERSHIP DEVELOPMENT PROGRAMMING

In addition to printed resources, Delta Upsilon offers cutting-edge, affordable leadership development programming.

- ***Leadership Consultant Program***
The Fraternity employs trained Leadership Consultants to assist our chapters and colonies. These men are trained in many areas including membership recruitment, finances, membership education, and risk management. They spend the academic year visiting chapters and colonies to assist them in all areas of fraternity operations.
- ***Leadership Institute***
The *Leadership Institute* is the most powerful program sponsored by Delta Upsilon! Held each summer, this event allows undergraduate members and alumni to interact, share ideas, and learn how to create a better fraternity experience. The Undergraduate Convention and Assembly of Trustees introduces legislation and votes on policies of the Fraternity.
- ***Presidents Academy***
Recognizing the significant challenges that confront chapter presidents, Delta Upsilon offers an annual *Presidents Academy*. This three-day seminar brings together all chapter and chapter presidents for extensive leadership development programming and interaction with the Fraternity's Board of Directors. The Delta Upsilon Educational Foundation provides funding to support the program.

- ***Recruitment Symposium***
With the increasing difficulties of recruiting new members in the current university environment, the fraternity has developed this program for the Vice President of Recruitment from each chapter. This program goes step by step through the planning of a recruitment program for each chapter and assists in identifying trends that will affect the future recruitment efforts of the fraternity. This three-day conference is conducted in conjunction with the President's Academy. The Delta Upsilon Educational Foundation also provides funding to support this program.
- ***Regional Leadership Seminars***
The Undergraduate Advisory Board oversees the implementation of these leadership programs in each of the 12 provinces of Delta Upsilon. These three-day regional conferences are designed to allow chapters to share ideas and learn from each other.

In addition to a myriad of printed resources and educational programming, the Fraternity has established a number of programs designed to help chapters and colonies reach their potential. The Delta Upsilon International Fraternity, through the Board of Directors and the Undergraduate Advisory Board, has designed and established the *Chapter Excellence Plan (CEP)*. The *CEP* serves as a foundation on which undergraduate chapters and members can maximize their DU experience. The *Chapter Excellence Plan* takes into account the chapter's needs and is focused to help chapters evolve and grow. The key elements of the *CEP* include:

- ***Mandatory Chapter Standards (MCS)***
The Fraternity has established a set of specific *Mandatory Chapter Standards* that all DU chapters are expected to meet. These operational standards address such areas as academic performance, chapter management, membership education, fiscal practices, and others.
- ***The Guide to Chapter Excellence***
The *Guide to Chapter Excellence* establishes higher levels of performance than the *MCS* expectations. Those chapters that find they exceed the *MCS* expectations are encouraged to strive to fulfill the higher levels identified in the *Guide to Chapter Excellence*.
- ***The Awards Program***
The *Awards Program* gives chapters the opportunity to be recognized for excellence in all chapter operations areas. The *Sweepstakes Award* is Delta Upsilon's highest chapter honor and is given to the Fraternity's best chapter that has demonstrated excellence in all 12 operational areas. Chapters may also apply for 10 *Individual Operational Area Awards*. Awards are given for chapter excellence in the areas of chapter administration, alumni relations, financial management, loss prevention, membership education, pledge education, public relations, membership recruitment, academic performance, and human service. Awards are also given to chapters that have received a number one scholarship ranking on their campus and to the chapter that has recruited and retained the largest number of new members.
- ***Chapter Mentors***
Pledges of Delta Upsilon are given a pledge dad or big brother to guide them through their orientation to the Fraternity and the college/university. This same philosophy is applicable at the organizational level. Colonies and chapters experiencing difficulty with *MCS* will be assigned Chapter Mentors. Chapter Mentors are selected from among the most successful DU chapters. Chapter mentors are given specific communication/interaction requirements for supporting the efforts of the group that they are mentoring.
- ***Alumni Advisory Board***
Those chapters that are determined to operate at levels below *MCS* will receive assistance in identifying and putting into place an active and supportive alumni advisory board. Through the resources at the International Headquarters, interested alumni will be located and solicited for their time, effort, and involvement.

- ***AlcoholEdu Training***

Delta Upsilon is proud to offer its chapters and colonies *AlcoholEdu*. *AlcoholEdu* is a positive approach to a difficult problem. *AlcoholEdu* is a three-hour online educational program that increases basic knowledge of the appropriate use of alcohol among our chapter and colony members. The *AlcoholEdu* program helps chapter members take a leading role in the effort to prevent intoxication by teaching how to recognize and build upon skills we all use in dealing with one another everyday. Our members can participate in the program for the low cost of \$15 per person. Additionally, the Fraternity offers chapters and colonies a 10 percent discount on their liability insurance assessment if 50 percent or more of their membership is TIPS certified and a 5 percent discount if 25 percent of their membership is certified. The program can be started and completed at the chapters own pace and can be accessed through the Delta Upsilon website.

THE DELTA UPSILON ORGANIZATIONAL STRUCTURE

Because Delta Upsilon has a bicameral government, legislative authority of the Fraternity is shared jointly by the Convention (undergraduate) and the Assembly of Trustees (alumni). They have the full power to adopt, amend, or repeal the Fraternity's laws and to do all things necessary and proper to carry out the operations of the Fraternity. No action becomes law until both the Convention and the Assembly of Trustees have approved it, unless otherwise provided by the Fraternity's laws.

The Convention

The Convention is the undergraduate legislative body, which meets annually at such date, time, and place as the Board of Directors may determine (usually at the Leadership Institute held each summer). The Convention consists of one delegate from each undergraduate chapter that is in good standing with the Fraternity. Each undergraduate chapter selects its delegate to the convention provided that the delegate is an undergraduate member of the Fraternity and that chapter.

The Assembly of Trustees

The Assembly of Trustees is the alumni legislative body of the Fraternity. They meet annually at such date, time, and place as the Board of Directors may determine (usually at the Leadership Institute held each summer). The Assembly of Trustees consists of one trustee from each alumni chapter of a related undergraduate chapter that is in good standing with the Fraternity. Each alumni chapter selects its trustee to the Assembly of Trustees provided that such trustee shall be an alumni member of the Fraternity and that alumni chapter. In the event that any alumni chapter does not select a trustee or the trustee is unable to attend the Assembly of Trustees, the Board of Directors may appoint an interim trustee to represent that alumni chapter.

The Constitution and Bylaws of Delta Upsilon International Fraternity

The Constitution is the framework by which the Fraternity operates. The Constitution requires a 2/3 vote of the Convention and of the Assembly to amend. The By-Laws are the rules and regulations of the Fraternity and require a majority vote of the Convention and of the Assembly to amend.

The Board of Directors

The Board of Directors is responsible for the executive and administrative authority of the Fraternity. The Board of Directors manages the affairs of the Fraternity and reports to the Assembly of Trustees. All power and authority exercised by the Board of Directors will be in accordance with the Fraternity's constitution and by-laws.

The Board of Directors of the Fraternity consists of an odd number of members numbering from 9 to 21, as fixed in the Fraternity's by-laws. The Board of Directors consists of the officers of the Fraternity elected annually by the Assembly of Trustees, three undergraduate directors, when the directors on the board number 15 or more, or two undergraduate directors when the directors on the board number fewer than 15, elected annually by and from the Undergraduate Advisory Board for a term of one year, and the other directors elected by the Assembly of Trustees for staggered terms of two years.

The Undergraduate Advisory Board

Delta Upsilon divides its chapters and colonies into 13 geographical provinces. The Undergraduate Advisory Board (UGAB) consists of one undergraduate member from each province elected annually by the undergraduate chapters in that province and one undergraduate member from the Canadian Conference, elected annually by the undergraduate chapters in Canada.

The purpose of the UGAB is to serve as representatives for the chapters in the province from which they are elected. The UGAB's responsibilities include advising the Board of Directors on matters of importance to the undergraduate members and the undergraduate chapters and colonies, electing from its members the undergraduate directors and officers of the Convention, and approving concurrently with the Board of Directors the amount of any fees, dues, and assessments.

When issues arise in the Fraternity, the UGAB has the unique ability to influence the outcome. Since Delta Upsilon has a bicameral legislation, the undergraduates have a voice. The UGAB serves to represent that voice. Another responsibility of the UGAB member is to preside over that province's meeting at the Leadership Institute. The final responsibility is to organize and execute a Regional Leadership Seminar (RLS). The RLS is designed to unite the chapters of the province and share successful ideas, programs, and techniques to better the Fraternity.

Delta Upsilon Educational Foundation

The Delta Upsilon Educational Foundation was incorporated in the state of Ohio in 1949, in order to "aid, encourage, promote and contribute to the education of persons enrolled as students of any college or university in the United States or Canada." The Educational Foundation is managed by an Executive Director and a Board of Directors. A similar foundation, the Delta Upsilon Educational Foundation of Canada, was incorporated in 1988.

Committees

The Board of Directors is responsible for filling the Fraternity's committees. Each committee is responsible for an aspect of the Fraternity's operations and makes recommendations to the Board of Directors concerning issues under their purview.

Alumni Chapter

The Board of Directors also oversees the operations of Delta Upsilon's alumni chapters. Each alumni chapter consists of an advisory board and house corporation where necessary. Each alumni advisory board is responsible for advising a chapter on educational programming and operations.

Undergraduate Chapter

The Board of Directors is also responsible for each undergraduate chapter and colony and charges the Fraternity's Executive Director with the responsibility of the day-to-day operations of Delta Upsilon, its chapters, and colonies. The Executive Director currently supervises a staff of 12 professionals dedicated to various operational areas of the Fraternity.

International Headquarters Staff

The Delta Upsilon International Fraternity Headquarters is located at 8705 Founders Road in Indianapolis, Indiana. The International Headquarters provides undergraduates and alumni with information, records, programming ideas and advice on fraternity matters. The office building was erected through the generosity of Lester E. Cox, *Pennsylvania 1898*, who left half his estate to the Fraternity. Delta Upsilon International Fraternity has a staff of 12 men and women working daily to service our chapters, colonies and alumni with the most relevant and updated resources.

The **Executive Director** is the Chief Operating Officer and responsible for the day to day operations of the Fraternity. He is the link between the Board of Directors and the Fraternity staff. His other responsibilities include hiring, training, and supervising the Headquarters staff, working with university/college officials and key alumni, coordinating the daily operations of the Fraternity, and supervising various projects.

The **Director of Chapter Services** serves as the direct supervisor to the Leadership Consultant Staff in addition to developing and coordinating many of the Fraternity's programming efforts. He also coordinates the Fraternity's loss prevention and insurance programs.

The **Director of Fraternity Expansion** coordinates colony development and support. He researches institutions and makes presentations to universities and colleges on behalf of Delta Upsilon.

Leadership Consultants spend the academic year traveling to chapters and colonies, providing ideas, assistance, counseling and advice.

Each chapter receives two visits per year by a Leadership Consultant and can receive additional assistance under special circumstances. Visits often include officer training, chapter workshops or retreats, and meetings with local alumni and university or college officials.

Undergraduate Interns are hired to work on Fraternity projects during the summer break.

The **Office Manager** oversees the daily operations of the Fraternity's administrative staff.

The **Administrative Assistants** assist with staff travel arrangements, coordinate meeting planning, and provide administrative support for the Executive Director.

The **Accountant** works with the Fraternity Treasurer to manage financial matters of the Fraternity.

An organizational chart of Delta Upsilon officers is located in the back of this guide in Appendix VI.

ALUMNI

Alumni are one of your chapter's greatest assets and can help your chapter in all areas of operations. The key to working with your chapter's alumni is communication. Alumni can only assist your chapter if they understand what is going on and if you clearly express the chapter's needs to them. Alumni also need to be informed of issues and upcoming events as soon as possible.

ALUMNI CHAPTER

The goals of the Alumni Chapter are to advise the undergraduate chapter, to manage the chapter property efficiently, and to recruit all possible DU alumni to assist. All alumni of the local chapter as well as any interested alumni in the area are included in the alumni chapter. While not all chapters are set up with the system that follows, this provides an outline and position descriptions for recommended alumni involvement. The overall governing body of the alumni chapter should be the Executive Council. The members of the Executive Council are as follows:

President

Oversees the entire operation of the alumni chapter and makes sure projects are being completed, and issues are handled responsibly. He is also the representative to the institution's alumni interfraternity council.

Vice President

Assists the President in the smooth operation of the alumni chapter and edits the alumni chapter newsletter (publication dates and information should be coordinated with the undergraduate chapter).

Treasurer

Responsible for the general alumni chapter account and acts as a financial advisor to the four sub-groups of the alumni chapter.

Secretary

Keeps permanent record of all general alumni chapter meetings and makes sure records are being kept for each of the four sub-groups (copies of all documentation should be given to the Secretary for filing).

Trustee

Attends the annual Assembly at *Leadership Institute* to represent the views of the alumni chapter on various issues facing the Fraternity. He may appoint another alumnus to take his place if he is unable to attend the *Leadership Institute*.

The Executive Council should meet quarterly to discuss the progress of both the undergraduate and alumni chapters. The four sub-groups of the alumni chapter are the local Delta Upsilon Corporation, the Alumni Advisory Board, the Alumni Involvement Committee and the local Delta Upsilon Educational Foundation. Each group has a chairman who should also attend the quarterly Executive Council meetings. The organization and responsibilities of the four sub-groups include:

CHAPTER HOUSE CORPORATION

Consists of a Chairman and seven Directors, six alumni and the undergraduate Chapter President. The Board of Directors should hold elections within the group to designate a Vice-Chairman, a Treasurer and a Secretary. The Corporation is responsible for the maintenance of the chapter house, and taking care of any taxes and insurance for the chapter. The Corporation should also meet quarterly.

ALUMNI ADVISORY BOARD

Consists of a Chairman to coordinate the program and the advisors, one for each area of operation (each undergraduate chapter executive officer): Administration Advisor (for the undergraduate President), Finance Advisor (for Treasurer), Fraternity Relations Advisor (for Secretary), Member Education Advisor (for Vice President of Member Education), Public Relations Advisor (for Vice President of Public Relations), Membership Recruitment Advisor (for Vice President of Membership Recruitment), Scholarship Advisor (for Vice President of Scholarship), and Loss Prevention Advisor (for Vice President of Loss Prevention). Each of these advisors should keep a notebook of information and should be in contact with the undergraduate officer every two weeks and meet with him at least twice each semester.

ALUMNI INVOLVEMENT COMMITTEE

Consists of a Chairman and five committee members. The purpose of this group is to organize social events for the alumni and coordinate events such as Homecoming, Founders Day, annual golf tournament, etc. with the undergraduate chapter. The Chairman should identify projects and appoint a committee member to head the project. The primary goal is to maximize alumni involvement in the alumni chapter and in support of the undergraduate chapter. The Committee should meet semi-annually.

CHAPTER EDUCATIONAL FOUNDATION

Consists of a Chairman and seven Directors, six alumni and the undergraduate Vice President for Scholarship. The Board of Directors should hold elections within the group to designate a Vice-Chairman, a Treasurer, and a Secretary. The Foundation Board is responsible for fundraising from the alumni chapter to enhance the educational programs within the chapter. The goal should be to establish scholarships within the chapter and assist in costs relating to the *Leadership Institutes* (for the undergraduates and alumni), *Regional Leadership Seminars* and *Presidents Academy*. The Foundation Board should also meet quarterly.

The entire alumni chapter should meet annually at the institution during the homecoming weekend. The office structure as presented consists of 35 positions (five on the Executive Council, eight each on the Board of Directors of the Corporation and the Educational Foundation, eight advising the undergraduate chapter and six working on involving alumni).

THE GREEK ADVISOR AND STUDENT AFFAIRS

The Greek advisor on your campus will always have suggestions and new ideas for you that can be beneficial to your chapter. Constantly communicating with the Greek advisor is an excellent idea. Let them know if you think your chapter needs assistance. Most Greek advisors are members of Greek-letter organizations and understand the challenges that your chapter faces.

Most student affairs divisions at colleges and universities provide extracurricular student services. While the student affairs division differs from campus to campus, some of the traditional departments within the division include residence life, Greek affairs, student activities, leadership development, advising and/or counseling, and career advising.

Leadership Consultant Visitation Program

Purpose

Leadership Consultants are members of your fraternity who are interested and concerned about you. Visits are made to become acquainted with your chapter members, learn about your programs, offer advice for improvement where needed, and learn from you good ideas that would help other chapters. The International Fraternity Headquarters wants your chapter to be the best it can possibly be, and it is through the hard work of these people and you that both the international organization and the chapter achieve their goals.

Where do you start planning?

The chapter should begin by looking at the chapter's calendar to identify good potential dates for a consultant visit. The president should then fill out the Visit Request Form and return it to the Fraternity Headquarters. The staff will then begin organizing the travel schedule. You will receive notification prior to the visit from the international headquarters or the individual consultant. You will know who is coming, when to expect him, what he wants to accomplish and how long he will stay. Pay attention to the information and requests that are included in the material you receive. You will be expected to coordinate the appointments with all executive members for the consultant.

The Consultant will need . . .

1. **Lodging.** This includes fresh linens on the bed and clean towels. Try to select the lodging to afford the consultant some privacy, but also to allow him to be accessible to your chapter members. This individual is your chapter's guest and should be treated as such. Offering him a couch and a sleeping bag is not acceptable.
2. **Meeting Room.** (Other than where he will be sleeping) This should be a place that is convenient for him to meet the members of your chapter. Offer a place that affords him privacy where materials may be left without fear of having them moved.
3. **Meals.** Someone should accompany him to ALL meals. This is a good way for the consultant to become acquainted with non-officer members and pledges.
4. **Chapter Information.** Supply the consultant with all requested materials upon their arrival. This should include:
 - a. List of chapter members and pledges. Make note of the chapter officers.
 - b. List of Alumni Officers and advisors with their phone numbers and addresses.
 - c. Name of the IFC Advisor with his/her phone number and address.
 - d. Chapter By-Laws
 - e. Completed Chapter Information Form
 - f. Complete Schedule for visit.
 - g. All written chapter programs.

Prior to the visit . . .

Be sure to inform all of the members and pledges that the consultant is visiting and encourage them to make the visitor feel at home. Use this rare opportunity to visit with someone who has expertise in every facet of fraternity operations. Remind every member that the consultant is a guest and a visitor in your chapter. It is your responsibility to treat him not only as a brother but also as a guest. From the time of arrival at your doorstep to departure, it is the chapter's responsibility to take care of his needs and to make the visit as productive as possible. With a little bit of planning, preparation and consideration, a chapter consultant visit can be extremely meaningful to your chapter.

Who should meet with the consultant?

Any and all elected officers, and as many appointed officers as possible. Any other chapter members and pledges should be able to meet with the visitor if they wish. Specifically, meetings should be scheduled with the Executive Council Members (President, Vice President of Member Education, Vice President of Public Relations, Treasurer, Vice President of Scholarship, Vice President of Loss Prevention, Vice President of Recruitment, Secretary), the Non-Executive Officers (Pledge Educator), the Greek Advisor, any Alumni Advisors, the House Corporation President and any Faculty Advisors. If possible, try to schedule meetings early on in the visit so that there is time available for follow-up officer meetings or other programs that the chapter would like for the consultant to provide.

The consultant will also want to attend a chapter meeting, which may require you to schedule a chapter meeting on a night other than your regular meeting night. The consultant will also request that you schedule a “wrap-up” meeting with him at the conclusion of the visit. This allows the opportunity to share observances and suggestion with the chapter in person, rather than through a report.

How to prepare for the meeting . . .

Each officer should be made aware of the purpose of the consultant visit. He should review the report from the previous consultant visit to determine the progress that has been made. He should prepare a list of questions/concerns that he has for the chapter so that they may be discussed with the consultant.

What should every officer take to his meeting with the consultant?

The notebook for his office along with any samples of your programming, a list of questions/concerns he may have about his office, his goals for his position, and enthusiasm for the office. They should also bring a pen and paper to take notes about the suggestions the consultant gives them.

After the meeting . . .

Start on action items immediately. Redefine your goals and plans for your office, incorporating any new ideas and suggestions from your meeting. Include the notes from the meeting in your notebook so that information is not lost.

What topics can the consultant do programs on for the chapter during the visit?

AlcoholEdu
Loss Prevention and Fraternity Insurance Program
Recruitment Seminar
Developing strong Financial Management
Creating a Member Education program for the chapter
New Member Education
Scholarship and Academic Assistance
Public Relations – Building a strong image within the community
Philanthropy and Community Service
Judicial Board & Discipline Procedures
Alumni Relations and Support
Chapter Excellence Plan and Awards Program

After the visit . . .

Once the consultant has left, the president should schedule a meeting of the officers to go over the consultant’s recommendations, and implement them as soon as possible. Report back to the Fraternity Headquarters as to whether these have been implemented or not. This will help to ensure that the next visit does not start from square one. The president should also be certain to fill out the Visit Evaluation Form and return it to Headquarters. Maintain communication with the consultant either by phone or email as to the progress of the chapter’s improvement. Increased communication is a key to the success of every chapter and the fraternity as a whole.

**Delta Upsilon International Fraternity
Chapter Information Form**

Please complete both pages of this form **in advance** of the Leadership Consultant's arrival.

Chapter: _____ Dates Visited: _____
President: _____ Institution: _____
Pres. Phone: _____ Location: _____
Treasurer: _____ Alumni President: _____
VP Recruitment: _____ Visitor: _____

Scholarship

Chapter Institution
GPA: Chapter: _____ All Men's GPA: _____
Members: _____ All Fraternity GPA: _____
Pledges: _____ Initiation Requirement: _____
Initiation Requirement: _____ Chapter Rank: _____
Officer GPA Requirement: _____ Length of Terms (semester/quarter): _____
Scholarship Programming Activities: _____ Dates
_____ Open: _____
_____ Winter Break: _____
Written Scholarship Program (y/n): _____ Spring Break: _____
VP Scholarship: _____ Finals: _____

Membership Recruitment

Recruitment Process Pledging History
Formal/Informal: _____ Academic year to date: _____
Bidding (year round/specific dates): _____ Previous academic year: _____
Summer Recruitment (y/n): _____ Initiation History
Deferred Rush (y/n): _____ Academic year to date: _____
Recruitment Goal: _____ Previous academic year: _____
Total men in Chapter (Members & Pledges): _____
Campus average fraternity size: _____
Recruitment Workshop (y/n, date): _____
Written Recruitment Plan (y/n): _____

Initiated men in chapter
Seniors : _____ Juniors: _____
Sophomores : _____ Freshmen: _____

Organizational Leadership

Committees: _____ By-Laws last revised: _____
Date Goals last established: _____ Retreats (date/purpose): _____
Chapter Goals posted (y/n): _____ Officer Notebooks (y/n): _____
Frequency of Exec. Meetings: _____ Frequency of Chapter Meetings: _____

Loss Prevention

VP Loss Prevention: _____
Loss Prevention Manual (y/n): _____
Loss Prevention Workshops: _____

Written Social/Risk Mgmt. Policy (y/n): _____

Membership Education

VP Membership Education: _____
Bio Cards Current (y/n): _____
Initiation Report (y/n): _____
Written Agenda (y/n): _____

Pledge Education

Pledge Educator: _____
Written Pledge Program (y/n): _____
Weekly Syllabus (y/n): _____

Financial Management

Acc'ts Payable (Past Due): \$ _____
 To House Corp/Landlord: \$ _____
 To DU International: \$ _____
 To vendors: \$ _____
Acc'ts Rec. (Past Due): \$ _____
 Undergraduate A/R: \$ _____
 Alumni A/R: \$ _____
Member Fees/Term
 Live in (fees/room/board): \$ _____
 Live out (fees): \$ _____
Written Financial Policy (y/n): _____

Advisors

Alumni Chapter President
Name: _____
Address: _____

Phone: _____
E-mail: _____
of Alumni Chapter Officers: _____
Faculty Advisor
Name: _____
Address: _____

Phone: _____
Freq. of Advisor meetings: _____

Public Relations

VP Public Relations: _____
Comm. Service Events: _____
Philanthropic Events: _____
Newsletter (y/n, freq.): _____

Chapter House: Own Rent Lease
Capacity: _____
Current # living in: _____
Social Budget: \$ _____

Membership Education Seminars
Guest Speakers: _____

Cultural Development: _____

Length of Pledge Program: _____
Next Initiation Date: _____

Total Budgeted Income: \$ _____
Total Budgeted Expenses: \$ _____
Checking Account Balance: \$ _____
Savings/CD/Market Balance: \$ _____

Professional Accountant
Name: _____
Address: _____

Phone: _____

House Corporation Contact
Name: _____
Address: _____

Phone: _____
E-mail: _____
of House Corporation Officers: _____
Chapter Advisor
Name: _____
Address: _____

Phone: _____
Freq. of Alum. Chapter meetings: _____

Alumni Events: _____
Parent Events: _____
Faculty Events: _____

GENERAL CHAPTER ADMINISTRATION

DEVELOPING A CHAPTER STRATEGIC PLAN

Now that you have a general idea of what is expected from you as the president. It's time to set a plan to follow for the future and for future presidents of your chapter. You must have a vision or a strategic plan to follow, which will guide your chapter into the future. Of course, success requires vision coupled with hard work. Creating the chapter vision can be a difficult balance between the "be all you can be" approach and accomplishing the attainable goals that you set as a chapter. A clear, communicated vision or plan has numerous uses:

- A well-conceived vision translates the purpose into a map of reality. It presents the big picture in terms that can be seen, heard and felt.
- The vision serves as a long-term planning target, both as a beacon and a measure of progress
- When there is no vision, the organization suffers.

In order to obtain a goal it has to be reachable, and most goals take time to achieve, some longer than others do. So the question that needs to be asked is "Where does your chapter want to be 10 years down the road." So decide on a destination and stick to it. Having a vision is part of being a leader. The only problem is selecting the time frame for your vision, which can be a difficult choice because it is a matter of choice.

You are probably getting tired of hearing this but it can't be said enough: **Keep your goals obtainable and reachable.** Don't assume anyone will buy into it if it stretches the imagination beyond what any chapter or individual could be expected to achieve. Like long-range planning, creating a vision begins with and relies heavily on intuition and dreaming.

Here are some helpful suggestions to help you with your executive and administrative duties.

1. Plan - Use the Executive Council to help you plan events, goals or solve issues effectively.
2. Execute the Plan - Review with each officer the plans and ideas that the Executive Council and yourself want the chapter to achieve or do. You have to make sure member and officers alike are informed in order to get anywhere.
3. Control the Result - Results and goals must be achieved. There must be follow-ups with the officers. Get your vice presidents involved by having them meet with different officers to see if they have reached their goals.

Here are some things to remember that were adapted from an article in the Leadership Incorporated homepage.

- You must understand yourself and those within your organization.
- Leaders must acquire a new kind of power - the power to consistently make the impossible happen.
- Leaders who make the biggest difference in today's organizations are those who figure out how to manage people through periods of change. The key is developing compelling performance challenges that motivate individuals to learn and change how they work. The primary objective or change should be improved performance that drives new behavior and new learning.
- It's important to tell people why you want them to accomplish a particular task. It's the president's job to help people see and understand the larger context in which they are operating.

“I am a big believer in the ‘mirror’ test.’ All that matters is if you can look in the mirror and honestly tell the person you see there, that you’ve done your best.”

- John McKay

This manual should be used as a guide that you can refer to when needed. Only you can decide if you will be an effective leader. You make the decisions. You decide what's best for your chapter. You'll know what will work and what won't. You are the leader. So go out there and lead and be the best you can be.

To assist you with planning and managing, a daily to-do list is located in Appendix XII.

CREATING A MISSION STATEMENT

A mission statement is to establish the purpose, in writing, of an individual Delta Upsilon chapter. It is a reflection of how DU members feel that they should act, shows others how a DU man behaves, and outlines the goals and aspirations of a particular DU chapter and how they plan to live out their mission.

When attempting to establish a mission statement it is important to get feedback from the entire chapter. A meeting should be held to brainstorm and discuss different ideas and get feedback. The following questions might be asked when writing up a mission statement: What distinguishes or differentiates a DU man from someone else? What are the goals and values of the chapter? What are the ideals of the chapter? What are the responsibilities of each member?

Following is a sample mission statement that your chapter can use as a model for creating their own mission followed by the Fraternity's mission statement.

Sample Mission Statement

Through the ties of Friendship and Brotherhood, Delta Upsilon exists to develop gentlemen, who exemplify and uphold the values of leadership, responsibility and excellence, and to hone and direct their talents for the benefit of the institution as well as the individual.

Delta Upsilon Fraternity Mission Statement

The Four Founding Principles of Delta Upsilon International Fraternity are:

- The Promotion of Friendship
- The Development of Character
- The Advancement of Justice
- The Diffusion of Liberal Culture

The Mission of the Fraternity is to endow the Brothers of Delta Upsilon with an understanding of our Founding Principles by creating and implementing products and programs that teach leadership, service, and respect for human rights and ideals. This will be accomplished by sharing experiences within the supportive environment of Brotherhood, encouraging high standards of intellect and integrity, furthering concepts of truth and fairness, and advancing diversity in all areas of life.

(Established by the Board of Directors April 19, 1997)

DEVELOPING A CHAPTER EVENTS CALENDAR

All chapters should develop a calendar for the semester or year to ensure proper scheduling of major events. Give recruitment, Initiation and alumni events top priority on the schedule. The Secretary plays a vital role in collecting event and program dates from each executive officer, as well as the compilations of those dates into the final product. Once created, the Executive Council should approve the calendar, making sure to avoid any over-programming, and disseminate it to the rest of the chapter. A set calendar not only lets members know about important dates, but it can also be useful to alumni, IHQ staff or the Greek Advisor. The calendar can also serve as a reminder for completing administrative reports and activities

Every calendar should include:

- Recruitment Events
- Alumni Events
- Pledging and Initiation Events
- Chapter Meetings
- Executive Council Meetings
- Alumni Chapter Meetings
- Officer Transition and Retreat
- Scholarship Dinner
- Mom and Dad's Weekends
- Homecoming
- Campus Events
- Social Functions
- Intramural Sporting Events
- Holiday Breaks
- Birthdays
- Exam Schedule
- Add-Drop Class Deadlines
- Chapter Retreat

Events and dates to include:**September**

- Officer or chapter retreat should be held to prepare for the upcoming school year
- Chapter's fall term goals should be prepared
- Chapter's fall budget should be finalized and copies sent to IHQ and key alumni
- Chapter programming for the semester should be planned and written in the chapter event calendar including:
 - At least one philanthropy or community service project
 - At least one alumni and/or parents event
 - Initiation
 - At least two programs dealing with loss prevention
 - At least two membership education programs
 - Scholarship programming
 - Chapter retreat
 - At least two guest speakers
 - Recruitment events
 - IHQ staff visit
 - Social functions
 - Intramural Sporting Events
 - Important university/college dates
 - Chapter Founding Day commemoration, if applicable
 - Send in all new member biographical cards and pledge fees immediately after pledging
 - Begin preparing a fall undergraduate newsletter
 - Chapter budget due to IHQ by October 1st
 - Send in initiation report 30 days before the ceremony

October

- Return the fall membership roster to IHQ by October 15th
- Fall insurance assessment due to IHQ by September 15th

October (cont.)

- Inform members about officer elections in November. Speak with members who would be an asset at a particular office.
- Schedule a fire drill

November

- *Presidents Academy* registration due to IHQ by December 1st
- Founders Day Commemoration on November 4th
- If applicable make preparations to close the house during Thanksgiving break
- Schedule officer elections

December

- If applicable make preparations to close the chapter house during winter break

January

- Officer transition retreat should be held. During transitions, instruct past officers to update officer notebooks.
- Chapter's spring semester goals should be prepared
- Chapter's spring budget should be finalized and copies sent to IHQ and key alumni
- Chapter programming should be planned and written in the chapter event calendar including:
 - At least one philanthropy or community service project
 - At least one alumni, faculty, and/or parents event
 - Initiation
 - At least two loss prevention programs
 - At least two member education programs
 - Scholarship programming
 - Chapter retreat
 - At least two guest speakers
 - Recruitment events
 - IHQ staff visit
 - Intramural schedules
 - Important university/college dates
 - Chapter Founding Day commemoration, if applicable
 - Begin preparing the International Fraternity Awards application(s)
 - Begin preparing the Chapter Excellence Report
 - Send in all new member biographical cards and pledge fees immediately after pledging
 - Begin preparing a spring undergraduate newsletter
 - Chapter President to attend *Presidents Academy*
 - Complete all campus and/or Greek life administrative requirements

February

- Spring chapter officer list due to IHQ by February 15
- Final insurance assessment due to IHQ by February 15
- Send in initiation report within 30 days after the ceremony
- Send all pledge biographical cards and pledge fees to IHQ immediately after pledging
- Continue to prepare the International Fraternity Awards application(s)
- Continue to prepare the Chapter Excellence Report
- Begin planning the chapter's summer recruitment effort
- Begin planning spring term initiation
- Check progress of individual officers

March

- Spring membership roster due to IHQ by March 15
- If applicable, make preparations to close the chapter house during spring break
- Inform members about officer elections in April. Speak with members who would be an asset at a particular office.
- Schedule a fire drill

April

- Finalize Fraternity Awards application(s)
- Finalize the Chapter Excellence Report
- Prepare and finalize next year's budget
- Begin planning fall programming and events
- Initiate spring pledges, and send the report to IHQ within 30 days of ceremony
- Plan summer recruitment activities

May

- *Leadership Institute* registration due to IHQ by May 1
- Summer Officer Address form due to IHQ by May 1
- If applicable, make preparations to close the chapter house for the summer
- Make plans for a summer meeting, if necessary
- Make plans for a fall or late summer executive council or chapter retreat
- Finalize planning fall programming and events

June

- Update members on summer recruitment progress with mailings and phone calls
- Hold at least one summer executive council meeting
- Hold at least one summer recruitment event
- Continue planning fall programming and events

July

- Update members on summer recruitment progress with mailings and phone calls
- Send at least two chapter delegates to the *Leadership Institute*
- Hold at least one summer executive council meeting
- Hold at least one summer recruitment event
- Continue planning fall programming and events
- If applicable, make plans to open the chapter house

August

- If applicable, hold a chapter work session to prepare the chapter house for the upcoming school year
- Update members on summer recruitment progress with mailings and phone calls
- Hold at least one summer executive council meeting and recruitment event
- Arrange for composite and all-chapter pictures
- Continue planning fall programming and events

CHAPTER ADMINISTRATIVE REPORTS

To ensure that the International Headquarters maintains accurate records on DU chapters and their members, nominal administrative requirements must be met by chapter leaders. The list on the next page indicates the reports and applicable fees which must be completed and submitted to the International Headquarters, the officer responsible for their completion, and date they must be forwarded. The IHQ staff will forward the appropriate reports to each chapter to complete well in advance of the respective due dates.

As an incentive for chapters to complete and return the below listed chapter administrative reports, those chapters remitting each report by the prescribed due date will be eligible for a Fraternity award and will also receive an educational reward at the end of the academic year.

Delta Upsilon Chapter Administrative Reports and Fee Assessments

<u>REPORT</u>	<u>OFFICER RESPONSIBLE</u>	<u>DUE DATE</u>
1. Fall Membership Roster Amount due \$55/man	President	October 15
2. Spring Membership Roster Amount due \$45/man	President	March 15
3. Biographical Data Card & Pledge Fee (\$60/pledge) Late Fee \$10/man	Pledge Educator	Immediately After Pledging
4. Initiation Report & Initiation Fee (\$200/initiate) Late Fee \$10/man	Secretary	Immediately After Initiation
5. Fall Chapter Officers List	Secretary	October 15 and immediately after officer elections
6. Spring Chapter Officers List	Secretary	February 15 and immediately after officer elections
7. Conference Assessment (\$1250)	Treasurer	½ balance on October 15 and March 15
8. Summer Officer Address Form	Secretary	May 1
9. Chapter Budget	Treasurer	October 1
10. Loss Prevention Assessment	Treasurer	75% of total due Sept. 15 and remaining due Oct. 15
11. Chapter Excellence Plan Report	President	June 1

CHAPTER MEETINGS

RUNNING EFFECTIVE MEETINGS

As a member of the fraternity, chapter meetings can be either dreadful or eventful. There are two essential points that you must have to have a successful meeting: preparation and order. The following ideas and suggestions will help guide you through a chapter meeting.

1. THE LOCATION

Select an appropriate location for your meeting (i.e. chapter room, lecture hall) and make sure the seating in the room is arranged so that every person can see everyone else. Attention can be lost if members cannot focus on someone while they are speaking.

At the front of the room, equipment is provided to record ideas and decisions. An easel holding a newsprint flip chart (with felt-tipped markers for writing) is preferable, so that the recorded data can be saved. A dry erase board or a chalkboard can be used, but must be erased after the meeting. Also prepare any handouts or other written material ahead of time.

2. THE AGENDA

Have a carefully planned agenda for each meeting and inform members of main items on agenda before the meeting. Meetings should start on time and all agendas should be followed. Here is a sample agenda.

I. CALL TO ORDER: (Designate day, time, and location)

II. FRATERNITY SONG: (All members and alumni rise to sing, “Hail Delta Upsilon” or other appropriate Fraternity song)

III. ROLL CALL: (All members answer roll to determine attendance and if a quorum exists)

IV. WELCOME: (Introduction of any guests or alumni)

V. OFFICER REPORTS: (in the following order)

1. PRESIDENT

- IFC Delegate
- Parliamentarian

2. TREASURER

- Assistant Treasurer
- Financial Review Board
- Fundraising Chairman

3. SECRETARY

- Historian
- Librarian

4. VP-MEMBERSHIP EDUCATION
 - Pledge Educator
 - Big Brother Chairman
 - Brotherhood Development Chairman
 - Intramural Chairman
 - Chaplain
5. VP-MEMBERSHIP RECRUITMENT
 - Assistant VP-Membership Recruitment
 - Membership Recruitment Committee
 - Summer Membership Recruitment Chairman
6. VP-LOSS PREVENTION
 - House Manager
 - Kitchen Steward
 - Social Chairman
7. VP-SCHOLARSHIP
 - Academic Review Board
 - Judicial Board
8. VP-PUBLIC RELATIONS
 - Alumni Relations Chairman
 - Community Service/Philanthropy Chairman
 - Parent Relations Chairman
 - Campus Relations Chairman
 - Special Events Chairman
9. ADVISORS
 - Chapter Advisor
 - Faculty Advisor
 - Alumni Chapter Representative
 - House Corporation Representative

VI. OLD BUSINESS: (any business tabled from the last meeting)

VII. NEW BUSINESS: (any new business introduced to the chapter)

VIII. DUCK SOUP: (announcements)

IX. PIN CALL: (Secretary calls on all members, in turn, for any final comments)

X. RECAP: (President recaps important information)

XI. ADJOURNMENT

3. *DUTIES OF OFFICERS AND MEMBERS*

Before every meeting any officer wishing to speak during meeting should hand in an officer report to the secretary. The report entails the accomplishments obtained since the last meeting and sets any goals for the week. The report also allows the meeting to flow quickly because it will prevent officers from being long-winded and it will help them remember what they want to say.

The secretary will record anything of importance said during the meeting. The minutes of the meeting should be posted and distributed to chapter members within 24 hours of adjournment. A clear time, date, and location for the next meeting should be included in the minutes.

USE OF PARLIAMENTARY PROCEDURE

Without order a meeting can turn into total chaos in a matter of minutes. The purpose of parliamentary procedure is in order to conduct business in as efficient and orderly a manner as possible. The following is a condensed version of *Robert's Rules of Order*. It is intended to provide a basic background in parliamentary procedure.

Addressing the President

The chapter president should conduct all meetings. Members addressing the president should refer to him as "Brother President."

Obtaining the Floor

Before a member may make a motion or speak in debate he must obtain the "floor." To claim the floor, a member raises his hand and waits to be "recognized" by the chapter president. The president will recognize the member by announcing his name or title. This member then has the floor and can stand and speak until he yields the floor by resuming his seat. While a motion is open to debate, there are three important cases where the floor should be assigned to a person who may not have been the first to rise and address the president. These cases are:

1. If the member who made the motion claims the floor and has not already spoken on the question, he is entitled to be recognized in preference to other members.
2. No one is entitled to the floor a second time as long as any other member who has not yet spoken to the pending motion requests the floor.
3. The president should attempt to alternate opposite opinions on a question if he is aware of members requesting the floor, which have opposing views.

Making A Motion

1. First, a member makes a motion. Though he makes a motion, he uses the word "move" to make the motion (for example: "I move to allocate...").
2. Another member seconds the motion by saying, "I second it" or simply, "Second". It should be noted that a second by a member merely implies that the motion should come before the chapter and not that he necessarily favors the motion. A member may second a motion because he would like to see the chapter go on record as rejecting the proposal, if he believes a vote on the motion would have such a result.
3. The president then states the "question" on the motion. Neither the making nor the seconding of a motion places it before the chapter; only the president can do that by this step (stating the question). When the president has stated the question, the motion is pending and is then open to debate (providing it is a debatable motion). If the chapter decides to do what a motion proposes, it adopts a motion or it is carried. If it decides against the motion, it is rejected or lost.

Amending A Motion

The motion to amend is a motion to modify the wording (within certain limits) of a pending motion before it is acted upon. An amendment must be closely related to or have some bearing on the subject of the motion to be amended.

A motion to amend is handled the same way as a main motion and requires a second to be considered. An amendment is adopted by a majority vote even in cases where the motion to be amended requires a 2/3 vote for adoption.

Approval of the Minutes

At the beginning of regularly scheduled meetings, copies of minutes of the previous meeting will be distributed for study by chapter members. The president then asks, "Are there any corrections to the minutes?" and pauses. Then the president says, "If there are no corrections" (or "no further corrections") the minutes will be approved.

Point of Order

When a member thinks that the rules of the meeting are being violated, he may make a “point of order”, thereby, calling upon the chair to make a ruling and enforce the regular rules. A point of order:

- can be applied to any breach of the chapter’s rules.
- is in order when another has the floor.
- does not require a second.
- is not debatable unless the president, being in doubt, submits the point to a vote of the chapter; in which case, the rules governing its debateability are the same as for an appeal.

Previous Question

The previous question is the motion used to bring the meeting to an immediate vote on one or more pending questions. The motion for the previous question:

- takes precedence over all debatable or amendable motions to which it is applied.
- can be applied to any immediately pending debatable or amendable motion.
- is out of order when another has the floor.
- must be seconded.
- is not debatable.
- is not amendable.
- requires a 2/3 vote.

Postpone Indefinitely

A motion to postpone indefinitely is a motion that the chapter declines to take a position on the main question. Its adoption kills the main motion, at least for the duration of the session, and avoids a direct vote on the question. It is useful in disposing of a badly chosen main motion that cannot be either adopted or expressly rejected without possibly undesirable consequences. The motion to postpone indefinitely:

- is out of order when another has the floor.
- must be seconded.
- is debatable.
- requires a majority vote.

Adjourn

To adjourn means to close the meeting. The motion to adjourn is a motion to close the meeting immediately, made under conditions where some other provision for another meeting exists and where no time for adjourning the present meeting has already been set. The motion to adjourn:

- is not applied to any motion and no motion can be applied to it.
- is out of order when another has the floor.
- does not need to be seconded.
- requires a majority vote.

Steps for presenting a motion

1. Obtain the floor
 - Wait until the last speaker is finished. Rise and address the chair.
2. Make your motion
 - Speak clearly and concisely. State your motion affirmatively, "I move that..."
3. Wait for a second
 - Another member will say "I second the motion," or the chair will call for a second. If there is no second, your motion will not be considered.
4. Chairman states your motion
 - The chairman must say, "It is moved and seconded that we..." After this happens, debate or voting can occur. Your motion is now "assembly property" and you can not change it without consent of the members.
5. Putting the question
 - The chairman asks, "Are you ready for the question?" If there is no more discussion, a vote is taken.

Four Types of Motions

1. **Main Motions**
Introduce subjects to the assembly for its consideration. They cannot be made when another motion is before the assembly. They yield to privileged, subsidiary and incidental motions. For example, "I move that we purchase..."
2. **Subsidiary Motions**
Change or affect how the main motion is handled (voted on before the main motion). For example, "I move the question before the assembly be amended by striking out..."
3. **Privileged Motions**
Are most urgent about special or important matters not related to pending business. For example, "I move we adjourn."
4. **Incidental Motions**
Are questions of procedure that arise out of other motions, must be considered for the other motion. For example, "I move to suspend the rules for the purpose of..."

Other Questions Related to Motions

- **Is it in order?**
Your motion must relate to the business at hand, and be presented at the right time.
- **May I interrupt the speaker?**
Some motions are so important that the speaker may be interrupted to make them. The original speaker regains the floor after the interruption has been attended to.
- **Do I need a second?**
Usually, yes. A second indicates that another member would like to consider your motion. It prevents spending time on a question which interests only one person.
- **Is it debatable?**
Parliamentary procedure guards the right to free and full debate on most motions. Some privileged and incidental motions are not debatable.
- **Can it be amended?**
Some motions can be altered by striking out, inserting, or both at once. Amendments must relate to subject as presented in the main motion.
- **What vote is needed?**
Most require only a majority vote but motions concerning the rights of the assembly or its members need 2/3 vote to be adopted.
- **Can it be reconsidered?**
Some motions can be re-debated and re-voted to give members a chance to change their minds. The move to reconsider must come from the winning side.

A chart diagramming parliamentary procedure can be found in Appendix VII

USING COMMITTEES AND OFFICERS EFFECTIVELY

Because of the size of most chapters, it is impossible for each member to take an active part in making all decisions. For this reason, the chapter should delegate responsibility to smaller groups or committees. The committee work is done for the good of the entire chapter; a person on a committee is not only responsible to the committee but to the chapter as well.

TYPES OF COMMITTEES

Executive Council Committee - Prepare the chapter meeting agenda and generally directs overall plans for the chapter. The following are the officers that are usually appointed to Executive Council:

- President
- Treasurer
- Secretary
- Vice President Membership Education
- Vice President Membership Recruitment
- Vice President Loss Prevention
- Vice President Scholarship
- Vice President Public Relations

These are considered to be the officers who maintain and steer the Fraternity on a day-to-day basis. The Chapter should feel free to adapt this organizational structure as needed by the chapter to operate more efficiently.

Responsibilities:

1. Prepare an Agenda - As with the chapter meeting, the President should prepare an agenda, although it will most likely be more informal.
2. Require Reports from all Officers - Although an officer may not have a report for the chapter meeting, he should always inform the Executive Council of his current status and upcoming plans.
3. Take Minutes - The Secretary should keep Executive Council minutes in a book separate from the chapter minutes. Although much may be repetitious, many issues discussed will never make it to the chapter floor; therefore, minutes will help future administrations review past Executive Council decisions.
4. Prepare Chapter Meeting Agenda - Utilize the information discussed at the Executive Council meeting to develop an agenda for the chapter meeting. This maintains continuity in chapter operations.

Standing Committees - Usually exists for the duration of the term of the appointing authority or some other stated term. Usually has a continuing task. Examples of standing committees are:

- Judicial Board
- Recruitment
- Scholarship Review Board
- Financial Review Board
- Awards (Sweepstakes)
- Community Service/Philanthropy
- Housing
- Alumni Relations

Special Committee - Usually appointed for a specific task. Has a definite job to do and a time limit in which to get it done.

- Homecoming
- Initiation
- Founders Day
- Greek Week

OFFICER DESCRIPTIONS

Every chapter has different responsibilities for its individual officers. Here are some general descriptions of chapter officers.

President - Serves as the Chief Executive Officer of the chapter. He shall be the head of the chapter's organizational structure. He will be the liaison between the chapter and the university, community, alumni, and International Fraternity.

Treasurer - Serves on the Executive Council and is directly responsible for the receipt, care, and disbursement of all chapter funds. The Treasurer must work with the undergraduates, alumni officers, and International Fraternity to secure a fiscally sound future for the chapter.

Secretary - Serves on the Executive Council, takes minutes of all official meetings of the chapter, and distributes them to the undergraduates, alumni, and International Fraternity when appointed. He keeps all records of the chapter and maintains relations with the International Fraternity.

Vice President Membership Education - Serves on the Executive Council and assumes the role of the President in the event that the president is unable to perform his duties. He is responsible for all educational programming and activities which promote the Fraternity's purposes and ideals.

Vice President Loss Prevention - Serves on the Executive Council and works to prevent and reduce risk within the chapter. He educates the entire membership on Fraternity policy and loss prevention in general. He provides regular reports to the chapter and to the International Fraternity concerning risk reduction and ensures that the chapter operates under guidelines established by federal, state, province, local, university, and Fraternity officials.

Vice President Membership Recruitment - Serves on the Executive Council and coordinates the membership recruitment activities of the chapter.

Vice President Scholarship - Serves on the Executive Council and is responsible for developing and implementing the chapter's academic assistance program. He educates the entire membership on ways to improve their study skills and helps to cultivate an attitude that academics are important.

Vice President Public Relations - Serves on the Executive Council and plans and directs the chapter's efforts in addressing alumni, parents, Greeks, other students, faculty and administrators, and the local community. He is responsible for all publications and articles for the *DU Quarterly*. He keeps a record of all graduates with their addresses, occupations, and other pertinent information.

PLANNING A RETREAT

A retreat is a good time for members to come together and talk about what they want to achieve or accomplish during the school year. The retreat can also be used to welcome new members to the Fraternity and show them the values and opportunities that Delta Upsilon has to offer.

TIPS FOR PLANNING A RETREAT

What is a Retreat?

- A safe, quiet place
- A period of seclusion for renewal

Why Retreat?

- In order to move forward
- To deal with problems
- For goal setting
- To assess chapter achievement
- To bring in “strays” (long absent members).
- For chapter building
- To develop a chapter team
- For chapter unification

Who is the Retreat Director?

- Undergraduate chapter member - usually the VP of Member Education
- Alumnus/Alumnae
- Headquarters staff member
- “Expert” - graduate assistant or a university staff person

Tips for the Retreat Director

- Publicity
- Transportation
- Inform members of purpose(s)
- Prepare and distribute an agenda
- Take notes
- Post the retreat’s goal(s)
- Establish dates by which the goals are to be implemented
- Follow-up to keep the retreat spirit alive

GOALS FOR THE RETREAT

What is a Goal?

- It’s the direction you want to go...what you want to accomplish
- Example - *The goal of the retreat shall be to increase the level of brotherhood within the chapter.*

What is an Objective?

- It’s how to reach your goal...a step-by-step “guide” to which you can attach dates for completion
- Examples - *1. Conduct sensitivity sessions, 2. Work on a group project, 3. Communication skills training*

Outcome Measures

- Outcomes include the changes you want to make with the members. How will they be different as a result of the retreat? Outcome can be measured by a test or observation.
- Examples - *As a result of the member workshop, bonding between the members should be enhanced - or - the number of arguments between the members should be reduced.*

Dates and Duration's

- Use the Retreat goal(s) to determine when (e.g., to plan recruitment, build brotherhood, resolve specific problems, etc.)
- Avoid planning a retreat when a vacation is within three weeks or less
- Don't conflict with university or chapter events
- The length of time will be dictated by:
 - Amount of material to be covered
 - Amount of time available
 - Members willingness to devote the time

Factors for Successful Retreats

- Go away to an isolated location
- Create a tradition (Schedule retreats on an annual, semi-annual basis)
- Write an agenda and stick to it!
- Instill with members the importance of attending
- Include as many members as possible in running the retreat
- Include fun as well as work but keep them separate

Require Attendance or Request Attendance?

- Require: Attendance up, Cooperation down
- Request: Attendance down, Cooperation up

Retreat Location

- Remote locations
 - Eliminate everyday distractions
 - Brings members together (unification)
 - A changed environment fosters greater creativity
- The location should not offer too many distractions
- Facility suggestions include: Lodge, farm, campsites, local hotels/motels, alumnus/alumnae home, etc.

Retreat Topics

- Recruitment, Hazing, Grade improvement, Alcohol, your chapter and the campus, House responsibilities, Brotherhood

Sample Retreat Agenda

Friday

5:30 PM	Departure for Retreat Site <u> (Location) </u> .
6:30 PM	Arrival
7:00 PM	Dinner - Cookout for Food Committee
7:45-8:00 PM	Free Time
8:15 PM	Orientation to the Format of the Retreat
8:30-11:30 PM	“Retreat Activities”
11:30-12:30 AM	Free Time
12:30 AM	Bed

Saturday

8:00 AM	Breakfast - Food Committee
9:00-10:45 AM	Workshop
11:00- NOON	Workshop
NOON-1:00 PM	Lunch - Food Committee
1:00-4:00 PM	Workshop
4:00-4:30 PM	Evaluation and Summation of the entire retreat
4:30-6:00 PM	Establish goals and deadlines for achievement
6:30 PM	Departure from retreat

Checklist

1. Location reservations
2. Notify members and any outside guests of time and place
3. Transportation provided, if needed
4. Sleeping facilities arranged (tents, sleeping bags, etc.)
5. Meals and refreshments arranged
6. Recreation facilities and public address equipment available, if needed
7. Paper and pencils available for all those present
8. Copies of agenda for all

Adapted From: Retreats - by Ray K. Zarvell, Ph.D, Bradley '68

CEREMONIES AND RITUALS

Ceremonies can be a very memorable experience for any member. The key to conducting a memorable ceremony is preparation. Reviewing and practicing the ceremony with ceremony participants is essential.

Every ceremony should have detailed instructions on how to perform it effectively. If this is not the case, a checklist and instructions should be developed. In this section we will review the *Ritual of Initiation*, the *Pledging Ceremony*, and the *Officer Installation* ceremony.

RITUAL OF INITIATION

Initiation into Delta Upsilon is an exciting and momentous occasion. It is an honor bestowed on only a few men. As such, initiation is a formal occasion, so formal attire or coat and tie is required. It is only appropriate to hold initiation in a formal place, fitting the importance of the event, such as a concert hall or church. The date of initiation should be established well in advance and communicated to the chapter membership and candidates for initiation as soon as possible. Guests including family, friends, and campus dignitaries should be invited by written invitation at least one month prior to the ceremony. It is essential that the chapter hold a rehearsal and that a reception, brunch, lunch, or dinner be hosted before or after the ceremony.

The *Ritual of Initiation* consists of two parts, Rite I and Rite II. In Rite I the candidates for admission, having been brought by a Marshal before the Examiner, make declarations to the Fraternity. Thereupon they are informed of the nature of the pledges to follow in Rite II of the initiation, and they indicate their willingness to take those pledges. They then sign the Roll Book and are qualified to proceed in the initiation.

While Rite I is in progress, the members of the Chapter and the visiting alumni are called to order by the Master of Ceremonies in the Chapter Room or Initiation Hall. At the termination of Rite I, the candidates are brought by the Examiner and the Marshal before the assembled brothers, and Rite II begins, administered by the Master of Ceremonies.

Rite II is the chief part of the ceremony. In it, the candidates take the initiation pledges, are invested with the Fraternity insignia, and are formally inducted into the Fraternity.

Both rites should be performed in a dignified and deliberate manner. The success of the initiation will depend largely on the manner in which the officiates discharge their functions. They need not be undergraduates; alumni may be chosen if the Chapter thinks best. But in either case, men should be chosen who have a good presence and a strong, agreeable voice, and who can read or speak with effect. An impressive reading of the lines of the Ritual is recommended as conducive to greater dignity than reliance upon a treacherous memory.

The brothers attending an initiation should be uniformly dressed, either in formal evening dress or in informal dress of dark color. Uniformity shall also prevail among the initiates. The use of academic gowns is urged for the officials.

Prior to the initiation, the badge of each candidate shall be pinned to a separate loop of official Fraternity ribbon, each piece of ribbon being about 36 inches long. The ends of each ribbon shall be crossed and fastened together with the badge, and the ribbons with their badges laid upon a table convenient to the Master of Ceremonies. At the proper point in the ceremony, the Master will place the ribbons about the necks of the respective candidates.

The procedure and ritual can be found in the **DU Ritual Book**. Ritual books and official ribbon can be purchased from International Headquarters.

PLEDGE PINNING CEREMONY

This will be the first significant experience for your new pledges. You should try to leave a lasting impression by hosting a well organized, meaningful event. This can also be an excellent way to introduce your new pledge class and your colony to university administrators, other Greeks, parents, and alumni.

As with the *Ritual of Initiation*, proper arrangements and rehearsal of the ceremony must take place.

Because Delta Upsilon is non-secret, we have the advantage of sharing our ceremonies and rituals with others. Utilize this opportunity to your fullest advantage. Make sure you take adequate steps to prepare so that you leave a positive memory in the minds of all that are involved.

The Ceremony

Once all of the members are present, the Pledge Educator and the Vice President of Membership Recruitment lead the pledges into the room, while the brothers sing an appropriate Fraternity song. When the song is finished and the pledges are at their seats, everyone including the pledges should be seated while the President stands at the front of the Hall.

President: To perpetuate the principles of our Fraternity, we aspire to add to the membership of the Colony/Chapter of Delta Upsilon, those men who we believe will maintain our ideals. Since membership in Delta Upsilon is for life, we want to add those men who will maintain our ideals while in college, and be leaders in our society.

You gentlemen have been elected to pledgeship in Delta Upsilon, an honor bestowed upon few men. During your pledgeship you will learn more about our Fraternity, this colony/chapter and the men assembled here. You will have the opportunity to decide whether or not you desire to become affiliated with Delta Upsilon for life. In like manner, the members of this colony/chapter will decide by your actions, and the character you show, whether you meet the high standards of our Fraternity.

During your pledgeship you will learn the history of Delta Upsilon, the first non-secret fraternity. Founded in 1834 at Williams College in opposition to the domination in college affairs of the small societies, which our founders believed were being undemocratic and tending toward aristocracy, Delta Upsilon's mission was to ensure that positions of distinction and honor went to those who earned them based only upon merit. This is a philosophy we continue to hold foremost in our practices and in our evaluation of prospective members.

Today, being non-secret means that unlike other fraternities, our principles and ideals are open to public scrutiny and inspection, allowing others to help us judge whether or not we are living up to our own expectations. Those important fundamentals have allowed Delta Upsilon to flourish for over 160 years to the thriving international fraternity we are today. Our Four Founding Principles: The Promotion of Friendship, The Diffusion of Liberal Culture, The Development of Character, and The Advancement of Justice will be revealed to you in actions as well as words. We believe each of you have the character and ideals to join the great men who have perpetuated the goals of our Fraternity. Our motto will become yours: Dikaia Upotheke, Justice Our Foundation.

If an inspirational address is to be given during the ceremony, the president should now introduce the member or guest, preferably an alumnus, who will give the charge. If an initiation ceremony follows the pledge ceremony, the inspirational address should be given during the appropriate time designated in the initiation rite.

President: During your pledge education we require that you take an active interest in college and Fraternity activities, that you perform the duties assigned by your pledge educator, and fulfill your initiation requirements. The pledge educator will now read those requirements.

At this time, the pledge educator reads in full the colony's initiation requirements and the colony honor code. At the conclusion of the reading of the requirements he will ask the pledges to stand.

President: Do each of you, after hearing the principles and ideals of the _____ Colony/Chapter of Delta Upsilon still desire to become a pledge of our Fraternity? If so, you will come forward when your name is called, sign the honor code before me, and receive the pin, which will signify you are a pledge of our Fraternity. Remembering always that it is the property of our chapter, and as such you will wear it with pride, and with the anticipation that upon completion of you pledgship and initiation requirements you will become a duly initiated member of Delta Upsilon Fraternity.

The Vice President of Membership Recruitment will read the name of each pledge, who will then come forward and sign the honor code which will be on the table in front of the president. He will then walk over to the pledge educator and be presented with his pledge pin after which he will return to his seat and remain standing.

President: Brothers, it is my pleasure to present to you the new pledges of the _____ Colony/Chapter of Delta Upsilon.

A Ritual worksheet is located in Appendix VIII.

OFFICER INSTALLATION

This text is taken from the Ritual of Installation. Though this Installation is usually reserved for colonies, the Installation of the Officers can be used by chapters as well. It should be done as solemnly and seriously as Initiation. The Master of Ceremonies may be the out-going president or a prominent alumnus.

Master: Will the officers please rise and come forward.

To those of you who are entrusted with the great privilege of leadership, this day is of special importance. You now join those who are charged with the safeguarding the interests and reputation of your Chapter.

It is all of the chapters which make Delta Upsilon what it is. Our early fraternal ancestors preserved, defended, cherished, and advanced the ideals of Delta Upsilon. That we have the Fraternity today is a great testimony to their zeal in the cause of all that is honorable and right.

Please raise your right hand. *(The officers shall answer "I do" after each question.)*

Do you as officers of the _____ Chapter of Delta Upsilon pledge yourselves to perpetuate your Chapter, to guide and direct it in the founders' image and by our principles to the best of your ability?

Do you promise to lead your Chapter in such directions and for such purposes as shall advance and be of benefit to the college/university?

Do you promise in every relationship of brotherhood to always advance the right hand of friendship, letting no petty disagreements or disputes mar the bonds?

Do you promise to abide by the Laws of the Fraternity, founded on the ideals of Justice, Friendship, Culture, and Character?

Unto you much is entrusted, much is demanded, but great are the rewards of service to your brothers and your fellow men.

You are pledged to foster the interests of Delta Upsilon, to maintain its high principles and to perpetuate its existence. May your zeal in this cause never cease.

Now by virtue of the authority granted to me by the Delta Upsilon Fraternity, I declare you to be officers of the _____ Chapter of Delta Upsilon.

An appropriate Fraternity song may be sung upon completion.

BIOGRAPHICAL CARD

PRINT INFORMATION LEGIBLY

FULL NAME _____
FIRST MIDDLE LAST CHAPTER

PERMANENT (PARENT'S) HOME ADDRESS _____
STREET

CITY STATE/PROVINCE ZIP/POSTAL CODE

PERMANENT (PARENTS') PHONE (____) _____ DATE OF BIRTH _____

DATE PLEDGED _____ SOC.SEC. # _____

ENTERED THIS COLLEGE ON _____
DATE

FATHER OR GUARDIAN _____

MOTHER'S MAIDEN NAME _____

RELATIVES IN DU: NAME COLLEGE GRADUATION YEAR RELATIONSHIP

INITIATED _____
PLEDGE FEE _____
INITIATION _____
ADD TO COMP. _____

PLEDGE SIGNATURE _____ DATE _____

CHAPTER PRESIDENT SIGNATURE _____

YOUR PLEDGE FEE MUST ACCOMPANY THIS REPORT - MAIL WITHIN 24 HOURS OF PLEDGING

CHAPTER OFFICERS LIST

This report is due on October 15th & February 15th and immediately following the election of new officers. Please fax or mail this form to: Delta Upsilon International Fraternity; P. O. Box 68942; Indianapolis, IN 46268-0942; Fax #: 317/876-1629

Please print or type, and use full names.

New officers were elected by the _____ Chapter on _____ ;
month/day/year

Our next election will be in _____ .
month/year

Chapter Address _____

Chapter telephone _____ President's telephone _____

President* _____
month/day/year of election

President's E-mail _____

Treasurer * _____
* must be elected for a term of one year month/day/year of election

Treasurer's E-mail _____

VP Membership Education _____

VP Membership Recruitment _____

VP Loss Prevention _____

VP Scholarship _____

VP Public Relations _____

Secretary _____

Alumni Chapter President: _____
name phone number

Address _____

I certify that to the best of my knowledge, all of the above are initiated members of the Fraternity, and are enrolled as full-time students.

Signature/Title of person making this report: _____

CHAPTER OFFICER GOAL PLANNING SHEET

The *Chapter Officer Goal Planning Sheet* is designed to assist officers with their goal setting and it provides executive councils with a mechanism for officer accountability.

Name: _____ Office: _____ Date: _____

The Strong Points of my office are:

- 1.
- 2.
- 3.
- 4.
- 5.

The Weak Points of my office are:

- 1.
- 2.
- 3.
- 4.
- 5.

My objectives for my term in office are:

- 1.
- 2.
- 3.
- 4.
- 5.

My goals for my term in office are:

- 1.
- 2.
- 3.
- 4.
- 5.

INITIATION REPORT

Chapter Name: _____ Date of Initiation: _____

Name & Title of Officer Completing Report: _____

Instructions:

1. **Type or print neatly.** Your spelling is used to produce member certificates.
2. **Provide all information.** No member can be entered into permanent Fraternity records without full name, date of initiation, name of chapter, roll book number, and graduation year.
3. **Initiation fees are due at the time of initiation. If not received within 30 days of initiation, even if the charge has not yet appeared on your chapter bill, a \$20 per man late fee is assessed.**

Full Name of Initiate (First, Middle, Last)	Roll Book Number	Graduation Year
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		

**Mail or fax to: Delta Upsilon Fraternity; 8705 Founders Road; P.O. Box 68942; Indianapolis, IN 46268.
Fax number: 317/876-1629.**

DELTA UPSILON INTERNATIONAL FRATERNITY AT A GLANCE

Founded:	November 4, 1834 Williams College, Williamsburg, MA Founded as the First Non-Secret Fraternity Sixth-oldest General Men's College Fraternity
Founding Principles:	Promotion of Friendship Development of Character Diffusion of Liberal Culture Advancement of Justice
Fraternity Motto:	Δικαία Υποτηκεε – Justice Our Foundation
Fraternity Colors:	Old Gold and Sapphire Blue
Board of Directors:	President – Alvan E. “Ed” Porter, <i>Oklahoma</i> '65 Chairman – William L. Messick, <i>Lafayette</i> '68 Secretary – Gary S. Killips, <i>Alberta</i> '71 Treasurer – Richard L. Delano, <i>Indiana</i> '85 Undergraduate Director – Rodney M. Blaco, <i>San Jose</i> '05 Undergraduate Director – Patrick L. Gerhart, <i>Northern Colorado</i> '04 Alumni Director – Charles E. Downton, <i>North Carolina</i> '66 Alumni Director – Dr. William H. Hamilton, <i>Oklahoma</i> '57 Alumni Director – David G. Herzer, <i>Wisconsin</i> '54 Alumni Director – Stephan G. Kouzomis, <i>Illinois</i> '68 Alumni Director – Jordan B. Lotsoff, <i>Northern Illinois</i> '88 Alumni Director – Mark L. Marshall, <i>Kansas State</i> '76 Alumni Director – James S. Simpkins, <i>Washington State</i> '81
Professional Staff:	Executive Director – Jeffery L. Fuhrman, ext. 213 Director of Chapter Services – Matthew Thompson, ext. 211 Director of Fraternity Expansion – Philip G. Ranford, ext. 210 Director of Alumni Involvement – Jonathon R. Custis, ext. 208 Leadership Consultant – Brett A. Kosec, ext. 215 Leadership Consultant – Philip T. McDaniel, ext. 223 Leadership Consultant – Dustin W. Roberts, ext. 216 Leadership Consultant – Tim S. Wu, ext. 204 Accountant – LeAnn Ladd, ext. 202 Office Manager – Jo Ellen Walden, ext. 203 Executive Assistant and Editor of the Magazine – Barbara A. Harness, ext. 214 Chapter Services Administrative Assistant – Jeanette Smith, ext. 200

International Headquarters: Delta Upsilon International Fraternity Headquarters
8705 Founders Road P. O. Box 68942
Indianapolis, IN 46268-0942
Phone: (317) 875-8900 Fax: (317) 876-1629
e-mail: ihq@deltatau.org Web page: www.deltatau.org

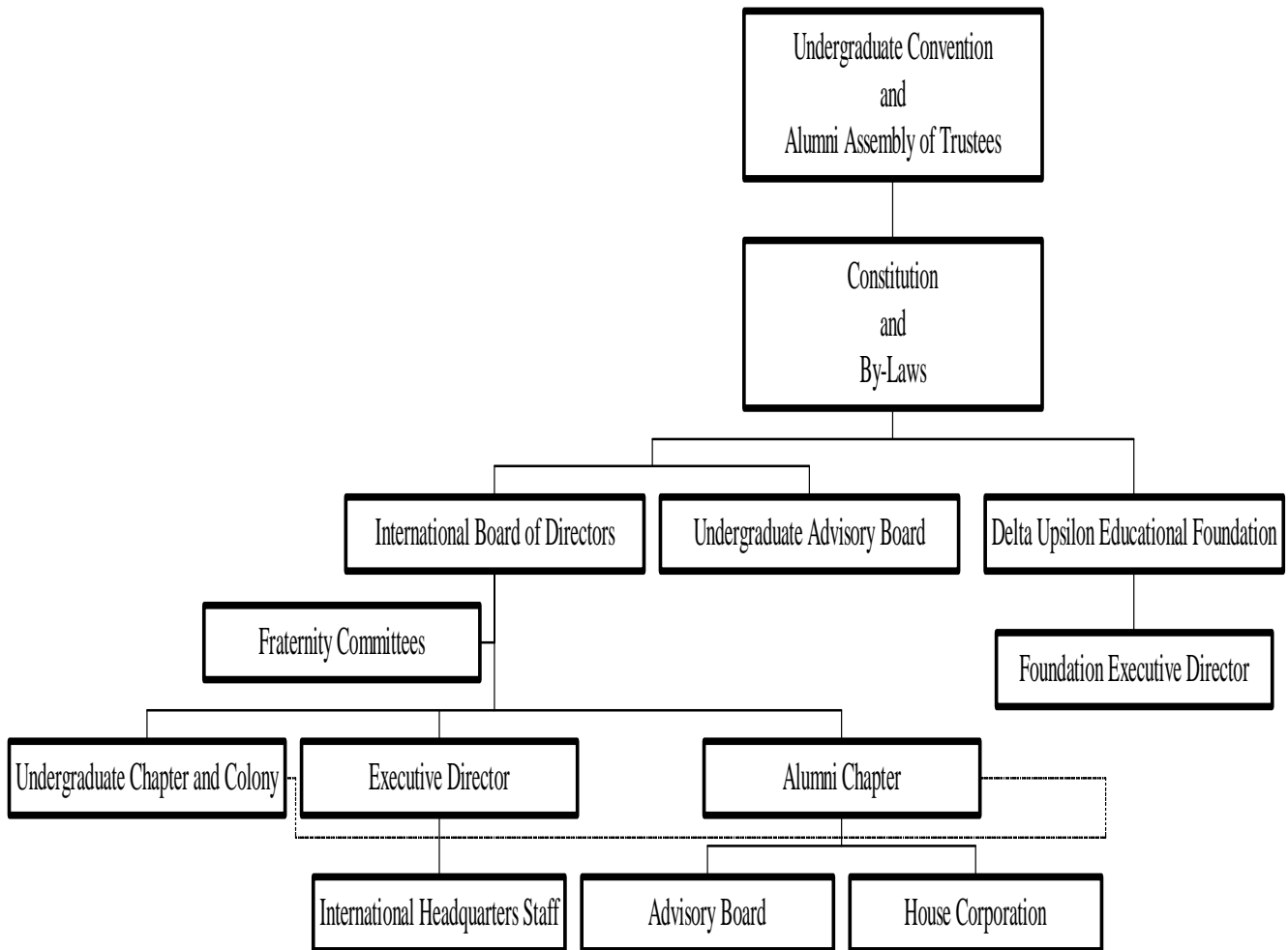
Educational Foundation Staff: Delta Upsilon Educational Foundation
Executive Director – David R. Schumacher, ext. 212
Director of Development – Craig S. Sowell, ext. 225
Director of Campaign Development – Thomas F. Durein, ext. 511

International Membership: 80 Chapters and 3 Colonies with approximately 3,000 undergraduate members and 60,000 living alumni.

Fraternity Publications: *The Cornerstone* – The official Delta Upsilon member manual.
Delta Upsilon Quarterly – Official Fraternity magazine.
Digital DU – Monthly newsletter for alumni and undergraduates.
Chapter Excellence Plan Guidebook – Guide to outstanding chapter achievement.
Colony Manual – Guide to developing a DU Colony.
Guide to Crisis Management – Resource manual for undergraduates and alumni.
Loss Prevention Manual – Resource manual for undergraduates and alumni.
Presidents Manual – Guide for leading and managing a chapter.
Public Relations Manual – Manual for developing good public relations.
Recruitment Manual – Guide for developing a successful recruitment program.
Scholarship Manual – Manual for creating a chapter scholarship program.
Secretary Manual – Guide to the administrative duties of a chapter.
Treasurer's Manual – Guide for implementing a prudent financial program.
Undergraduate Chapter Policies & Procedures Manual – Guide to DU policies.

Educational Conferences: Leadership Institute – Held annually in July
Presidents Academy – Held annually in January
Recruitment Symposium – Held annually in January
Regional Leadership Seminars – Held annually in the spring

DELTA UPSILON INTERNATIONAL FRATERNITY ORGANIZATIONAL STRUCTURE



PALIAMENTARY PROCEDURE AT A GLANCE

Type Of Motion	Can be Interrupted	Mover Must Be Recognized	Requires A Second	Debatable	Vote Required	May Be Renewed
Main Motion	No	Yes	Yes	Yes	Majority	Not at Same Session
Lay On Table	No	Yes	Yes	No	Majority	After Progress
Amend	No	Yes	Yes	Yes	Majority	No
Reconsider	Yes	No	Yes	Yes	Majority	No
Rescind	No	Yes	Yes	Yes	Majority	Not at Same Session
Refer	No	Yes	Yes	Yes	Majority	After Progress
Suspend Rules	No	Yes	Yes	No	2/3 Motion	Unless Unanimous
Withdraw	No	Yes	No	No	Majority	After Progress
Question Of Privilege	Yes	No	No	No	Majority	After Progress
Point Of Order	Yes	No	No	No	None	No

Adapted from:

AcCent on Leadership (handout), Oklahoma State University, August 1, 1989. Jones, Garfield, O., Parliamentary Procedure at a Glance, Hawthorn/Dutton, New York, 1971. Parliamentary Procedure, Channing L. Bete Co., Inc., South Deerfield, MA, 1974

RITUAL WORKSHEET

1. What did you think or feel when you experienced your Ritual for the first time?
2. What attitude did chapter members have towards the Ritual?
3. How have your thoughts or feelings about the Ritual changed as you have experienced it more times?
4. What significance does your Ritual have for you as an individual? For your chapter as an organization?
5. What personal contributions have you made to the organization that makes you the proudest?
6. What aspect of your fraternal experience has challenged you to grow most as a person?
7. The Ritual is important to me because:
8. How do I use Ritual in my daily life?

PERSONAL GOALS AND ACTION PLANNING WORKSHEET

What are some of your strengths?

What are some of your weaknesses?

What qualities or characteristics would you like others to associate with you?

Ask 3-5 members to share with you the skills or qualities they think are important to being a strong leader.

What qualities, characteristics, and skills will you need to possess in order to be successful in your chosen career?

What qualities, characteristics, and skills will you need to possess in order to be successful in your life?

ORGANIZATIONAL ACTION PLANNING WORKSHEET

Goal Statement:

WHAT is to be done? (objective)

HOW will it be accomplished? (activities or tasks needed)

WHAT are the resources?
(personal development opportunities, conferences, money, material available)

WHO can support me in my growth? (mentors, supports)

WHEN will it be accomplished? (time period)

RESULTS expected and how will they be measured? (evaluation)

Items marked with an “A” should be your highest priority, they are probably the most urgent and important tasks to accomplish. Now, go through all of your “A” activities and assign a priority ranking with 1 being the highest priority. Now your list should contain A1, A2, A3 and so on. Do the same for the “B” activities. You don’t have to do this for the “Cs”. Remember, they are the lowest priority, and least important tasks to accomplish.

By focusing your planning and your energy on the activities, which are time-critical and important, you will accomplish a great deal and feel in control of your time and your activities.

Look at your weekly calendar and block out time for classes, studying, set meetings, time with fraternity brothers, and personal time. Know your most productive hours and don’t forget to build in flexibility for the unexpected.

Remember, your ABCs may change over time. Today’s “A” may become tomorrow’s “C” while today’s “C” becomes tomorrow’s A. Since you need to continually readjust your priorities, take some quiet time each day to develop your task list.

Adapted from: How to Get Control of Your Time and Your Life. Pages 28-29