

High Pi Manual

↳ a Lambda Chi Alpha resource





Congratulations on your appointment to your Zeta's Alumni Advisory Board. Your selection for this position is based on confidence that your experience and wisdom will enrich the operations of your chapter and serve as an example to the young brothers who you will advise. Your position will provide you with an opportunity to nurture the skills of the officers with whom you will work while simultaneously allowing you to impact their personal growth and development. This is a remarkable opportunity for you to not only enhance the success of your chapter's programs and operations, but also to impact the lives of young brothers who will look to you for advice, support, and direction. Your example will provide an important role model for these men and will be a concrete testimony that Lambda Chi Alpha is a lifetime commitment to our brotherhood and its ideals. Be mindful that your behavior and attitudes will always be a focus of scrutiny for the undergraduate brothers who you advise. Your most important influence will derive from the way in which you demonstrate the impact of Lambda Chi Alpha's values and ideals on your life and on your relationships with your brothers. Be prudent, thoughtful, sensitive, and fair as you approach the responsibilities of your position. Most importantly, remember that the impact of your brotherly love will ultimately define your success as an advisor and your own continued growth as a True Brother in ZAX.

Charge

Yours is an office of great dignity, demanding wisdom and prudence. Be always impartial and deliberate in judgment. In your advisory capacity, be sure that you are familiar with all facets of a situation before acting, and then be candid yet diplomatic in giving your advice. Familiarity with the affairs of this chapter is essential in order that you may properly advise its members. It is important that you present a good example by your attendance at meetings and other activities, and by conscientiously following the highest standards of conduct and integrity. You also will be judged by the impartiality of your dealings with members of the chapter.

You are invested with the collar and pendant bearing upon it a SCROLL, representing our Initiation Ritual and *Constitution*. We trust that you will always fulfill to good advantage the responsibilities that your emblem of office represents.

Oath

IN THE PRESENCE OF ALMIGHTY GOD / AND BEFORE THE BROTHERS / OF LAMBDA CHI ALPHA HERE ASSEMBLED / I / DO SOLEMNLY PROMISE AND SWEAR / THAT, TO THE BEST OF MY ABILITY, / I WILL AT ALL TIMES / FAITHFULLY, / HONORABLY, / AND IMPARTIALLY / PERFORM THE DUTIES OF MY OFFICE / AS PRESCRIBED BY THE LAWS OF THE FRATERNITY. / SO HELP ME GOD.

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Purpose

THE POSITION

Our *Constitution* and *Statutory Code* requires every chapter to have a High Pi. The High Pi is the chancellor and official alumni adviser of the active chapter. This means he is the chief judicial officer and the representative of the Grand High Zeta (Board of Directors) to the chapter. The Grand High Pi appoints the High Pi upon the recommendation of the chapter Executive Committee. The High Pi shall be an alumni brother of at least two years and in good standing with the chapter. He need not be from the chapter where he serves as High Pi. A faculty or honorary initiate also may serve as High Pi. The High Pi's term is for two years; at the end of this term, the chapter may recommend that the High Pi be re-appointed or it may recommend that someone else serve as High Pi.

As the chief judicial officer and representative of the Grand High Zeta, the responsibilities of the High Pi are numerous and varied, but can be managed in a reasonable amount of time each week. The High Pi should attend a majority if not all chapter meetings, and as the chief judicial officer he is to attend all Executive Committee meetings as well. Any appeals of chapter decisions should be made through the High Pi. In his role as representative of the Grand High Zeta, he is to report any violation of Lambda Chi Alpha, university, federal, state and local laws to the General Fraternity. He shall also appoint and serve as the chairman of the Alumni Advisory Board.

Probably the most important aspect of the High Pi's job is that of an adviser. He should be able to sit down with any officer, or any brother for that matter, and discuss any aspect of chapter operations. As an alumni brother, he can offer different insights and varying viewpoints from his fraternal experience.

DUTIES AND RESPONSIBILITIES

Constitutional Duties of the High Pi

- Serves as the chief judicial officer
- Serves as representative of the Grand High Zeta in the chapter
- Reports any violation of the laws or policies of Lambda Chi Alpha within the chapter

Continuous and Regular Functions

- Attends undergraduate chapter meetings
- Attends the Executive Committee meetings as aiding member
- Reviews the monthly financial reports

- Attends chapter functions when appropriate
- Serves as a member of the alumni organization (generally the House Corporation Board of Directors)
- Serves as chairman of the chapter's Alumni Advisory Board

Annual Duties and Special Occasions

- Assists High Tau in preparing the annual budget
- Attends chapter brotherhood recruitment functions when appropriate
- Sees that the Associate Member Ceremony (associate member installation ritual) is performed properly
- Attends Fraternity Education seminars when appropriate
- Attends the formal chapter Initiation Ritual
- Installs chapter officers
- Holds a High Zeta retreat with the new officers
- Regularly reviews the programs established by the officers and committees
- Examines the High Gamma and historical files
- Meets with the educational leadership consultant when he visits the chapter
- Serves at a formal discipline hearing should one be called
- Meets periodically with the campus' Greek adviser

GETTING STARTED

After a new High Pi receives the notice of his appointment by the Grand High Pi, he should be officially installed in the same manner as the other officers. Unless the appointment happens to coincide with the installation of the chapter officers, the High Pi's official installation should be performed at an appropriate meeting, dinner or other suitable occasion. The outgoing High Pi, alumni organization president or other delegated alumni brothers should officiate. The ceremony is found in the *Open Rituals of Lambda Chi Alpha Manual*.

As High Pi, you have been appointed to a position that **guarantees** devoting untold hours, a certain amount of frustration, and at times, foreboding crisis.

However, the position promises the exciting experience of watching young men mature as they learn how to cope with all sorts of problems — a promise that is full of fraternal

brotherhood, lifelong friendships, and the opportunity to be an integral part of perhaps one of the greatest educational and lasting experiences a man may ever have – Lambda Chi Alpha.

The Ideal High Pi Program

A. STANDARDS FOR CHAPTER EXCELLENCE

In 1983, Lambda Chi Alpha became the first fraternity to develop the Standards for Chapter Excellence in an organized and packaged program. The program was designed to assist officers, brothers, and associate members in building the ultimate Lambda Chi Alpha experience.

The Standards for Chapter Excellence program is one of evaluation and goal setting. Each area of chapter programming has a set of standards that outline that area's function. By using the standards, an officer can evaluate his area of programming, and then set goals to improve. The Standards for Chapter Excellence program includes a section of implementation that outlines a process of continual evaluation and goal setting at the chapter, officer/committee and individual brother levels. Copies of the Standards for Chapter Excellence program may be obtained from the International Headquarters.

The program was and continues to be lauded by university officials and other fraternities for its innovative approach to fraternity management. It has since been duplicated by many other international and national fraternities and Greek advisers.

When the ELC visits the chapter, he bases his evaluation on the strength of its implementation of the Standards for Chapter Excellence.

Just as every undergraduate High Zeta officer has a standard area that applies to his area of chapter programming, so, too, does the High Pi. The following page continues the Standards for Chapter Excellence for the area of alumni advising.

Each High Pi is encouraged to use the Standards for Chapter Excellence program just as the undergraduate brothers are expected to. By continuously reviewing his responsibilities, a High Pi can evaluate his performance and establish challenges to improve the quality of his service to his chapter.

B. RE-ORIENTATION: YOUR PLACE IN THE CHAPTER

As the chapter's adviser, you should advise, and not lead. A real part of the undergraduates' learning experience in Lambda Chi Alpha is that they must function as the leaders and responsible brothers, and they must be held responsible for their decisions. The adviser is to advise on matters requiring an opinion from someone who has a more sophisticated bank of knowledge in group dynamics about Lambda Chi Alpha and campus as a whole and a basic knowledge of the resources that are available to officers, brothers, and associate members provided through Lambda Chi Alpha.

The undergraduates should feel that you are a **part** of the chapter, but **not one of the guys**. They will make the ultimate decision whether or not to accept or reject any advice. Consequently, when you do give advice, they must have the respect for you that allows

them to **hear** and **understand** what you are saying. Advising, therefore, is a true two-way communicating experience. Some helpful points to remember in your role as an adviser are:

1. **Use Caution When Necessary.** The High Pi should alert the chapter or an officer when they are about to make a decision before all known facts are gathered, or when this decision is contrary to the laws of Lambda Chi Alpha, institution, or state/province.
2. **Function as a Liaison.** There will be times when a chapter will need assistance in contacting the appropriate school official, another alumni brother, or resource person in the community.
3. **Work Closely with the Officers.** Certainly this is the main function of the High Pi. Yet, it should be emphasized that if the top 10 percent of the chapter and the High Zeta can be enthused and want to learn, then the average brother will also want to learn. The open dialogue between the Alumni Advisory Board and the High Zeta also will help to provide the officers with the needed assistance so that they will be able to function more effectively as group leaders.
4. **Clearly Establish your Role with the Chapter.** As should be addressed when you first take the position as High Pi, the chapter and officers continually need to know and agree upon the roles of the alumni advisers within the structure of the chapter.
5. **Be a Role Model.** This should go without saying, but it is important to realize that the High Pi is a living illustration of the fact that fraternity affiliation continues after graduation, and that the values and principles taught in the chapter have a very real application in the everyday world.
6. **Hold the Chapter to High Standards.** Help the chapter to develop high standards and advise the officers on holding the chapter to these standards. By doing so, the officers will look at this as a compliment, and it will give what they do a sense of importance.
7. **Allow Mistakes to Be Made.** Easier said than done, but what distinguishes an adequate adviser from a good adviser is the ability to gauge the impact of the resulting disaster, and determine when intervention is not only desirable but necessary.
8. **Build on an Officer's Strengths.** An undergraduate's personality is largely developed by the time he reaches college, but what can be developed are his manners, behaviors, skills and knowledge. Look at performance, not at promise, and focus on his strengths, and not his weaknesses.

The remainder of this section deals with certain areas of the chapter's operations that you should be aware of. The suggestions are understandably general, since each chapter

situation is, to a certain extent, unique. However, these suggestions may be adapted to apply to any chapter.

THE HIGH ZETA

The High Zeta should meet regularly as a group, which will allow the High Alpha and yourself the opportunity to hold brief interviews with each officer to review his duties and programs, discuss current activities, and to ensure that they are aware of other officers' programs. The agenda for the next chapter meeting should also be discussed.

The High Zeta should also take advantage of its time together to develop strategies to best approach chapter issues and problems. As leaders of the chapter, the High Zeta, more than anyone else, needs to function as a team and approach problems at a consensus. In High Zeta meetings, the officers can discuss how they can best sell a new idea or deal with unproductive brother, for example.

The High Zeta members need to understand and fulfill their responsibilities and obligations as officers. Those officers who are unproductive or poor examples should be replaced by the Executive Committee.

Some chapters hold High Zeta meetings every week prior to the regular chapter meeting; others may have High Zeta meetings only once or twice per month. The number of meetings will depend upon the time of year, the activities planned, etc....You should attend these meetings whenever possible.

THE EXECUTIVE COMMITTEE

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

The Executive Committee is comprised of eight members — the High Alpha, High Tau, the High Pi, two members-at-large elected by the chapter, and one alternate. The High Beta and High Sigma are ex-officio members of the Executive Committee. It should meet weekly, generally, before or following the chapter business meeting. An agenda should be followed at each meeting. A sample agenda can be found in *the Executive Committee Manual*.

The Executive Committee is a judicial and policy making body; its major duties and responsibilities are defined in the *Constitution* and *Statutory Code* and in the *Executive Committee Manual*.

As a representative of Lambda Chi Alpha in the chapter you should be familiar with and support the laws and policies of Lambda Chi Alpha. Should the Executive Committee, officer, or an individual member propose an action or motion that is in violation of Lambda Chi Alpha policy, you should confront the issue and explain the statute or chapter bylaw that supports your point.

Both the chapter and Executive Committee should understand and respect your position as a liaison to the Grand High Zeta. The High Pi is not a "tattle-tale," but instead has the responsibility of informing the Grand High Zeta when the chapter is in violation of Lambda Chi Alpha's laws. The director of chapter services will guide you through this process if necessary and assist you with addressing an issue with your chapter.

DISCIPLINE

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

Particularly when dealing with an individual financial matter — delinquent bills, deciding the manner of payments, etc. — it is important that the Executive Committee set the policy and not the High Tau. His job is demanding enough without him being a collection agency as well.

When a brother wishes to appeal a decision made against him by the Executive Committee, a formal disciplinary hearing is called. In these cases, the entire chapter is called upon to administer discipline. The rules that govern a formal disciplinary hearing are found in the *Constitution* and *Statutory Code* and the *Executive Committee Manual* and should be followed carefully. (One comment should perhaps be made regarding your role in a formal disciplinary hearing. You are the "judge" during the hearing. Consequently, your knowledge of the proceedings is crucial. However, formal discipline hearings rarely take place, so it is not necessary for you to memorize the proceedings. They are outlined clearly in the *Constitution* and *Statutory Code* and if further assistance is required, you can always contact the General Fraternity or your ELC.)

BYLAWS

In addition to the *Constitution* and *Statutory Code*, each chapter is governed by its bylaws. These rules are designed to expedite chapter operations; they are approved by the chapter and the Grand High Alpha and Grand High Pi. They exist in addition to, not in conflict with, Lambda Chi Alpha laws. The chapter should supply a copy of the bylaws to each brother and associate member, and a current copy should be on file at the International Headquarters.

If the chapter does not have current bylaws, a revision should be undertaken by a Bylaws Committee, which should be appointed by the Executive Committee. Lambda Chi Alpha's policy indicates that each chapter should update its bylaws every two years, after each General Assembly. A sample set of bylaws may be obtained from Lambda Chi Alpha.

CHAPTER MEETINGS

Your role at chapter meetings should be relatively low-key. As previously mentioned, you are there to advise, not lead. If you have a report or statement to make at a meeting, the High Alpha should call upon you during the officers' reports. When you are giving a

report or speaking before the chapter, try to avoid lecturing. The chapter will quickly stop listening if the High Pi's report becomes a harp session.

You should be aware of any proposal, motion, or action taken at a chapter meeting that is contradictory with either the *Constitution* and *Statutory Code* or the chapter's bylaws. It is appropriate to call to the High Alpha's attention to this contradiction.

The chapter meeting is the time to discuss business, upcoming events and programs. Depending upon the amount of business to be discussed, most chapter meetings, regardless of the chapter's size, should only last approximately one hour. When chapter meetings become the time that the brothers catch-up on weekly gossip, or if they are consistently marathons, it is generally a sign that either the chapter is not getting together enough by themselves to "do fraternity" or the High Alpha does not know how to lead the meetings.

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

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

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

CHAPTER PROGRAMMING

The High Zeta, individual officers, program committees, and the chapter as a whole are responsible for overall chapter programming. A large percentage of a brother's experience in Lambda Chi Alpha will be based upon how the chapter fulfills his needs. A well-rounded chapter program, composed of traditional, as well as new and creative activities, will help ensure that a brother will leave the chapter with a positive fraternal experience. This in turn, will largely be responsible for the quality and quantity of his future support of the chapter and Lambda Chi Alpha as an alumni brother.

Chapter programming is usually initiated by the High Zeta. As soon as possible following elections, the new High Zeta should sit down and evaluate:

1. The current programming — is it fulfilling the needs of the chapter?
2. Are individual officers and the committees fulfilling their duties?
3. In what areas does the chapter need to improve its programming?

4. How can these improvements be accomplished?
5. Are the Standards for Chapter Excellence being implemented at all levels?

Enough cannot be said for performance evaluations, whether for a particular program, activity or officer. A simple periodic survey can take the pulse of your chapter and provide valuable feedback. Get into the evaluating habit, regardless of the success or failure of a given program or activity. Ask the question "why," and try to determine the reason. Make success and growth happen by design, rather than by accident. Nothing accomplishes these objectives better than the Standards for Chapter Excellence. The High Pi should assume the role of assisting in the program's implementation and keeping it going by keeping it visible. By making certain that a goal board is used and that evaluations occur regularly, a chapter is better able to improve through the use of the standards program.

C. HIGH ZETA AND CHAPTER RETREATS

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

- Implementation of the Standards for Chapter Excellence program
- High Zeta planning
- Building fraternal/chapter cohesiveness and strengthening interpersonal relationships
- Deciding and planning chapter programs and scheduling
- Resolving particularly difficult "splits" or divisions within the chapter
- Developing strategy for dealing with other problem issues

A successful retreat is based upon specific goals and must be well organized. It may be planned for either just one day or extend over an entire weekend. Whichever approach is decided upon, a brother should leave a retreat with a definite sense of having accomplished something.

D. RITUALS AND CEREMONIES

There are five ceremonies that a chapter will be concerned with — the Officer Installation Ceremony, the Associate Member Ceremony, formal opening and closing for chapter meetings, Exoteric Mysteries, and the Initiation Ritual. Each of them provide a sense of a "beginning," and express in a formal setting the precepts, goals, and meanings of Lambda Chi Alpha.

OFFICER INSTALLATION CEREMONY

New officers are installed by the High Phi in a formal ceremony as soon as possible after their election. The High Phi is in charge of the ceremony, but since he probably has just stepped into the office, he may not know when or how this ceremony should be performed. Consequently, the previous High Phi may be called upon to assist him. You administer the actual ceremony; the High Phi is responsible for the care and preparation of all details. The ceremony is contained in a manual entitled, *Open Rituals of Lambda Chi Alpha*. You should have a copy of this manual. It is not esoteric, and therefore may be performed publicly. Many chapters schedule Parents Day immediately after elections and have the officers installed at the Parents Day dinner. Members of the faculty and administration, as well as personal friends of the new officers, may be invited. Associate members should attend.

ASSOCIATE MEMBER CEREMONY

Every associate member is to witness the official Associate Member Ceremony as soon as possible after joining. In most chapters, associate member pins are presented at this ceremony. The Associate Member Ceremony must be memorized by the officers who participate. It is not esoteric, and if convenient, parents, relatives, and friends should be encouraged to attend.

Many times following the Associate Member Ceremony, chapters will introduce the associate members to their big brothers. As High Phi, ensure all big brother candidates have read the *Big Brother Guide* and have met with the High Kappa before being assigned an associate member. They will play a major role in the proper development of new brothers. A big brother ceremony may be performed, although there is no official ceremony offered by the General Fraternity. Any ceremony must follow the guideline for ceremonies and pre-initiation events. A copy of the guidelines can be found in the *Exoteric Mysteries Manual*.

Both the Associate Member Ceremony and the presentation of big brothers may take place within 24 hours of the associate member accepting his invitation to join Lambda Chi Alpha.

FORMAL MEETINGS

The formal chapter meeting ceremony should be memorized and used at chapter meetings at least once per month. Most chapters conduct the ceremony weekly to help set a serious tone for their business meetings. It is a brief ceremony and requires no regalia. The associate members are able to witness this ceremony.

PRE-INITIATION

Many chapters will have a series of events before the Initiation Ritual that are designed to enhance a chapter's perception of the Initiation Ritual. Lambda Chi Alpha has very strict guidelines for these activities that demand the events be positive in nature and promote

the ideals of Lambda Chi Alpha. All pre-initiation activities must be approved by the High Pi. You should meet with the High Kappa and High Phi as part of the process. Once you reach consensus you will then need to address the active chapter to ensure everyone is involved and understands the desired educational outcomes. The pre-initiation period should involve the entire chapter brotherhood, both brother and associate members; this is not a final rite of passage for the associate members. Copies of the guidelines for pre-initiation events can be found in the *Pre-initiation Guide*.

THE INITIATION RITUAL

The Initiation Ritual is esoteric. Only initiated brothers and candidates for Initiation may witness or participate in this Initiation Ritual. Details concerning the performance of the Initiation Ritual are contained in parenthetical comments in the *Initiation Ritual Book*, and in the *High Phi Manual* (this manual is also esoteric.) Special attention must be paid to the strict adherence of the specified performance and dialogue. The Initiation Ritual must be **completely** memorized (including all oaths), and conducted at all times with the proper decorum, seriousness, and respect it deserves.

E. FRATERNITY EDUCATION

THE TRUE BROTHER INITIATIVE

Lambda Chi Alpha, with the assistance of alumni and undergraduate brothers, has developed the True Brother Initiative. The True Brother Initiative is a conceptual brotherhood development framework that organizes the formal education and experiential learning of brothers and associate members throughout their undergraduate years.

The True Brother Initiative is designed to provide the structure, content, and process for a brother's journey from associate member to Lifelong Brother. It is the vehicle by which young men adopt the personal identity of the True Brother, and it is the holistic means by which Lambda Chi Alpha accomplishes its organizational mission and realizes its strategic vision. The True Brother Initiative represents a fundamental shift in the way we view our undergraduate chapters, away from a focus on organizational structure, as represented by the Standards for Chapter Excellence program, and toward a strategically-aligned system that focuses on individual member development.

THE TRUE BROTHER JOURNEY

New associate members in Lambda Chi Alpha are immediately welcomed as potential brothers in the bond through the Lambda Chi Alpha's exoteric Associate Member Ceremony. Over the course of the next eight weeks, the associate members learn about Lambda Chi Alpha, its history, how we are organized, how we function as a group, how we govern ourselves, how we develop leaders for our chapter, our campus, and our country, and, most importantly, how we develop brotherhood. The Call to Brotherhood Program is designed to provide associate members with a foundation of conceptual

understandings and practical skills facilitating developmental growth as men and contributing brothers of Lambda Chi Alpha. We offer knowledge, skills, support, and opportunities in a structured, brotherly environment, yet the opportunity to move forward is still inherently placed upon the individual to make what they will of the experience. Leadership is a fundamental component in our definition of brotherhood, as Lambda Chi Alpha identifies leadership in two of our Four Roles of Brotherhood. In Lambda Chi Alpha, we do not associate leadership with an office or title; we expect everyone to be a leader, and, to that end all brothers receive basic training in leadership theory and practice.

During the Call to Brotherhood Program, associate members learn the Seven Core Values forming the foundation of Lambda Chi Alpha's approach to brotherhood. These Seven Core Values — Loyalty, Duty, Respect, Service & Stewardship, Honor, Integrity, and Personal Courage — once learned and internalized equip associate member with an internal moral compass always orienting him, no matter the environment or consequences, toward making ethical decisions. For Lambda Chi Alpha brothers, it is not enough simply to know how to do things the right way; more important is to do right things; for brotherhood and leadership are ultimately about action, about doing. The Seven Core Values are examined, one each week, and defined as to how the week's specific Core Value relates to real situations in Lambda Chi Alpha. Again, our purpose is to prepare the associate member, to build a solid foundation for further growth so, once initiated, he is inspired to become a True Brother.

The next step in the journey for True Brotherhood may or may not happen during the Call to Brotherhood Program; this process could be completed at the end of the semester or sometime during the next two to three years. It is only after learning and applying the Seven Core Values can progression to the next level of brotherhood in Lambda Chi Alpha take place. The Four Roles of Brotherhood — Faithful Steward, Servant Leader, Leader of Character, and Lifetime Brother — eventually lead to True Brother, the desired outcome of the True Brother Initiative and Lambda Chi Alpha. Once undergraduate brothers adopt and successfully apply the Four Roles of Brotherhood, in concert with the Seven Core Values, it is possible to attain the highest level in our Fraternity: True Brother. In the past, not every Lambda Chi Alpha brother understood or appreciated the true meaning of brotherhood — it is initially the responsibility of the associate member, and then continually as a brother, to strive for the true and full meaning of brotherhood. The True Brother Initiative will provide the vehicle for this personal journey of self-discovery and understanding.

F. THE EDUCATIONAL ADVISER

The chapter should also have an educational adviser. Generally, he will be a member of the faculty, and although it is desirable that he be a brother of Lambda Chi Alpha, it is not required. The educational adviser assists and advises the High Sigma in the performance of his duties. In many chapters the educational adviser will hold a meeting with the associate members and their big brothers to discuss aspects of scholarship and educational opportunities, particularly as they apply to the precepts of Lambda Chi Alpha and the chapter. He may talk individually with each associate member during their initial

Fraternity Education period to offer his assistance in their study habits and guidance in their curricula.

G. SPECIAL PROGRAMS

Since the mid-1980's, much of Lambda Chi Alpha's attention has been devoted to the area of harm reduction. Since that time, Lambda Chi Alpha's development of knowledge, awareness and programming in the area of harm reduction has increased. As High Pi, you play an important role in the chapter's harm reduction operations.

Realistically speaking, harm reduction goes much deeper than the commonly held definition. Harm reduction is responsible behavior, the willingness of Lambda Chi Alpha brothers to provide a safe fraternal experience, taking care of one another at all times, taking care of guests at all times, planning carefully the events of the chapter, abiding by the laws of the land and being mindful of and abiding by the principles found in our Initiation Ritual. In short, it is basic respect for Lambda Chi Alpha, people, property and laws.

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

The High Iota Committee is the standing chapter committee that oversees the implementation of harm reduction programs at the chapter level. The committee structure includes the High Iota as chairman, High Alpha, High Beta, High Epsilon, house manager (for chapters with houses) and the High Pi.

The High Pi's responsibilities on the committee include:

- Ensure that the chapter has elected a High Iota and has formed a task force.
- Make sure the chapter is utilizing the Event Planning Forms for each chapter event.
- Serve in an advisory capacity on the chapter committee.
- Assist the High Zeta in the implementation of committee recommendations.
- Cooperate with the implementation of all safety recommendations made as a result of chapter house inspections.

More complete information about chapter programming in this area can be found in the *High Iota Manual*, or by contacting the General Fraternity.

ALCOHOL AWARENESS

As an adviser, you should help the chapter become aware of Lambda Chi Alpha's and the school's programs on alcohol awareness — the education of our brothers to the responsibilities of alcohol consumption. Each state, community and school, and Lambda Chi Alpha has policies regarding this topic to which the chapter is expected to adhere. You and the alumni organization need to be aware and knowledgeable of Lambda Chi Alpha and state laws and policies regarding alcohol. Lambda Chi Alpha staff can supply copies of Lambda Chi Alpha's resolutions concerning these topics, and can also answer any questions regarding their interpretation.

While you may not be able to attend all Lambda Chi Alpha events, you can assist the chapter in planning safe and responsible events that follow the laws of Lambda Chi Alpha and state. At no time can a High Pi authorize or participate in an activity that violates the policies of Lambda Chi Alpha. Not only would the High Pi be placing himself at great risk from a liability standpoint, but he also would be serving as a poor example. Instead, the chapter adviser should help to de-emphasize the importance of alcohol at social functions.

As High Pi, you should also be aware of FIPG. Fraternity Insurance Purchasing Group (FIPG) is a group of international and national fraternities that share common policies for alcohol and drugs, hazing, sexual abuse, fire, health and safety. The risk management program of FIPG includes the provisions that follow and shall apply to all Lambda Chi Alpha initiates and levels of brotherhood. A list of FIPG member fraternities can be obtained from the Office of Administration.

DRUG AWARENESS

Fact: The use of illegal drugs has become a strong facet in our society. "Pot" or "dope" (marijuana), "coke" (cocaine), "angel dust" (PCP), and "speed" (methamphetamines), have become a part of the vernacular.

Fact: Drugs are not a facet of Lambda Chi Alpha. This does not mean, however, that none of our brothers use drugs. To believe this would be naive on our part, and is unfortunate on theirs.

The chapter's bylaws should be specific about the possession and use of illegal drugs on chapter property and during any Lambda Chi Alpha function. Simply put, there should be none. Many chapters have taken the additional step of formulating a policy statement on this subject. Each brother should be aware of the rules, and the consequences to be suffered by not abiding by them. The chapter's bylaws in this matter must be enforced. Unfortunately, there have been many chapters that have completely fallen apart because the Executive Committee was not willing to do so.

Counseling and assistance in confronting alcohol and drug problems can be obtained from the Office of Administration.

HAZING

The chapter should have a comprehensive program to educate all brothers in the definition of hazing in Lambda Chi Alpha, and how it is detrimental for the development of brotherhood in Lambda Chi Alpha. Many undergraduates may ask you if a certain activity is considered hazing. Other times, the undergraduates may try to hide an activity from you while knowing that it is unacceptable.

The general rule is that if one has to ask if a given activity is hazing, it most likely is. Hazing-type activities that were once accepted behavior among fraternity men are often times frowned upon by today's society and standards of Lambda Chi Alpha. Also, Lambda Chi Alpha tends to have a broader definition for hazing than do other fraternities. Therefore, chapters should not compare their new associate member activities to those of other fraternities on campus.

Lambda Chi Alpha's policies define hazing as "any action taken or situation created intentionally to produce physical discomfort or mental discomfort by embarrassment, harassment or ridicule." Lambda Chi Alpha's policies also indicate that most activities that involve separation between the associate members and initiated brothers should not take place. If you have questions about hazing in your chapter, contact the Office of Administration.

PRIOR INVOLVEMENT

Seniors may be an enigma in a chapter. After three years in Lambda Chi Alpha they are "experienced" Lambda Chis. Seniors possess a wealth of knowledge and provide motivation and leadership to the rest of the chapter. But many times, while they will uphold their personal devotion to the chapter and Lambda Chi Alpha verbally, they may not contribute physically to its well-being through active, meaningful participation. The seniors who are officers have plenty to do, but so many others, possessing the enormous talent that three years in Lambda Chi Alpha should have developed, contribute very little, if at all. Where is this motivation, leadership, and guidance that could be provided to the younger, experienced brothers and associates?

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

A chapter with forgotten seniors has lost a valuable resource due to the lack of senior-directed programming. In other words, if a senior's last year in the chapter is going to be a repetition of the preceding three years, the senior will probably become bored. The chapter needs to provide programming that will address his needs, just as the chapter provides programming that is specifically directed to the needs of an associate member.

For example, the High Sigma can coordinate area alumni brothers as a resource for career planning or plan a short presentation on the interview process and resume writing. Another means of involving seniors is to make them a vital part of the Call to Brotherhood Program. Associate members are generally interested in the experiences

seniors have had. Seniors are culminating an experience that the associates are just beginning. And what better way to instill senior involvement and participation in the chapter than by example? Let the associate members see that involvement in action from the beginning.

The chapter can also establish a senior banquet tradition as a forum for personal recognition. Seniors should be acknowledged for their contributions to the chapter, and deserve a sincere farewell.

As High Pi, you can also help the seniors become aware of their future in Lambda Chi Alpha as alumni brothers — their responsibilities and opportunities. In an average brother's lifetime, more than 90 percent of his brotherhood in Lambda Chi Alpha is spent as an alumni brother. He should know how he can continue to contribute, financially and physically, to his chapter and the General Fraternity. This awareness may be achieved through example, through discussions with other alumni brothers and yourself, and through an underlying and cultivated educational process that teaches the precepts of Lambda Chi Alpha for life, not just during the four years of college.

Ultimately, the insight, talent, and guidance that seniors could provide to the chapter is too important to let stagnate.

H. CHAPTER OFFICERS

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

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

IMMEDIATELY AFTER THE ELECTIONS

Officers are elected annually by the undergraduate chapter. Nominations may be held no earlier than four weeks after classes begin for that academic year, and no later than four weeks prior to classes adjourning for that year. Immediately following the annual election you should see to the following:

1. The High Gamma is to prepare a Report of Elections (Form E) that is mailed to Office of Administration, reporting the date of election and the names and contact information of the new officers. The report is to be signed by you, and you may retain a copy.

2. New officers are installed by the High Pi according to the installation ceremony as described in the *Open Rituals of Lambda Chi Alpha Manuals*.
3. Shortly after elections, you should hold a round-table discussion or plan a High Zeta retreat. At this meeting, you should see that every officer knows his responsibilities. This seminar or retreat is most effective when held as soon as the new officers have had time to confer with their predecessors and have examined the information available to them. Each officer should be given his respective manual by his predecessor.

THE HIGH ALPHA

"As the gavel is passed, so does the new High Alpha don the mantle of leadership entrusted him by his chapter. The respect and trust of the brothers can neither be extorted nor demanded; these must be earned.

"It is said that men are judges by their deeds much more than by words, and the new High Alpha will find this to be true. His objective; to lead men to greater achievements than they feel themselves capable. "

The High Alpha should be aware of the chapter's programs, goals, and its positive and negative aspects. He is the chief executive officer, his primary responsibilities center around the following internal operations of the chapter:

- Brotherhood Recruitment
- Fraternity Education
- Ritualism
- Scholarship
- University Relations
- Finances
- House Management
- Kitchen Management
- Discipline
- General Fraternity Relations

While the High Alpha's responsibilities are broad; he should not be an administrative officer. That is the responsibility of the other officers, brothers, associate members, and the various chapter committees. As High Pi, it may be necessary at times to point this out to the High Alpha, **regardless** of his dedication or sincerity. He is more apt to do **too much** rather than not enough.

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

Establishing a good working relationship with the High Alpha will make your job much easier. He should feel free to call upon you for advice and counsel when needed.

The *High Alpha Manual*, more than any of the other officer manuals, will provide you with an overview of the chapter's entire operation. You may find it beneficial to look through it.

THE HIGH BETA

"A good reputation must be earned...and maintained"

Constitutionally, the High Beta "...shall assist the High Alpha in the performance of his duties" Realistically, this is his secondary purpose. The primary responsibility of a High Beta centers upon brother involvement and campus involvement.

As chairman of the committee on brotherhood involvement, he assigns brothers to the various program committees the chapter has established. A well-organized committee system will:

1. Encourage total brother involvement
2. Assist the officers with program implementation
3. Provide leadership development for future officers

Each officer may be the chairman of a standing committee in his area. The committee's activity will often be dependent upon the time of year, etc., so committee meetings should be scheduled as necessary. Special committees may be formed for certain projects or programs as the need arises. The High Beta is an ex-officio, non-voting member of all committees, including the Executive Committee.

THE HIGH THETA

As external vice-president, the High Theta's primary responsibility centers upon public relations and community involvement.

In public relation terms, the "publics" that the chapter will be concerned with can be listed as the:

1. Parents of brothers and potential brothers
2. Other members of the Greek system
3. The faculty
4. The student body
5. The community
6. The school's administration
7. High Schools

The High Theta and his committee should plan projects and activities that will address and positively reinforce the chapter's relationship with each of these groups.

THE HIGH GAMMA

The High Gamma keeps the minutes of chapter meetings, maintains chapter membership records, answers general correspondence and develops the chapter's records of historical interest. There is a manual for the High Gamma that explains in detail every form used by the chapter and outlines all secretarial procedures. It is desirable for you to examine the chapter files at least annually to familiarize yourself with their contents, and to assure yourself that they are being kept properly.

Every associate member is asked to complete the Report of Association (Form A). The Report of Association (Form A) should be sent to the General Fraternity immediately after the acceptance of a new associate member. Once this form is received, *The Paedagogus*, is sent to the chapter for each associate member, without charge.

THE HIGH TAU

The High Tau's six major duties that are of special interest to you are:

1. **The Budget.** The High Tau prepares the chapter's annual budget, which is to be presented by the High Tau to the Executive Committee and then to the undergraduate chapter for approval. The alumni organization board of directors (usually referred to as the House Corporation) should also approve the budget. Lambda Chi Alpha has forms that can help in preparing the chapter budget. After approval, copies are to be given to you, the alumni organization president, and the Office of Administration. At least one copy should be kept by the High Tau and another in the chapter file.
2. **Financial Reports.** The High Tau is expected to prepare monthly, a written financial report for you, the alumni organization president, and the Office of Administration. The report should be presented no later than the 15th day of the month, for the previous month. A copy should also be placed on the chapter bulletin board for the information of the brothers and associate members.
3. **Delinquent Accounts.** The *Constitution* and *Statutory Code* provides that a brother whose chapter account is more than 30 days past due is to be suspended (See Code X-15). At each Executive Committee meeting the High Tau is to report the names of all financially delinquent brothers. It is then the responsibility of the Executive Committee to deal with those brothers.
4. **Lambda Chi Alpha Fees and Dues.** In addition to collecting regular chapter fees and dues, the High Tau is also responsible for collecting Lambda Chi Alpha fees and dues, They are:
 - a. **Associate Member Fee** - \$65 payable immediately upon association.

- b. **Initiation Fee** - \$170 payable before Initiation
 - c. **Active Dues** - \$60 per semester
 - d. **Base Chapter Fee:** 2008-2009: \$600/semester
 - e. 2009-2010: \$800/semester
 - f. **Insurance/Risk Management Assessment** – semester base assessment is \$62.50/ man per semester
 - g. Chapters charge dues in addition to Lambda Chi Alpha fees. A local portion of the chapter dues is usually channeled into the chapter reserve or building fund.
5. **Professional Auditing.** Every chapter whose house corporation owns real property is required to employ professional accounting services to keep its financial records or, at a minimum, to render its monthly reports. (Reports may be audited by an alumni brother or faculty member. If the chapter is not presently following this provision, you should discuss this with the High Tau, Executive Committee, and the House Corporation officers, and see that the appropriate action is taken.
 6. **IRS Tax Exemption Status.** Effective with years ending January 1, 2008 all not-for-profit organizations have to file a 990, 990EZ, or the 990N (postcard) return depending on the amount of gross receipts and total assets. Please refer to the www.irs.gov/charities for specific guidelines on filing requirements, as they sometimes change year to year. If you have any questions concerning your chapters tax exempt status, please contact the Business Affairs Department at the Office of Administration.
 7. **Reserve Fund.** Each chapter, whether real property is owned by the House Corporation or not, is required to charge \$2.50 per man, per month. This money is to be placed into a Reserve Fund, which is administered by the alumni organization or a House Corporation officer. This fund should not be used for the general operating expenses of the chapter. Although \$2.50 is the stated charge in the *Constitution* and *Statutory Code* for this fund, many chapters have decided to charge anywhere from \$4-\$20 per man, per month. This is the prerogative of the chapter.

The *High Tau Manual* discusses in detail the above seven points, in addition to explaining the use of the universal accounting system and forms. It provides practical financial tips, and summarizes the laws of Lambda Chi Alpha pertaining to the High Tau's functions.

THE HIGH IOTA

The High Iota is responsible for the coordination and implementation of safety measures for all social events, philanthropic and community service events, recreational functions, kitchen operations, house management and fire safety. The High Iota should work closely

with the Risk Management Task Force that is comprised of the High Alpha, High Beta, High Epsilon, house manager (where the chapter maintains a chapter house), and the High Pi as an ex-officio member.

The High Iota's and the entire High Zeta's attitude toward risk management ultimately determine the attitude of the chapter brotherhood. If the High Iota is not genuinely interested in preventing accidents and injuries, no one else is likely to be either. Any successful chapter risk management program must result from a demonstrated commitment of the chapter leadership in supporting the High Iota.

The High Iota's responsibilities also include using Lambda Chi Alpha and outside resources in the implementation of a risk management educational program. Topics can include FIPG policies, chapter liability insurance, crisis management, alcohol awareness, fire prevention planning, etc. As High Pi, you can assist the High Iota in planning and promoting the seriousness of the sessions.

Two other areas of the High Iota's operations involve the High Pi: event planning and crisis management. Both areas require your responsible advice. Should a crisis arise, the High Pi's assistance is necessary to execute the crisis management plan at the chapter level by making sure that all the necessary constituencies have been notified and that support for the chapter is adequate.

THE HIGH KAPPA

The Executive Committee and the chapter should approve a complete, written Fraternity Education program at the beginning of each semester or term. A syllabus of the program should be available for each associate member and brother. Each chapter is encouraged to implement the components of the True Brother Initiative that work best for them.

When mapping out the program, encourage the High Kappa and the Brotherhood Education committee to use imagination and creativity. They should avoid basing the brotherhood education program upon "tradition," but rather upon useful, constructive activities and definite goals. Tradition is fine, but in an undergraduate chapter, "tradition" may begin and end every four years or less. Traditional practices should be based upon their continued relevance, not because "it has always been done this way."

Arrangements should be made for you to meet at least once with the associate members and big brothers during the Call to Brotherhood Program. Appropriate topics for you to discuss include the duties of the High Pi, the alumni organization, chapter history, the importance of a good alumni brother relations program, the role of the Executive Committee, laws of Lambda Chi Alpha, career planning, and leadership development.

Hazing in any form or degree will not be tolerated. Information concerning Lambda Chi Alpha's policy on hazing may be found in the *Constitution* and *Statutory Code* in the *High Kappa Manual*, and in numerous circulars available through Lambda Chi Alpha. If there is a question of whether or not an activity or a requirement made of an associate member is hazing, a good axiom to remember is, "If you have to ask if an activity is hazing, it probably is."

The fundamental experiential learning process in Lambda Chi Alpha begins in the Call to Brotherhood Program and remains consistent throughout the entire development of brothers. During each week of the Call to Brotherhood Program, an event is planned to illustrate the week's Core Value. These events could consist of a weekend camping retreat at a national park where brothers and associate members clean and refurbish a campground to illustrate Service and Stewardship, to bringing in a veteran to speak on the core values of Duty or Honor, or to bring in a guest from a women's advocacy group to speak on Respect. Simply, as the mentors, undergraduate and alumni brothers work together as a team to achieve action in those moving forward in their quest for brotherhood.

Once the experience takes place, the second fold of the learning process is a debrief session, where the lesson is explained and the new associate members correlate the experience to the week's Core Value of Lambda Chi Alpha. In Lambda Chi Alpha, it is our hope that we achieve action in our brothers. We are interested in actions, not words; we are interested in motivating our brothers for their years as undergraduate brothers, for their years as alumni brothers, and, most specifically, we are interested in motivating our brothers to make a real and true commitment to themselves and to Lambda Chi Alpha.

THE SEVEN CORE VALUES OF LAMBDA CHI ALPHA

The Seven Core Values form the foundation for the True Brother identity. They are as follows:

Loyalty: Establishes the correct ordering of our obligations and commitments. Unswerving allegiance to the organization and its laws, ideals, and defining principles prevents us from misplacing our loyalties.

Duty: Delineates the sum total of all laws, rules, and customs that make up our organizational, civic, and moral obligations. Our values originate with duty because we expect individuals, as a minimum, to fulfill their obligations. We often expect individuals to exceed their duty, especially in ethical matters.

Respect: Denotes the regard and recognition of the absolute dignity that every human possesses. Specifically, respect indicates compassion for and consideration of others, including sensitivity to and regard for the feelings and needs of others.

Service & Stewardship: Service before self signifies the proper ordering of priorities. The welfare of the organization and its people comes before the individual's. While the focus is on service to Lambda Chi Alpha and broader communities, the idea also incorporates the concept of stewardship, of holding something of value in trust for others.

Honor: Circumscribes the complex of all values that make the public code of the individual. Significantly, honor provides the motive for action and demands adherence to a public moral code, not protection of reputation.

Integrity: Encompasses the sum total of a person's set of values – his private moral code. A breach of any of these values will damage the individual's integrity. Integrity, closely related to the word integer, refers to a notion of completeness or wholeness.

Personal Courage: Depicts the premier virtue that enables us to persevere despite fear, danger, or adversity. Personal courage includes the notion of taking responsibility for decisions and actions. Additionally, it involves the ability to perform critical self-assessment, to confront new ideas, and to change.

HIGH DELTA

Successful, consistent recruitment is the lifeblood of every chapter.

Consequently, a chapter's recruiting effort must be based upon the entire chapter participating, and must be well-organized and consistent with the chapter's education model – in other words, being who we say we are.

The High Delta and the Recruitment Committee should plan a comprehensive schedule of recruiting activities well in advance of the recruitment season. This schedule must comply with any Interfraternity Council or school regulations.

One item on this schedule should be a seminar for the brothers and associate members on brotherhood recruitment techniques – the do's and don'ts. This should help eliminate nonparticipation from the "I-don't-know-how-to-do-it" brothers. The chapter can utilize the materials contained in the *High Delta Manual* and Cole Recruitment Institute workbook as a means to educate brothers on recruitment strategies.

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

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

The question of who and how to select prospective brothers is frequently asked. The technical process for associating men into Lambda Chi Alpha is outlined in the *Constitution* and *Statutory Code*. It is not uncommon to find a chapter using some other method, because of ignorance, misinterpretation, or conscious violation. Therefore, it is generally a good idea to review the correct procedures with the High Delta prior to the chapter voting on prospective brothers.

The final decision of whom to invite to be an associate member ("bid") rests with the undergraduate brotherhood. Before the chapter extends an invitation, they should decide if there are weak areas, or areas with an unreasonable concentration in current brotherhood (i.e., too many athletes, an overabundance of certain academic studies, too heavy a concentration from a geographic area, etc.). While a potential brother should not be

excluded because he happens to fall into one of these categories, the chapter can concentrate on identifying prospective new brothers who will help broaden the chapter's diversity. A chapter with a diverse brotherhood has a great opportunity to take advantage of a variety of talents.

Something should perhaps be mentioned about "legacies." Many times you may know of an alumni brother who wants his son or another relative to join Lambda Chi Alpha. Again, the chapter decides upon whom to ask to join, but they should always extend the courtesy of inviting the "legacy" to brotherhood recruitment functions and responding to the alumni brother concerning the status of the "legacy."

HIGH PHI

The High Phi is responsible for Lambda Chi Alpha's ritualistic ceremonies, which there are four — the Initiation Ritual, Associate Member Ceremony, formal meetings, and the Officer Installation Ceremony.

These are the common experiences for all Lambda Chis, regardless of age or chapter affiliation. They are also the common bond within the chapter, which cut through ever-changing local traditions. Consequently, they require organization, rehearsal and decorum, and a commitment from every participant.

Details for performing the Initiation Ritual are contained in the esoteric *High Phi Manual*. Besides his manual, the High Phi also keeps the chapter's seven ritual books, the exemplification narration, the *Exoteric Mysteries Manual*, he should also have the *Open Rituals of Lambda Chi Alpha Manuals*.

The High Phi, High Kappa, and their respective committees should work closely together when planning pre-initiation activities. Whatever activities are decided upon, the Initiation Ritual should be the high point and culmination of the pre-initiation period. Activities should be constructive, meaningful, follow the same education model used in associate membership, and in compliance with all Lambda Chi Alpha policies. Some chapters feel that pre-initiation activities are exempt from the Lambda Chi Alpha's anti-hazing policies, usually by reason of tradition. Nothing could be further from the truth. Periodic valuations of pre-initiation activities, their effectiveness, and whether they accomplish the originally intended purpose are healthy. Each High Phi has a copy of prescribed pre-initiation events that details an effective means to carry out each pre-initiation activity.

As High Pi, you can assist in the evaluations of the chapter's pre-initiation events well before the scheduled Initiation Ritual. In addition, the chapter's pre-initiation activities should involve all brothers of the chapter equally, both associate and initiate. The activities should stress chapter unity, and not be a time to get the associates ready for the "Initiation Ritual."

"Zeta Alpha Chi" sessions should be included as one of the High Phi's major responsibilities. Too often the Initiation Ritual is performed and locked away until the next time. A "Zeta Alpha Chi" session shortly following each Initiation will allow others old and new, an in-depth look at what they have experienced. It is a time to ask questions,

clarify meanings, symbols and lessons and to reaffirm the commitments and obligations that each individual has made.

THE HIGH SIGMA

The High Sigma is the chairman of the Education Committee. He should be aware of each brother's scholastic standing, and inform the Executive Committee of those brothers who fall below Lambda Chi Alpha's minimum grade point average, as explained in the *Constitution* and *Statutory Code*. (See Code X-16) He may coordinate all-chapter study sessions, quiet hours in the chapter house, establish and maintain chapter house study areas, and be responsible for any source material the chapter may have.

The other facet of the High Sigma's responsibility is the chapter's nonacademic education. For example, he may invite guest speakers to chapter meetings or dinners. He may plan seminars for those who are interested in athletics, career planning, personal finances, etiquette, etc., by using resource material or individuals from the community or the institution. He should keep the chapter informed of applications deadlines for campus honoraries and encourage qualified brothers to participate. Also, he should inform the chapter of all campus or community cultural activities. In addition, the High Sigma is an ex-officio, non-voting member of the Executive Committee.

THE HIGH EPSILON

The High Epsilon is the social chairman. It will not usually be difficult for him to get the brothers excited about socializing. The difficult part of the High Epsilon's position is to: preplan a balanced social calendar; organize a working committee to assist him; keep within his budget; try a variety of social functions; and have activities that follow Lambda Chi Alpha's policies for risk management.

1. **Plan Ahead.** Planning ahead is 50 percent of the battle. While last-minute efforts may produce a reasonably successful end-product, it is more by accident than by design. A tentative social calendar should be planned at least four to six months in advance, if not for the entire school year. This is especially true when other organizations become involved (sororities, clubs, residence halls, etc.). Also, the success of a social program is partially due to balance. It must compliment, not compete with other chapter programs and activities. Planning ahead does not mean, however, that there are not and should not be times for spontaneous social functions. Consequently, a certain portion of the social budget should be earmarked for these occasions (winning intramural events, the engagement of a brother, end of finals, etc.)
2. **Organize a Committee.** A Social Committee will take much of the workload off of the High Epsilon. This committee will help in preparing the refreshments, putting up any decorations, and providing new ideas.
3. **Budget.** The High Epsilon needs to give the Executive Committee a proposed schedule of social functions and how much each will cost.

Keeping within this budget is very important. If other budgets are raided to sustain the social calendar, it is an indication that something is wrong. Consequently, the High Tau and High Epsilon need to work closely together.

4. **Variety**. Using imagination when planning the social calendar, and selling the chapter on new functions will provide a well-rounded social experience. Variety will also assist the chapter in diffusing the importance of alcoholic beverages. People tend to drink more when they are bored or if it is the **only** thing do during a party. There must always be alternative beverages and snack food items readily at hand. In addition, the theme associated with an event should involve action and enthusiasm away from alcohol.
5. **Risk Management**. Although social programming is not the only area of chapter operation that applies to risk management, it is, nonetheless a significant one. The High Epsilon should plan his events in conjunction with the High Iota and Lambda Chi Alpha's policies for alcoholic beverages. Events where alcohol will be present require extensive planning so that alcohol consumption can be controlled safely. The *High Iota Manual* discusses the implementation of "cash bar" and "BYOB" events. Also, the High Epsilon will be responsible for completing event planning forms for all social functions. These forms require your signature.

As the High Pi, you also must be willing to confront the chapter if the chapter is in violation of the state/provincial laws, school policy and Lambda Chi Alpha policies for this area. Although you are not expected to be the chaperon or "policeman" for the chapter's social events, you still need to assist and advise the chapter on the responsible use of alcohol.

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

THE HIGH RHO

The High Rho is responsible for helping to coordinate alumni brother activities and communications. He should work closely with the alumni organization officers in the planning and implementation of these activities. Alumni/undergraduate activities — homecoming, Founders Day, etc. — may also be coordinated through his office and committee. When considering large alumni/undergraduate functions, the High Rho and the alumni organization should plan at least 12 months in advance. When working with alumni brothers, consideration must be made of their travel time, professional and personal commitments, and family responsibilities. When these factors are taken into consideration, planning 12 months ahead is not that far in advance.

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

The High Rho is also responsible for organizing the formation and distribution of the chapter alumni brother newsletter. The majority of the newsletter should contain alumni brother related information and should be distributed at least twice per year. Samples of alumni brother newsletters and alumni address labels can be obtained from the General Fraternity.

THE HOUSE MANAGER AND STEWARD

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

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

I. ADVISING CHAPTER OPERATIONS

THE FIRST HIGH ZETA RETREAT

Shortly after the election, a conference should be held with all chapter officers. The High Pi should act as chairman in conjunction with the High Alpha. This will be the first High Zeta meeting. Some chapters traditionally schedule this meeting as a High Zeta retreat, spending an entire day on this opening meeting. At this first meeting, discussions should include:

1. **Time and Frequency of Regular High Zeta Meetings.** If necessary, explain the purpose of regular High Zeta meetings. A time for the High Zeta meeting should be set that is also convenient for you.
2. **Membership on the Executive Committee.** The chapter bylaws determine how the two remaining positions and alternate are selected. (The High Alpha, High Tau and High Pi are automatically members.)

3. **Time and Frequency of Executive Committee Meetings.** Explain Executive Committee duties if necessary.
4. **Appointed Officers.** In addition to the High Zeta officers, there are various other chapter offices or positions that may be filled by appointment: IFC Representative, house manager, steward, etc. The Executive Committee can also appoint non-High Zeta officers.

Every new administration should make a careful evaluation of the situation of the chapter, set-up policies and plans of operation based on the findings of the evaluation, and then push the program to completion as rapidly as possible through participation and cooperation of all officers. The Standards of Chapter Excellence can also help you with this responsibility.

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

CHAPTER PROGRAMMING QUESTIONS

By performing a survey of the chapter's operations, you will be able to determine the general level of performance of each officer and the entire chapter, and then be able to assist the chapter in making necessary improvements.

The following questions are designed to assist you in making a survey of the chapter's operations. In doing so, these questions address some of the major phases of the chapter's operations and the "basics" that each High Zeta officer should be doing as part of his program.

These questions can also be used when there is a change in officers. The questions serve as an ice breaker and starting point for an officer to develop goals for his area of programming. These questions should also be used in conjunction with the more expansive Standards for Chapter Excellence program.

General Officer Programming— For All Chapter Officers

- Does the officer have a manual, and has he read it?
- Does the officer maintain his own notebook, and how is it organized?
- Does the officer have a functioning committee assisting him in his programming?
- Has the officer and his committee fully utilized the Standards of Chapter Excellence program?

- Does the officer attend all chapter, High Zeta and committee meetings?

Chapter Management — High Alpha

- Does the chapter, High Zeta and Executive Committee meet weekly? Are agendas followed at meetings?
- Are High Zeta and chapter retreats planned and utilized?
- Are chapter and officer goals set, written down and tracked on a regular basis?
- Are the chapter bylaws updated?
- What type of officer transition takes place?

Lambda Chi Alpha Identity — High Alpha

- How well are Lambda Chi Alpha's policies concerning academics, no hazing, alcohol and illegal drugs followed?
- When and where is the next conclave and who will attend?
- When and where is the next Leadership Seminar/General Assembly and who will attend?
- Are plans being made for the next ELC visit to the chapter?
- Are officers using the past ELC's recommendations?

College/University Administration Relations — High Alpha

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

Individual Involvement — High Beta

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

Campus Involvement — High Beta

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

Public Relations — High Theta

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

Community Service — High Theta

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

Reporting & Record Keeping — High Gamma

- Are chapter meeting minutes typed and posted?
- How is the filing system organized and maintained?
- Are the appropriate forms sent to the General Fraternity and are they sent in on time?
- Has a chapter directory been organized and distributed?
- Is the master chapter calendar posted and maintained?

Financial Management — High Tau

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

- Is Code X-15 of the *Constitution* and *Statutory Code* regarding financial suspension enforced?
- Is a reserve fund maintained?

Risk Management — High Iota

- Does the Risk Management Task Force meet regularly?
- Are event planning forms utilized and kept on file?
- Does the chapter have legal counsel?
- Has a crisis management plan been established and do all officers understand the procedures?
- What type of risk management education program has been implemented?

Fraternity Education — High Kappa

- How long is the associate member period, and what type of new associate member education occurs?
- Is the chapter using the Call to Brotherhood as its associate member education program?
- Is there an experience and debrief element to each of the chapter's new associate member activities?
- How are big brothers selected, and what are their responsibilities?
- Is there a year-round Fraternity Education program for all brothers, and what topics are covered?

Recruitment — High Delta

- How does our manpower compare to the large fraternities on campus?
- How is the IFC rush organized, and what restrictions are there for year-round recruitment?
- Are recruitment skills workshops utilized?
- How does the chapter sell itself through publicity and rush events?
- Is the voting on the candidates for association orderly?
- What is the class balance in the chapter?

- Is summer recruitment allowed, and if so, does the chapter utilize this?

Ritualism — High Phi

- How are rehearsals for the Associate Member Ceremony and Initiation Ritual organized?
- Is the creed memorized, and is the ceremony for conducting business meetings held weekly?
- What is the schedule for pre-initiation?
- Is the Officer Installation Ceremony performed?
- How is the informal session conducted, and is there training?
- How often are ZAX sessions held?

Academics — High Sigma

- Is Code X-16 of the *Constitution and Statutory Code* regarding scholastic probation and suspension enforced?
- Are grade requirements to hold office, and to be associated and initiated enforced?
- What are the chapter's, and all-fraternity and the all-men's grade point averages?
- What academic resources are provided for brothers?
- Is there an academic recognition program?
- Are study areas and quiet hours established and adequate?

Social Development — High Epsilon

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

Alumni Programming — High Rho

- How often does the chapter publish an alumni brother newsletter, and what information does the newsletter contain?
- How often are alumni brother events planned, and how are they publicized?
- Is a chapter directory published for alumni brothers?

House Management — House Manager

- Is the chapter house at full capacity?
- Are lease agreements used for brothers living in the house?
- Are house rules established, posted and followed?
- How is the house cleaning program organized and is it adequate?
- What fire prevention and house safety measures are organized?

Executive Leadership — Executive Committee

- How often are Executive Committee meetings held, and is the attendance good?
- Do all Executive Committee members bring and utilize their own copies of the *Executive Committee Manual*, *Constitution* and *Statutory Code*, and chapter bylaws?
- Is an agenda followed at meetings?
- Are finances, scholastics, officer's programs, brother involvement and behavior reviewed regularly at meetings?

J. LAMBDA CHI ALPHA

THE GRAND HIGH ZETA

The Grand High Zeta is comprised of the 14 officers of Lambda Chi Alpha. They constitute the corporate Board of Directors and serve without pay. They are empowered to make policy decisions for Lambda Chi Alpha between General Assemblies (international conventions), and to enforce the laws of Lambda Chi Alpha that are enacted by the General Assembly.

THE STUDENT ADVISORY COMMITTEE (SAC)

The Student Advisory Committee is comprised of 12 undergraduates, one from each conclave area, appointed to a one-year term by the Grand High Alpha. A chairman and co-chairman are elected by the committee — who become the Grand High Sigma and Grand High Theta, two of four undergraduate members of the Grand High Zeta. The Student Advisory Committee advises the Grand High Zeta on undergraduate concerns and issues and helps coordinate the annual Conclave meetings in their respective areas.

High Pi's are asked to encourage top undergraduate brothers to apply to the Student Advisory Committee. Applications for SAC can be obtained from the General Fraternity.

THE COUNCIL OF PRESIDENTS

The council was formed at the 2004 Council of Presidents Conference to create further undergraduate representation on the Grand High Zeta. A chairman and vice chairman of the council were selected by other High Alphas attending the conference. In 2006, the chairman and vice chairman were given voting privileges on the Grand High Zeta by the General Assembly as the Grand High Nu and Grand High Psi.

THE PROFESSIONAL STAFF

In addition to the voluntary alumni and undergraduate positions within Lambda Chi Alpha, an professional staff of full-time professionals is employed by the Lambda Chi Alpha.

The Executive Vice President

- Supervises all administrative departments.
- Primary liaison officer to the Grand High Zeta, Educational Foundation and Board of Investment Advisers.
- Directs all special requests, inquiries and developments.
- Supervises the planning for General Assemblies, Leadership Seminars and other Lambda Chi Alpha events.
- Serves as a liaison with other fraternities, sororities, inter-fraternity organizations, educational institutions and the community.

The Director of Business Affairs

- Supervises International Headquarters clerical personnel and office computer system.
- Coordinates all chapter loans and applications.

- Handles International Headquarters purchasing and property maintenance.
- Coordinates & supervises the Lambda Chi Alpha merchandising program.
- Supervises billings, financial reports and budgeting.
- Supervises Lambda Chi Alpha membership record-keeping.

The Director of Chapter Services

- Administers chapter programs and services.
- Supervises ELC scheduling, training, and follow-up.
- Develops publications and programs for chapters.
- Designs the leadership programs for General Assembly and Leadership Seminars.

The Director of Risk Management

- Responsible for management of group international liability and property insurance programs for chapters and house corporations.
- Negotiates the placement of Fraternity insurance coverage.
- Implements harm reduction programs for chapters and house corporations.
- Develops educational workshops for harm reduction, claims and lawsuit administration.
- Oversees chapter house inspections and compliance program.

The Director of Education

- Coordinates Lambda Chi Alpha special programs (True Brother, Master Steward Summit, Neville Advisers College).
- Liaison between professional staff and alumni volunteers

The Associate Directors of Chapter Services

- Liaison between administrative staff and High Pis and alumni corporation officers.
- Coordinates High Pi appointments and educational material.
- Coordinates chapter Alumni Advisory Boards and Alumni Control Boards.

- Reviews and comments on probationary standing.
- Monitors chapters on probationary standing
- Monitors special chapter situations (disciplined *chapters, probation chapters, etc.).
- Student Advisory Committee (SAC) coordinator and liaison.
- Coordinates and supervises annual conclave meetings.
- Directs and supervises expansion program, installations and charterings.
- Supervises colony reports, maintenance, and correspondence.
- Manages all aspects of ELC field operations.
- Coordinates chapter retreat general programming.
- Liaison between Lambda Chi Alpha & university/college administrators.
- Plans General Assembly, Leadership Seminar and other conferences.

The Director of Communications/Editor

- Responsible for layout, design, content and publication of the *Cross & Crescent*, *Educational Foundation Magazine*, and other publications.
- Directs the umbrella branding and messaging for Lambda Chi Alpha.
- Coordinates overall multimedia, collateral, and website design and content.
- Manages media and public relations.
- Supports the efforts and activities of chapter services, Educational Foundation, and executive management team.

CEO of the Educational Foundation

- Administers the affairs of the Educational Foundation, including personal matters and adherence to government regulations.
- Responsible for major and planned gift programs,
- Maintains communication with donors and the Educational Foundation's Board of Directors.

Educational Leadership Consultants

- Professionally trained in overall chapter operations and programming.
- Responsible for meeting with all chapter officers, High Pi, alumni organization officers, and the adviser to fraternities.
- Assists the chapter in improving operations on all levels.

THE EDUCATIONAL LEADERSHIP CONSULTANT VISIT

Lambda Chi Alpha's ELC staff is its direct link to all chapters. These young men experience an intensive three-month training program in **all** areas of chapter operations and become familiar with each officer's responsibilities. Their purpose is to provide the chapter and officers with suggestions and ideas that should help the chapter in specific areas.

An announcement of a visit by an ELC is sent to you, the High Alpha, the alumni president and treasurer, and the dean or adviser to fraternities on the campus. The High Alpha is expected to make all of the necessary preparations for the visit (lodging accommodations, meals, etc.), and the scheduling of interviews with all officers, the dean, the alumni officers and yourself.

Many High Pi's prefer to talk with the consultant at both the beginning and the end of his visit. As the adviser, you should discuss any chapter problems with the consultant and provide him with your perspective of the chapter's status. At the end of the visit he should be able to provide you with other areas that may require follow-up.

A consultant attempts to analyze the chapter's strengths and weaknesses and will provide practical recommendations for improvement. These suggestions are discussed with the chapter and the officers, and are included in his remarks to the chapter at a special meeting held during his visit. He prepares a report that is made available to the Grand High Zeta, the alumni association president and treasurer, and to you. The report is a **confidential** document and should not be shared with any undergraduate brother. This is due to the condensed nature of the report that can be easily misinterpreted. This report should help you set the agenda of the next High Zeta meeting.

LAMBDA CHI ALPHA MEETINGS

General Assembly

The General Assembly is Lambda Chi Alpha's biennial legislative convention. The Assembly enacts the laws of Lambda Chi Alpha and elects the Grand High Zeta. Held in July, all chapters are given details in the spring concerning registration procedures and the election of their official delegate.

The General Assembly supplies a stipend for the official delegate from each chapter. A general invitation is extended to all alumni and undergraduate brothers to attend. A

Leadership Seminar is conducted for non-delegates concurrently with the General Assembly.

Leadership Seminar

In alternate years of the General Assemblies, Lambda Chi Alpha sponsors a Leadership Seminar — a four day program of classes, seminars, workshops and other educational sessions covering the full range of chapter programming. As with the General Assembly, there is no limit to the number of brothers and associate members who may attend this leadership conference. (Many chapters are represented by three or four men.) Alumni groups and individual alumni brothers many times provide one or more scholarships for those who attend.

During the Leadership Seminars and General Assemblies, special alumni brother workshops are conducted that deal with important areas of chapter operations and how alumni brothers should be involved, studies of the High Pi's role in the chapter, legal liabilities, fraternal law and discipline, and the role and duties of a House Corporation board of directors, to name a few.

Leadership Conclaves

In addition to the General Assembly and Leadership Seminar, there are annual conclave meetings (regional seminars) held in each of the 12 geographic areas. You should encourage attendance and dissuade the chapter from scheduling conflicting functions that particular weekend. Conclaves are generally held in the late winter or early spring. While there may not be a specific program for High Pis, you are encouraged to attend if possible. Each chapter or individual brother is responsible for paying registration, meals and lodging fees that the host chapter decides upon.

Neville Advisers College

For our alumni brothers serving as chapter High Pi, a Housing Corporation officer, on an Alumni Control Board, or on an Alumni Advisory Board, the Neville Alumni Advisers College is essential training. The Advisers College curriculum is motivating and fast paced, focusing on the ever-changing role of strong, supportive, and positive alumni brothers mentoring and modeling the way for our undergraduates.

Advisers College Level I

Advisers College Level I is a development track intended for first-time advisers and focuses on basic advising skills, working with the Greek adviser on your campus, preparing for ELC visits, advising in a crisis, as well as an overview of the components of the True Brother Initiative program. Additional sessions cover Ethics in Advising, Understanding Undergraduates, and Chapter Finance basics. Advisers College Level I is designed to provide new advisers with the skills and confidence to make a difference in their chapters and to have fun doing it.

Advisers College Level II

Advisers College Level II is for those advisers who have already completed Advisers College Level I. As the name suggest, this track covers more complex advising issues, advanced skills for teaching and mentoring, facilitation skills for High Zeta and chapter retreats, as well as leading and managing change in your chapter. As in Advisers College Level I, additional sessions cover Ethics in Advising, Understanding Undergraduates, and Chapter Finance Basics. Advisers College Level II participants will also receive a detailed overview of True Brother components. These sessions will cover Ethics in Advising, Understanding Undergraduates, and Chapter Finance Basics

LAMBDA CHI ALPHA - PUBLICATION AIDS AVAILABLE TO YOU

There are many resources available to assist you in performing your duties; some are available through the chapter, others through Lambda Chi Alpha.

The Paedagogus

You should have a copy of the brotherhood manual, *The Paedagogus*, which contains many sections that may be of interest to you. If you do not have a recent edition (it is re-edited every two to three years), you may purchase one from the General Fraternity. Every new associate member receives a personal copy at no charge.

One section of *The Paedagogus*, entitled "The Laws of Lambda Chi Alpha," summarizes the policies regarding certain standards. The topics that are explained include conduct, discipline, financial responsibility, scholarship, alcohol, hazing and understanding Lambda Chi Alpha's laws.

Cross & Crescent

We suggest that you review each on-line issue of the *Cross & Crescent* as one way to keep abreast of the activities of the entire General Fraternity. The magazine covers the General Assembly, Leadership Seminar, conclaves, chapter alumni activities, editorials on Lambda Chi Alpha related topics, and feature articles about alumni brothers.

Currently, the *Cross & Crescent* is sent via email to undergraduate brothers, associate and alumni each month via e-mail.

The Crossed Swords

Periodically during the academic year, a brief newsletter is sent to each High Pi, High Alpha, High Iota, High Epsilon, House Corporation President and Treasurer. Special news items on harm reduction of interest are discussed, as well as short feature articles on a variety of topics generated the director of risk management or cited from other resources. Reminders of various responsibilities, deadlines, etc., are mentioned, as well as current trends in Lambda Chi Alpha. You are encouraged to write to the International Headquarters, in care of the director of risk management, and submit ideas, programs, etc., that you feel would be of interest to other High Pis and undergraduates.

Constitution and Statutory Code

The *Constitution* and *Statutory Code* are the basic laws of Lambda Chi Alpha. This document is available to **all** brothers and associate members but should not be made available to non-members as a general rule. Because the *Constitution* and *Statutory Code* is reprinted every two years, it is wise to check the dates of the copies in use to see that they are the latest edition. While complete familiarity is almost impossible, the ability to find a law when needed is essential, making reasonable knowledge of the contents important.

Miscellaneous

You will receive copies of important letters addressed to the chapter officers. This will help keep you informed, and is a common practice when the letter calls for follow-up action by the chapter. Many items have been mentioned in this manual that are available from Lambda Chi Alpha — The Standards of Chapter Excellence, manuals, reports, program suggestions, circulars, etc. The chapters and all High Pis are encouraged to request and make use of them. A list of currently available materials is available from the Office of Administration.

Officer Manuals

Each officer and several special functions have their own manuals.

K. ALUMNI

COMMUNICATION

Communication with alumni brothers is probably the most vital aspect that leads to the success or failure of any alumni brother program. Since the majority of alumni brothers generally no longer reside near the chapter, written communication is probably the only link they have with the chapter. Without consistent communication, interest in the chapter and Lambda Chi Alpha itself will diminish.

Newsletters, emails and chapter websites are the most common forms of communication with alumni brothers. The High Rho, the chapter's Alumni Relations Committee, and other alumni brothers who are actively involved with the chapter, should plan and distribute a newsletter or email communication at least two or three times a year. The important thing to remember is the balance of alumni to chapter-related topics; a good ratio is 80-90 percent alumni, to 10-20% chapter. Articles from the High Pi and High Alpha, a list of upcoming events, Lambda Chi Alpha items, the status of the chapter, features on prominent and successful alumni brothers, "where they are now" columns, and "spotlights" on specific years, are just a few of the alumni-related articles that may be included. If possible, it is advisable to solicit other alumni participation in the actual publishing of the newsletter, either through writing articles or assisting in the actual production.

Address labels of the chapter's alumni may be ordered in alphabetical by zip code sequence from International Headquarters. These orders are generally mailed back within three business days.

THE HOUSE CORPORATION

The House Corporation supervises the physical plant or chapter house. It is the legal entity through which all loans are negotiated, and holds the title to all real property.

This group, through an annual meeting or through mailed ballots, elects a Board of Directors. The board should include a president, vice president, secretary, recording secretary (the High Alpha generally), treasurer, High Pi, educational adviser, Membership recruitment adviser, a number of members-at-large (usually three), High Tau, High Rho and house manager.

The basic functions to be served by the Board of Directors are in the following three areas:

1. General advice and guidance to undergraduate officers.
2. Supervision of long-term housing programs and authority for financial details related to this.
3. Coordination of general alumni brother activities, communications, and reunions to encourage the alumni brothers to continue their interest and support of the chapter and Lambda Chi Alpha.

The House Corporation Board of Directors should meet on a regular basis to review the rent, upkeep on the physical plant, insurance coverage, and provide input to those chapter bylaws which pertain to the House Corporation (capacity, room charges, reserve fund allowance, etc.). As High Pi, you should automatically serve on this board, since you will probably know more what the feelings of the undergraduate chapter are in these areas.

THE ALUMNI ADVISORY BOARD

An Alumni Advisory Board is a group of alumni brothers (of which the High Pi is chairman) concerned with ongoing chapter programming and operations. Participation on this board necessitates a reasonable proximity to the chapter since the board must be in contact with current operations. The Alumni Advisory Board's responsibilities center on advising the chapter and the officers in their programs and goals, and to provide for the continuity from one year to the next that the undergraduates, through attrition, cannot.

The Alumni Advisory Board may be composed of five to seven alumni brothers who meet periodically with the officers and various committees to check their progress, evaluate programs, establish goals, and assist in any way possible. The extent of their involvement and the specific nature of an Alumni Advisory Board will depend upon the chapter.

As an example of how an Alumni Advisory Board may be set-up, the alumni financial adviser would meet with the High Tau to check accounting procedures and assist him in budgeting. The alumni recruitment adviser would assist in recruitment planning; the alumni relations adviser might help the High Rho in publishing the newsletter and planning alumni brother activities.

While the Alumni Advisory Board need not meet together often, periodic meetings should be held with the High Zeta, to provide the Alumni Advisory Board an idea of where chapter is heading and to help High Zeta officers set goals and objectives.

THE ALUMNI CONTROL BOARD

In emergency situations, the House Corporation Board of Directors or a group of area alumni brothers may be given final authority, by the Grand High Zeta, in all chapter decisions and operations. This is sometimes necessary for the preservation of a chapter. Alumni Control Boards are only instituted by the Grand High Zeta through the recommendation and active support of Lambda Chi Alpha's professional staff.

Normally, an Alumni Control Board is organized with the assistance of the Lambda Chi Alpha staff when the chapter has shown its inability to make responsible decisions. The Alumni Control Board manages many of the administrative affairs of the chapter. In most cases, a membership review takes place at the time of the formation of the Alumni Control Board.

THE ALUMNI ASSOCIATION

An alumni association is another major group within the alumni brotherhood. Alumni associations should have bylaws, but need not be incorporated. The alumni association officers – president, vice president, secretary, treasurer, the High Pi and two or three undergraduates (one being the High Rho) – deal primarily with alumni communication, fundraising, and the planning of alumni brother activities.

Alumni brother communications, via newsletters, mailings, etc., have been discussed previously. Special alumni brother activities, the selection of dates, locations and times, may be coordinated by this group. It will probably depend heavily upon the High Rho for assistance in providing chapter manpower and program coordination.

Alumni fundraising is an area that the alumni association should be concerned. The annual giving program should be coordinated through this group. It is highly inadvisable for the undergraduates to ask for money from alumni brothers. Alumni brothers are generally leery of donating money without some knowledge and assurance of exactly what the money will be used for. Contributions sent to an alumni association for "dues" may be used to subsidize the newsletter, postage expense or help offset the cost of certain activities. In some instances, a certain portion of the annual dues might be used for minor capital improvements, although this is generally a separate project. Each and every contribution should be acknowledged in writing. Above all, an alumni brother needs to feel that he is receiving something for his money.

Capital fundraising campaigns require a specific need, a well thought-out plan, and time due to the large sums which are usually being sought. If a capital fundraising project is under consideration, it is advisable to seek assistance from the Lambda Chi Alpha Educational Foundation or someone locally who is familiar with this complex form of fundraising.

RECRUITING A NEW HIGH PI

Prior to the point of leaving the position as High Pi, you need to assist in locating a qualified replacement unless another alumni brother has been designated and has volunteered to be the next High Pi. A planned process needs to be instituted to locate a new High Pi. As High Pi, you should be aware of your terms of office or other conditions that would require you to leave the position. In this case, you should plan in advance so that time can be devoted to finding a replacement. At least a semester (six months) in advance, you should notify the chapter of your desire to resign as High Pi, and assist a planned recruitment process.

The following is a suggested exercise in recruiting a new High Pi. You may find that the steps involved in finding a new High Pi can be very similar to those in recruiting new associate members. Your process should be organized, and should involve getting to know prospective High Pis, selling the benefits of being involved, and inviting him to advise.

The following steps can also be modified to recruit alumni volunteers other than a High Pi.

Step 1 – Forming a Search Committee

The first step you will need to take is to form a search committee. This committee should consist of the High Alpha, the High Rho, one Executive Committee member, the current High Pi (if you have one you are replacing), two involved local alumni brothers, and a university official. The university official is optional, as are the alumni brother depending upon their availability. This committee is to first prepare a selection criteria and develop a list of responsibilities for the new High Pi. The Standards for Chapter Excellence for the High Pi is a good guideline for this.

Step 2 – Preparing a List of Prospective High Pis

Once your search committee is formed, your first step is to develop a list of possible High Pi candidates. The current High Pi or the two alumni brothers may know several other alumni brothers in the area who might be interested in the position. The university representative may know of faculty members interested in advising fraternities. Put every possible candidate on your list, if you cannot come up with many names, contact the General Fraternity for a listing of alumni brothers in your geographic area. Once you develop a complete list, remove those candidates who are obviously unable or unwilling to serve. Narrow your choices down to at least four if possible. Then, prepare a brief biography of all your firm candidates. If the committee has difficulties coming up with

any possible candidates, the chapter should investigate the possibility of initiating an enthusiastic faculty member to eventually become the High Pi.

Step 3- Having Contact with Prospective High Pis

An alumni brother will probably feel overwhelmed if he is asked straight off to be the chapter's High Pi, especially if he has not had much direct interaction with the chapter. It is suggested that prospective High Pis be invited to attend chapter activities like chapter meetings, High Zeta meetings, recruitment functions, dinners, brotherhood activities and athletic events. This provides an opportunity for both the prospective High Pi and the chapter to get to know each other in a more casual atmosphere. The chapter and High Zeta meetings also provide a prospective with the chance to get a feel for the chapter's level of operations and the areas where he will be involved. In the least, the chapter should invite a prospective High Pi to a chapter meeting and out to dinner. Do not discuss High Pi issues at the first gathering.

Step 4 – Interviewing Your Candidates

Each candidate should be asked to come to a brief, informal interview with the committee. Tell each candidate that you only want to discuss the responsibilities and time requirements with him and you would like to get his opinions on several chapter and Lambda Chi Alpha concerns. Do not turn these interviews into inquisitions. They are only a chance for you to make certain that your new High Pi understands the duties of the position and that you agree on general issues. Make the following points very clear to each candidate:

1. Attendance at a majority of chapter meetings is expected. A majority would be three out of four in any given month.
2. Attendance at Executive Committee meetings is expected. As chief judicial officer, he should be at every one.
3. He is expected to serve as chairman of the Alumni Advisory Board if the chapter has one. If the chapter does not have an Alumni Advisory Board, the High Pi will be expected to form one after a reasonable period of time.
4. He is expected to meet with each officer and review his program, offering suggestions and helping to set goals.

The meeting should also outline the extensive benefits of having a High Pi for both the chapter and the volunteer alumni brothers.

Step 5 – Selecting Your High Pi

Now that you have interviewed all the candidates, the selection committee needs to recommend one of them to the Executive Committee. It is suggested that you select one as your first choice and then select a first alternate. Take into consideration the opinions of all the committee members and arrive at a consensus; do not just take a straw vote. Thoroughly examine the pros and cons of each candidate and make a mature and logical

decision. The selection committee then nominates these two individuals and gives the nominations to the Executive Committee. The Executive Committee then can either accept or decline these nominations. If they accept them, move onto Step 6; if they do not, repeat step 4.

Step 6 – Asking the Candidate to Serve as High Pi

The High Alpha and the High Rho should arrange a meeting with the selected candidate and at that time issue him an invitation to serve as your High Pi. Do not ask him over the telephone; a personal visit is much more personal and effective. At this time, review the responsibilities and Standards for Chapter Excellence for his office with him once more. Answer any questions he might have and ask him if he would like some time to think about your offer.

Step 7 – Following Up Your Invitation

If the candidate accepts your offer you should arrange a dinner or some type of informal meeting with him and the chapter. Once he accepts, give him a copy of the chapter's master calendar and review it with him. After the candidate has accepted the nomination, you should send a personal note to all of your candidates telling them that the position has been filled.

Step 8 – Officially Recommending the Candidate as High Pi

After he has accepted, the High Alpha needs to complete the Application for High Pi and forward it to the General Fraternity. Note that the new High Pi needs to write a letter of intent and include this with the form. Do not forget to have the High Alpha sign the form on the back. The Grand High Pi will make the official appointment from this application. Upon the approval by the Grand High Pi, the Officer Installation Ceremony for the High Pi should be performed.

Step 9 – Keeping Your High Pi Involved

This step can be as important as those involved in getting a new High Pi appointed. The most important factor here is keeping in touch – communication. Make sure the High Pi is aware of all meeting times, especially chapter and Executive Committee meetings. Call him as soon as any changes have been made. Be timely and honest with your communication. If a chapter problem arises, contact your High Pi so that he can be aware of it. He cannot be of assistance if he is told after the fact, or told half-truths. If a High Pi's involvement drops off, the Executive Committee needs to confront the High Pi and assist him in being better involved, while at the same time keeping in mind his career and family commitments.

L. THE SCHOOL

WORKING WITH THE SCHOOL

Since its inception, Lambda Chi Alpha has believed that Lambda Chi Alpha is an integral part of higher education. Consequently, each chapter must work closely with the school's administration, faculty, and the student body.

Some schools support the Greek system more than others. As an adviser, you should become familiar with whatever services are available to Lambda Chi Alpha system, and encourage the chapter to take advantage of them.

Greek Adviser

Most schools employ someone whose responsibilities include working with fraternities. You may wish to have periodic meetings with this person in order to have an added insight to the chapter, as well as to the entire fraternal system. The High Alpha should become personally acquainted with the Greek adviser since they will be working together throughout the High Alpha's term. It is also recommended that the chapter invite the Greek adviser to appropriate functions – officer installations, Associate Member Ceremonies, Parents Day, or as a special dinner guest.

Many advising offices provide duplicating and requisition privileges to student organizations at reduced costs, as well as offering special leadership training programs and recruitment seminars.

Interfraternity and Greek Councils

Interfraternity Councils and/or Greek Councils are student organizations comprised of representatives from each fraternity. They generally coordinate all Greek activities, set recruitment regulations if any, and serve as a liaison between the fraternal organizations, the institution and the surrounding community. As an adviser, it is beneficial to keep abreast of any actions this organization takes that will affect the chapter.

APPENDIX

STANDARD FOR THE HIGH PI

ALUMNI ADVISING HIGH PI

Level of Performance		Total Points Possible: 80
5	Excellent	Total Score _____
4	Good	
3	Average	
2	Fair	Level of Performance _____
1	Poor	[Total Score divided
0	Does Not Exist	by Points Possible]

The chapter is operating at a _____ level of performance in this area.

	Level of Performance
A. Officially appointed by the Grand High Pi upon recommendation of the chapter Executive Committee.	_____
B. Reports to the Grand High Zeta any violation of the laws and policies of Lambda Chi Alpha.	_____
C. Appoints and serves as chairman of the Alumni Advisory Board.	_____
D. Serves as a member of the House Corporation and/or Alumni Association.	_____
E. Attends a majority of all chapter business meetings.	_____
F. Attends all Executive Committee meetings as a voting member.	_____
G. Serves as chairman of a formal disciplinary hearing should one be called.	_____
H. Attends chapter functions when appropriate and as time permits.	_____
I. Serves as an ex-officio member of the Risk Management Task Force and approves all Event Planning Forms requiring International Headquarters approval.	_____
J. Meets with the ELC when he visits the chapter.	_____
K. Meets periodically with college/university officials.	_____

