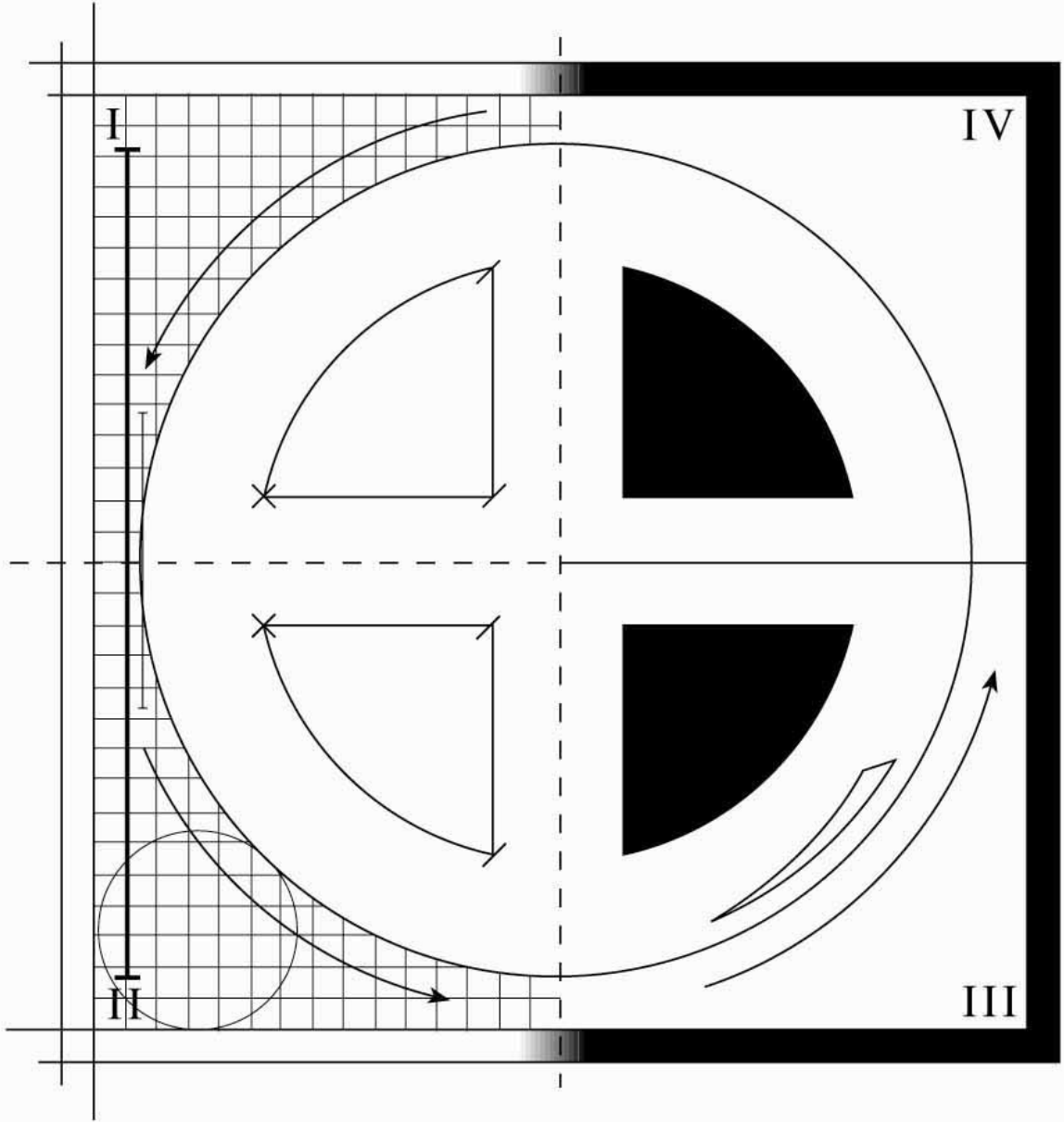


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The Crusade

The Crusade is Kappa Alpha Order's total membership development program designed to provide our undergraduates with educational opportunities throughout their college experience. Based on the customs of the Order, the program emphasizes academic excellence, values and ethics, community service, team building, and leadership that are beneficial to the active participant during his undergraduate years, but also throughout life.

Since its inception in 1999, a third of our chapters have successfully adopted the program and are excelling scholastically, increasing their philanthropic service, managing their finances more effectively, and recruiting and retaining more members. A member of Kappa Alpha Order begins *The Crusade* immediately after he is inducted into a Crusade chapter. He begins with the first phase, Voyage for Brotherhood and moves sequentially through the remaining three phases, Honor Bound, Quest for Leadership and The Journey Beyond which usually correspond to the members' freshman, sophomore, junior and senior years respectively.

Utilizing different methods of learning, *The Crusade* aims to present interesting topics relating to the fraternal experience and personal development through a varied array of mediums. Some of these learning methods include experiential learning, service learning, team building, scenario based learning, peer education, and other traditional methods of instruction.

Unique to other membership development programs around the Greek world, *The Crusade* aims to strengthen the active chapter and the undergraduate member through a variety of learning styles and support mechanisms. With the foundation of the program rooted in the customs of the Order, the program strives to teach responsibility and self-governance while creating an inter-fraternal atmosphere. *The Crusade* is not mandatory; chapters participate of their own free will. Consequently, *The Crusade* is changing the landscape of KA through self-imposed responsibilities and standards rather than mandates and rules.

The Crusade has shown that it is an outstanding program that has helped undergraduates have a better overall experience. The program is the future of Kappa Alpha Order and will continue to grow and further develop leadership opportunities for our undergraduates.

Significance of The Standard

Standard – (noun) flag or emblem; established criterion or measurement (adjective) serving as a standard; typical; normal (synonym) banner.

The New Webster's Pocket Dictionary – 1986

The banner is given to a king, prince, a baron and to a Knight Bannerer (one who has under him many Knights). It signifies that a Knight ought to maintain the honor of his lord and of his land. For a knight is loved, honored and praised by the respectable folk of his kingdom. And if they dishonor their native land, or lord, such Knights are far more to blame than other men.

The Book of the Order of Chivalry, Translated by Robert Adams, 1991, Sam Houston State University Press

The teacher's guide or resource manual, *The Standard*, is designed to accompany the Crusade Commander and the Phase Commanders through their tours of duty and service to the chapter and *The Crusade* program. *The Standard's* purpose is to provide resources to the phase commanders and members as they make efforts to accomplish the expectations that have been set in front of them.

7 Principles of the Crusade

C R U S A D E

COMMITMENT

To education
Kappa Alpha Order
Your brothers
Yourself
Excellence

RESPONSIBILITY

Personal
Teamwork
Accountability
Win-win outcomes
Interdependence and cohesiveness

UNITY OF PURPOSE

Willingness to change
Knowing what you want and how to get there
Goal setting
Learning from the challenges
Experiential learning

SERVICE TO OTHERS

Service above self
Civic responsibility
Humility
Willingness to give
Daily actions

ACADEMIC ACHIEVEMENT

Discipline to study
Appreciation of various fields of study
Goal setting
Hard work
Time management

DEVELOPMENT OF SELF

Mental fortitude
Spiritual reflection
Physical abilities
Leadership development
Pursuit of excellence

EXCELLENCE

Integrity, honesty, kindness, respect, truth and fairness
Do the very best you can do
Superior quality
Investment of hard work and resources
Exemplifies the KA Gentleman

The Standards of The Crusade

As a Crusade Chapter, your brothers have agreed to strive for a higher level of excellence. They have pledged to maintain these chapter standards:

1. A commitment to the *Kappa Alpha Laws* and the customs of the Order.
2. A commitment to one of the pledge education programs established by the national organization or the approval of an alternative program submitted by the chapter.
3. Remain devoid of hazing.
4. Remain financially current with the National Administrative Office and have their budget filed with the National Administrative Office.
5. Participate individually or jointly with one annual fund-raising event of the chapter's own choosing.
6. Participate individually or jointly with one annual MDA fund-raising event.
7. Establish and maintain an alumnus advisory board consisting of a faculty advisor, chapter advisor, and a financial advisor.
8. Establish and maintain a functioning Crusade committee whose duties will include being responsible for monitoring and enforcing the standards of the Crusade chapter.
9. Maintain a chapter GPA that reflects academic excellence on your campus.
10. Develop a code of conduct emphasizing reverence to God, duty, honor and character, gentlemanly conduct, and excellence.
11. Present educational modules at chapter or phase meetings on issues such as social, ethics, values, diversity, honor, or duty.
12. Hold at least one alumni function per semester or two per academic year.
13. Send a semi-annual newsletter to all alumni.
14. Sponsor one event for community/campus leaders each academic year.
15. Participate in one event with another fraternity each academic year and one with a non-Greek campus organization (may include educational session, service project, or social event).
16. Hold one experiential learning activity per semester or two per academic year.
17. Participate in an annual non-alcoholic brotherhood retreat.
18. Recognize a local church or religious organization for the use of their facilities.

Crusade Incentives

- Each member will receive *The Gauntlet* (professional time management planner)
- Crusade chapters can apply for grant money for educational activities.
- Chapter receives free Crusade letterhead.
- Crusade chapters will receive free alumni lists and labels upon request.
- Crusade chapters will receive a library of books covering time management, history, leadership, and career development.
- Chapter will receive a third copy of the customs.
- Crusade chapters will receive an accolade distinguishing them as a Crusade chapter.

As Crusade Commander, you are responsible for 11 books to use as a resource for the Crusade program. It is important to integrate these books into the program for each of the four phases.

THE ELEMENTS OF STYLE

– STRUNK AND WHITE (WRITING SKILLS)

FIRST THINGS FIRST

– COVEY (TIME MANAGEMENT)

THE WHISPER OF THE RIVER

– SAMS (ENTERTAINMENT AND THE KA EXPERIENCE)

LEE THE LAST YEARS

– FLOOD (HISTORY)

THE BOOK OF THE ORDER OF CHIVALRY

– CAXTON (HISTORY AND KNIGHTHOOD)

THE ONE-MINUTE MANAGER

– BLANCHARD (MANAGEMENT)

ROBERT E. LEE ON LEADERSHIP

– CROCKER (LEADERSHIP)

PRINCIPLE CENTERED LEADERSHIP

– COVEY (VALUES AND LEADERSHIP)

THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

COVEY (LEADERSHIP)

WHAT COLOR IS YOUR PARACHUTE?

– BOLLES (CAREER RELATED)

THE RESUME HANDBOOK

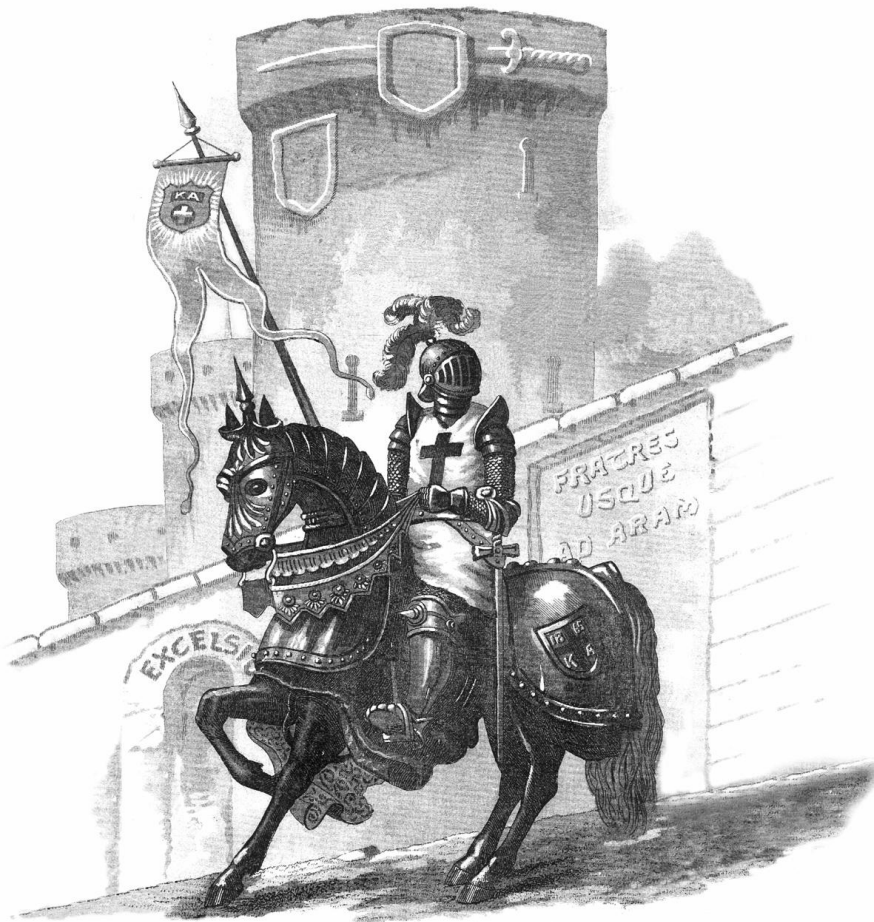
– ROSENBERG (RESUMES)

CONFESSIONS OF A RECRUITING DIRECTOR

– KARSH (RESUMES)

The Crusade RoundTable

A unique aspect of *The Crusade* is The RoundTable experience, which is an intensive educational immersion into the Crusade program. Held in Lexington, Virginia, the four-day program is designed to educate and motivate the 'Crusade Commanders', undergraduate brothers who are responsible for overseeing and ensuring the success of the program in their chapter. Conducted in similar fashion to the actual Crusade program, The RoundTable provides an opportunity for brothers from around the country to live through a well-executed Crusade experience with the help of the national staff, a member of the Executive Council, and Greek advisors. The RoundTable is sponsored by the Kappa Alpha Order Educational Foundation. **The Crusade Commander is required to attend the RoundTable.**



- For Crusade Commanders
- Leadership and chapter operations training
- Historic tour of Lexington
- Learn how to train your phase commanders
- Free transportation, lodging and meals
- Participate in an experiential learning activity
- Develop an action plan for your chapter
- Meet brothers from around the country
- Meet the Knight Commander and National Administrative Staff
- Improve your chapter

Methods of Learning

The Crusade program makes every effort to present interesting topics relating to your fraternal experience and personal development through a varied array of mediums. Some of these mediums are; experiential learning, service learning, teambuilding, traditional methods of instruction and scenario based learning.

EXPERIENTIAL LEARNING

Experiential learning is the idea of doing something for the sake of learning. It is a hands-on approach to learning that allows one to learn from experience rather than from a textbook. Examples include a ropes course, rafting, paintball, etc.

Benefits of experiential learning to the participant include:

- Opportunity to interact with the world around you
- A broadened understanding of one's surroundings
- Enhancement of personal growth and self image
- Ability to work collaboratively with other people on real problems
- Possibility to improve citizenship, helping, learning, and occupational skills
- Ability to understand problems in a more complex way and to imagine alternative solutions
- Strengthened brotherhood by improving chapter communication, motivation, and cooperation

SERVICE LEARNING

Service learning is a method of experiential learning where participants learn and develop through active participation in thoughtfully organized service that is conducted in and meets the needs of the community. Individuals are connected in partnerships that provide opportunities for intensive and effective service to those in need and create valuable learning environments. Service learning allows individuals to gain a better understanding of academic content by applying their skills and knowledge to benefit society. A keen awareness of one's self and one's environment is attained through the unique combination of service and learning. Other benefits of service learning are that it allows participants to explore careers and majors and form job links.

TEAMBUILDING

Teambuilding has become an integral part of Corporate America. Teambuilding is a form of experiential learning that focuses around a "team", or group of people unified by purpose, focused on a mission and committed to success. Successful teambuilding adventures generally begin with a pre-program assessment of a group and team involvement in designing the curriculum. The

Methods of Learning

process reveals if the foundations of teamwork are already in place and determines the programs approach. A teambuilding activity may be any activity that focuses on professional relationships or improving organizational performance. Some examples may include a challenge or ropes course, rock climbing and craft building.

TRADITIONAL METHODS OF INSTRUCTION

The Crusade employs many different types of educational instruction; one of these is traditional memorization, test taking and textbook oriented learning. During the Voyage for Brotherhood phase, you may be required to take written tests on *The Varlet*. As you progress through The Honor Bound phase you will be required to memorize a passage from the customs of the Order and to pass a written exam on the *Kappa Alpha Laws*. These tests are not meant to be burdensome, they are simply the best way to teach and evaluate comprehension of the presented materials.

SCENARIO BASED LEARNING

Throughout *The Crusade* you will be required to participate in discussion groups based on a scenario that has been presented to your group by the Phase Commander. These scenarios are designed to stimulate discussion and debate, and in most cases there are several correct answers. The scenario discussion groups can take place anywhere you like, over dinner, in the house, or away from the house, but most importantly they should be conducted in a relaxed atmosphere where people can debate and have fun, they are not to be treated as assignments in school.

PEER BASED EDUCATION

One of the most valuable ways to learn is from your peers. Peer based learning can be experienced in almost any form, the true value is that it is from a respected peer. Often times it is difficult to grasp a concept that is being presented by an authority figure; however, when the same idea is presented by a colleague it will appear more reasonable, and most importantly understandable.

DUTIES OF THE CRUSADE COMMANDER

CRUSADE COMMANDER. The Crusade Commander shall serve as the administrator of *The Crusade* program. He will ensure the phase commanders obey the laws of the Order and the lawful requirements of their positions; preside at all monthly Crusade Committee meetings; serve as the resource manager; ensure that all Crusaders are receiving all the services and supplies that they are entitled to; have a thorough understanding of the *Kappa Alpha Laws* and customs of the Order; ensure meetings are held as prescribed; privately counsel with and advise the phase commanders concerning the discharge of their duties; require respect for and compliance with the customs of the Order: and exercise, in fraternal spirit, a general supervision and control over all of the business and workings of *The Crusade*. The Crusade Commander shall attend the RoundTable Experience in Lexington, and he is responsible for ensuring that communication with the National Administrative Office is consistent and prompt.

THINGS TO DO AS YOU GET STARTED

- | | | |
|--|---|--|
| { } Re-read the customs of the Order | { } Call and introduce yourself to the Alumnus Advisor | { } Review the latest Crusade Evaluation from the E&L Consultant |
| { } Schedule monthly Phase Commander meetings | { } Review <i>The Standard</i> , <i>The Sword</i> , and <i>The Gauntlet</i> | { } Order any resources that you may need |
| { } Call and introduce yourself to the Director of Educational Programming | { } Develop an action plan | { } Read the Kappa Alpha Order Risk Management Policy |
| { } Introduce yourself to the Greek Advisor | { } Review the latest Report 7 from the E&L Consultant | { } Have your first meeting with your phase commanders |
| { } Introduce yourself to the Faculty Advisor | | { } Set your expectations for your phase commanders in writing and cover them in the first meeting |
-
-

DUTIES OF THE CRUSADE COMMANDER

THINGS YOU WILL NEED

- | | | |
|---|-----------------------------------|--|
| { } access to a copy of the customs of the Order* | { } chapter's Crusade Action Plan | { } copy of the chapter bylaws |
| { } a copy of the <i>Kappa Alpha Laws</i> * | { } <i>The Standard</i> * | { } current copy of the chapter's budget |
| | { } <i>The Gauntlet</i> * | { } The Crusade Chapter* Library |
| | { } <i>The Sword</i> * | |

If you are missing any of the items supplied by the National Administrative Office(marked by a *) please call (540) 463-1865.

EXPECTATIONS

- | | |
|---|--|
| { } Serve as a constant example to the other members participating in the Crusade | { } Encourage the use of supplement materials provided by the National Administrative Office (<i>The Sword, The Gauntlet, Crusade library, etc.</i>) |
| { } Develop a Crusade action plan | |
| { } Maintain the purpose of the Crusade with all speakers, community service projects, and educational opportunities presented to chapter members | { } Keep chapter motivated and on the right path about <i>The Crusade</i> . |
| { } Have meetings with phase commanders, making sure they are implementing the program properly | { } Educate the chapter members and potential new members about the benefits of the Crusade |
| { } Making sure that each member completes the necessary requirements before moving on to the next phase | { } Strive to maintain scholastic standing in a high level to serve as an example to the active chapter. |
| | { } Order certificates for Council of Honor and Crusade Completion Certificates |

➤ If you can check off all of these expectations, you are doing an excellent job!

CRUSADE COMMITTEE

As a new Crusade committee takes over, it is important that the committee is well structured and organized to have an effective program. The committee should comprise of a Crusade Commander overseeing the phase commanders.

WHO SHOULD BE THE CRUSADE COMMANDER?

In most chapters the Crusade Commander is the Number III. In some chapters the commander is an elected position and in others he is appointed by the Number I. It is left up to the chapter to decide how they want to select this position. The important thing is that one is selected that has characteristics of an emerging leader and one that is willing to make sure that the chapter completes the expectations of the Crusade program. In many chapters, this position serves as a stepping stone towards Number I.

WHO SHOULD BE ON THE COMMITTEE?

The Crusade Commander oversees the Crusade Committee and it is his decision to appoint the phase commanders.

PHASE I COMMANDER

This position already goes hand in hand with the new member educator. It makes sense to make the new member educator the Phase I Commander since he is educating the new members and preparing them for initiation.

PHASE II COMMANDER

Phase II centers on the laws, ritual, and values and ethics. The best person to appoint is your Council of Honor Commander. It is important for this committee member to have a basic knowledge of the ritual and laws when facilitating this phase.

CRUSADE COMMITTEE

PHASE III COMMANDER

Since leadership is the focus of Phase III you would want a commander that displays leadership characteristics. The commander needs to be a good leader within the chapter and on campus. A Phase III commander could be a former Number I or officer, or a senior that has displayed leadership throughout his chapter experience.

PHASE IV COMMANDER

The final phase of the Crusade program explores career opportunities for graduating seniors. The commander should be a senior or an alumnus that has the time to teach this phase. The best candidate for the job is the alumnus advisor, or an alumnus that has had some experience in the career field.

POSSIBLE REQUIREMENTS FOR PHASE COMMANDER

- Must be a current leader or former leader on campus
- Maintain a minimum of 3.0 GPA (or your chapter's standard)
- Make sure they have already completed the phase

***Once the committee has been formed, the committee needs to have a meeting to plan the implementation of the Crusade program for the chapter.**

CREATING A PLAN OF ACTION - COMMITMENT

One of the responsibilities of a Crusade Commander is to create an Action Plan for your chapter. This plan shows how your chapter will complete the requirements of the Crusade program. Once you have a plan in place the chapter will then have a direction on how to get the most out of the program. The plan provides a detailed week-by-week schedule outlining how the chapter will complete Phases I-IV.

PERSONAL COMMITMENT

First of all, you have to have a strong commitment to *The Crusade* in order for the program to be successful. As you begin to lead your chapter on this program you need to consider the following questions.

- What kind of commitment did you make before joining Kappa Alpha Order?
- What kind of commitment will you make right now as Crusade Commander?
- How can I help my chapter achieve the vision of the Crusade program?

***Once you have made a personal commitment to The Crusade you will be ready to take on the position as Crusade Commander.**

CREATING A PLAN OF ACTION - GOAL SETTING

After you have made the commitment to be the best Crusade Commander, you need to set goals for your chapter. It is important that you make realistic goals that your chapter can achieve.

Goal Setting - Keeping Them SMART

"A GOAL IS A DREAM WITH A DEADLINE." – ANONYMOUS

S	SPECIFIC	Specific goals state exactly what you want to accomplish. They are clear and concise. EXAMPLE: I want to buy a used computer.
M	MEASURABLE	Measurable goals state what you want and when you want it. They enable you to measure your progress at any point along the way. EXAMPLE: I will save enough money to buy it before the start of spring semester.
A	ACTION-ORIENTED	Action-oriented goals indicate how they will be achieved. They specify what you need to do to reach your goals. EXAMPLE: I will set aside \$25 each week.
R	REALISTIC	Realistic goals are possible. They are attainable, considering the resources and constraints relative to your situation. EXAMPLE: I can afford to save this money.
T	TIMELY	Timely goals allow reasonable time to achieve them, but not so much that you lose focus or motivation. Timely goals have a specific deadline. EXAMPLE: I will achieve my goal by the end of this semester.

List 3 Crusade goals analyzing the SMART goals and provide 2-3 strategies on how you would achieve the goal. Goals provide the overall direction for your position. Strategies help you decide how you are going to get there. Action Plans are the steps you will have to take to implement the strategy.

Goals	Strategies
1.	a.
	b.
	c.
2.	a.
	b.
	c.
3.	a.
	b.
	c.

CREATING A PLAN OF ACTION - BUILDING CONSENSUS

Once the committee is established it is important that they buy into your plan. It is necessary that everyone within the committee establishes a consensus for the action plan.

WHAT IS CONSENSUS?

According to the Merriam-Webster Dictionary the definition of consensus is: (a) general agreement; (b) the judgment arrived at by most or all of those concerned; (c) group solidarity in sentiment and belief.

Consensus is a process for group decision-making. It is a method by which an entire group of people can come to an agreement. The input and ideas of all participants are gathered and synthesized to arrive at a final decision acceptable to all. Through consensus, we are not only working to achieve better solutions, but also to promote the growth of community and trust.

WHAT DOES CONSENSUS MEAN?

Consensus does not mean that everyone thinks that the decision made is necessarily the best one possible, or even that they are sure it will work. What it does mean is that in coming to that decision, no one felt that his position on the matter was misunderstood or that it wasn't given a proper hearing. Hopefully, everyone will think it is the best decision; this often happens because, when it works, collective intelligence does come up with better solutions than could individuals.

Consensus takes more time and member skill, but uses lots of resources before a decision is made, creates commitment to the decision and often facilitates creative decision. It gives everyone some experience with new processes of interaction and conflict resolution, which is basic but important skill-building.

For consensus to be a positive experience, it is best if the group has...

- 1) common values (like you do in a fraternity),
- 2) some skill in group process and conflict resolution, or a commitment to let these be facilitated,
- 3) commitment and responsibility to the group by its members, and
- 4) sufficient time for everyone to participate in the process.

CREATING A PLAN OF ACTION - BUILDING CONSENSUS

GUIDELINES

1. Trust each other. This is not a competition; everyone must not be afraid to express their ideas and opinions.
2. Make sure everyone understands the topic/problem. While building a consensus make sure everyone is following, listening to, and understanding each other.
3. All members should contribute their ideas and knowledge related to the subject.
4. Stay on the task.
5. You may disagree, that is OK and healthy. However, you must be flexible and willing to give something up to reach an agreement.
6. Separate the issue from the personalities. This is not a time to disagree just because you don't like someone.
7. Spend some time on this process. Being quick is not a sign of quality. The thought process needs to be drawn out some.

PROCEDURE

1. Agree on your objectives for the task/project, expectations, and rules (see guidelines above).
2. Define the problem or decision to be reached by consensus.
3. Figure out what must be done to reach a solution.
4. Brainstorm possible solutions.
5. Discuss pros and cons of the narrowed down list of ideas/solutions.
6. Adjust, compromise, and fine-tune the agreed upon idea/solution so *all* group members are satisfied with the result.
7. Make your decision. If a consensus isn't reached, review and/or repeat steps one through six.
8. Once the decision has been made, act upon what you decided.

THINGS TO KEEP IN MIND...

SCHEDULING

Plan your meetings for the phases at the beginning of the semester. Find a night that everyone can consistently meet. Pass out your agenda to the phase members so they know the expectations of the phase. Make sure that your phase meetings are scheduled around recruitment, fall and spring breaks, Thanksgiving, final exams, etc.

Most importantly, make your phase meetings fun. Try scheduling your phase meetings on another night besides the chapter meeting. Having a meeting at a brother's house or apartment, meeting at a restaurant, or having a cookout for your meetings are all ways to encourage attendance while making the event fun. Think of ways to make it enjoyable for your brothers.

SAMPLE OVERALL CHAPTER GOALS FOR CRUSADE

Create 3-5 overall goals for your chapter. Remember to create realistic goals that the chapter can achieve and provide 2-3 strategies to complete each goal.

➤ Initiate 100% of new members

1. Recruit quality members that already possess Kappa Alpha values. This will make it easier to accomplish the 100% initiation rate. (Year-round recruitment)
2. Create a detailed New Member Education Supplement that explains the entire program and informs all new members the expectations set before them. (10-week National Supplement)
3. Plan several teambuilding opportunities for the new member class and with the entire chapter. This will help the new members work together as a class and as a chapter. This will help make the new members feel a part of the team. (Ropes Course, teambuilding activities)

Example strategies

- Goal of a 2.85 chapter GPA
- Bring in a campus wide speaker - Risk management
- 100% participation with the Crusade program

ACTION PLAN – PHASE I

*Syllabus taken from the 10-week New Member Education Program

Phase I Goals

Encourage phase members to set goals for the semester.

- 100% initiation rate
- Everyone is involved in another campus organization
- New member GPA of 2.7
- Form a fundraiser for the chapter

Week One – Responsibility of Brotherhood

- Introduction of new member educator, intro of new members to each other
- Introduction to the Crusade
- Guest Speaker to talk about study skills
- Case Study A
- Provide information about campus organizations
- Varlet Assignment: Pages 5-11 and 31-37, Kappa Alpha Laws Assignment

Week Two – Active Chapter/*Kappa Alpha Laws* and By-laws

Quiz 1

- Guest Speakers – Chapter Officers
- New Members report
- Explanation of *Kappa Alpha Laws* and chapter by-laws
- New member class elections
- Conduct new member class meeting
- Plan a non-alcoholic brotherhood retreat
- Varlet Assignment: Pages 39-47

Week Three – Risk Management

Quiz 2

- Guest Speaker to present on risk management
- Review of risk management policy and school social policy
- Case Study B
- Conduct new member class meeting
- Assign the new members to a committee
- Make sure that every new member belongs to another campus organization
- Varlet Assignment: Pages 11-27

Week Four – Our KA Heritage/*The Greek Community*

Quiz 3

- Guest Speaker on KA History
- Discussion on KA and Greek History
- Conduct new member class meeting
- Varlet Assignment: Pages 81-87

ACTION PLAN – PHASE I

Week Five – Chivalry and Gentility

Quiz 4

- Discussion on Chivalry and its importance in today's society
- Community service project
- Conduct new member class meeting
- Varlet Assignment: Pages 89-90 and Robert E. Lee essay assignment

Week Six – A True Gentleman, the Last Gentle Knight

Quiz 5

- Guest Speaker to present on the history of Robert E. Lee
- Discussion on Lee and assignment from last week
- Conduct a new member class meeting
- Varlet Assignment: None this week (Read Marshall/Lee Comparison Article)

Week Seven – Personal Finance & Leadership

Quiz 6

- Guest Speaker on how to manage your money
- Complete a personal budget and personal values exercise (located in appendix)
- Case Study C
- Conduct a new member class meeting
- Varlet Assignment: Read "To Manners born, To Manners Bred."

Week Eight – Professionalism and Etiquette

- Guest speaker on etiquette
- Host a new member date social
- Conduct a new member class meeting
- Varlet Assignment: Pages 63-78 and Web Assignment

Week Nine – Kappa Alpha as a National Organization

Quiz 7

- *Guest speaker to explain KA as a national structure*
- *Study for the National Exam*
- Varlet Assignment: Pages 93-95

Week Ten – Initiation Week

- **Fri./Sat.** Retreat
- **Sun.** National Exam
- **Mon.** Candle Pass
- **Tues.** "Secret Thoughts of a Ritual."
- **Wed.** "First Knight"
- **Thurs.** Initiation

ACTION PLAN – PHASE II

PHASE II GOALS

- Maintain a GPA of a 2.9
- 100 % Induction into Council of Honor
- Continue to be active in another campus organization
- Assist Phase I in organizing a fundraiser for the chapter
- Present Mock Major Offense Trial to chapter

Make sure that everyone receives a Council of Honor certificate once they are inducted.

Meeting 1

- Schedule Meetings
- Complete Self Evaluation – Making Values Choices.
- Begin work for MDA fundraiser
- Review Chapter’s Code of Conduct.

Meeting 2

- Start Council of Honor (Title 8,9)
(For more information on COH, please consult the Council of Honor TPS)

Meeting 3

- Attend presentation relevant to customs – **Educational and Leadership Consultant gives a ritual presentation for chapter.**

Meeting 4

- Council of Honor (Title 12)
- Participate in a group exercise regarding values and ethics – **Crusade Case Study 7**

ACTION PLAN – PHASE II

Meeting 5

- Council of Honor (Chapter By-laws/Parliamentary procedure)

Meeting 6

- Council of Honor (Laws exam)

Meeting 7

- Project related to the laws - **Mock Major Offense Trial**

Meeting 8

- Council of Honor (Overview of the customs)

Meeting 9

- Council of Honor (Customs)

Meeting 10

- Presentation relevant to values and ethics – **Attend Campus speaker on Alcohol and Drugs**

Meeting 11

- Participate in a group exercise regarding values and ethics – **What does the ritual say about that?**

Meeting 12

- Oral Exam over the ritual
- Present Code of conduct to chapter
- Award Council of Honor certificates

ACTION PLAN – PHASE III

PHASE III GOALS

If the leaders of the chapter lead by example, the rest of the chapter will follow.

- Lead by example
- Maintain a GPA of a 2.9
- 100 % Induction into Council of Honor
- Ritual workshop for new initiates
- Phase III retreat

Meeting 1

- Set personal goals for year
- Set phase goals
- Begin planning experiential learning activity (Ropes Course)
- Assign leadership book

Meeting 2

- Continue planning for experiential learning activity
- Participate in a scenario based learning discussion (Complete Crusade Case Study 2)
- Complete a Leadership style self-assessment

Meeting 3

- Give date for next IFC or SGA meeting
- Address a relevant social issue

ACTION PLAN – PHASE III

Meeting 4

- Participate in a scenario based learning discussion (Complete Crusade Case Study 7)
- Present short summary of leadership book to group

Meeting 5

- Experiential learning activity
- Check progress on year goals

Meeting 6

- Ritual Workshop for new initiates

Meeting 7

- Participate in a scenario based learning discussion (Survival Situation – Cascades)

Meeting 8

- Attend Province Council
- Assist Phase II with MDA event

Meeting 9

- Attend campus presentation on leadership

Meeting 10

- Phase III retreat (Discussion of ritual-leadership)

ACTION PLAN – PHASE IV

PHASE IV GOALS

- Maintain a GPA of a 3.0
- 100 % participation in phase
- Continue to be active in another campus organization
- Attend one meeting for Phase I, II, and III – to help with discussion and to express the importance of Kappa Alpha Order.

As a senior, leave your mark within the chapter.

Meeting 1

- Set personal goals for year
- Set phase goals
- Resume due by next meeting
- Register to vote

Meeting 2

- Attend guest speaker on interviewing skills
- Participate in a career related scenario based learning discussion (Mock Interview)
- Resumes or applications turned in. Commander submits them to an outside source for review.

Meeting 3

- Invite the Alumnus Advisor to speak on a career-related topic

Meeting 4

- Attend an alumni presentation - KA for Life- the importance of involvement after graduation

Meeting 5

- Attend guest speaker on the importance of charitable giving (MDA representative)

Meeting 6

- Attend city council meeting or session of court
- Award **Crusade Completion Certificates** at the next chapter meeting

Crusade Scholastic Regulations for Members

The 2.5 GPA is an expectation for every member (includes active and new members)

If an active member falls below a 2.5 GPA, the chapter will enact the following minimum regulations:

2.5 – 2.25 –

- Member will not be allowed to attend chapter's social activities. (R9-271)
- Member will not be allowed to participate in intramurals
- Member will be required to meet with the scholarship committee to produce frequent grade reports
- Social activities should be limited if member does not show progress with his grades
- He will be required to document his academic performance in *The Gauntlet* (Record of Achievement Section)

2.24 – 2.00 –

- Member will not be allowed to attend chapter's social activities. (R9-271)
- Member will not be allowed to participate in intramurals
- He will be required to document attendance at university or chapter sponsored study sessions
- He will be required to document his academic performance in *The Gauntlet* (Record of Achievement Section)

1.99 – 0 –

- Member will not be allowed to attend social events (R9-271)
- Mandatory attendance at university and/or chapter sponsored study sessions.
- Member will seek professional/university-tutoring opportunities.
- He will be required to document his academic performance in *The Gauntlet* (Record of Achievement Section).
- Member will be allowed to vote but will have no voice in chapter meetings.
- Member is not allowed to serve on any KA committees
- Member will not be allowed to participate in intramurals

Crusade Completion & Alumni Registration Card

The final act to be concluded in the undergraduate portion of *The Crusade* is the completion of the alumni registration card. Since KA's inception in 1865 records have been kept detailing the college careers of thousands of young Kappa Alpha's. It is our hope that you are its next. This registration card is used to generate your Crusade completion certificate. You will not be officially registered as having completed the program until this card is received at the National Administrative Office.

If you should move or change jobs please e-mail or call the National Administrative Office so that we may update your record.

Full Name: _____

Primary Home Address: _____

Phone Number: _____

Place of Birth: _____

Date of Birth: _____

Chapter: _____

University: _____

Date Inducted into the Order: _____

Date of Initiation: _____

Degrees and Honors at College:

Extracurricular Activities:

Fraternity and Chapter Honors:

Signature: _____

Crusade Commander's Signature: _____

Date of Completion: _____

Educational Grant Money Request Form

Educational grant money is to be used for educational purposes only. Educational activities could consist of experiential learning, service learning, scenario-based learning, and leadership development. Once you have filled out the request, we will then work out the details concerning the money available for your chapter. If you are approved for the grant, we will then credit your chapter balance or send you a check after we have received a receipt.

DESCRIPTION OF EDUCATIONAL ACTIVITY:

PLEASE EXPLAIN THE REASON FOR THE REQUEST:

HOW CAN THIS HELP THE DEVELOPMENT OF THE CRUSADE PROGRAM FOR YOUR CHAPTER?

Materials Order Form and Informational Roster

THE SWORD:

Only the Crusade Committee (Crusade Commander and phase commanders) receives a Sword. Please indicate how many copies that your chapter will need. (Max. of 5)

Crusade Committee will need: _____

THE GAUNTLET: Everyone will receive a time management planner.

Number chapter will need: _____

THE STANDARD: Number needed: _____
(Crusade committee only)

CRUSADE COMMITTEE CONTACT INFORMATION

CRUSADE COMMANDER:

PHONE NUMBER:

CELL PHONE:

E-MAIL:

PHASE I COMMANDER:

EMAIL:

PHASE II COMMANDER:

EMAIL:

PHASE III COMMANDER:

EMAIL:

PHASE IV COMMANDER:

EMAIL:

RESOURCES OF THE NATIONAL ADMINISTRATIVE OFFICE

THE NATIONAL STAFF

Associate Director for Chapter Services (ADCS)

Utilize the ADCS for any questions you may have regarding chapter operations. He is paid to service your chapter and to make you better at all times! Use this valuable resource!!!

Director of Chapter Services

This position controls all of chapter services and is extremely valuable for any additional needs that you may have outside of what your ADCS can provide.

Director of Educational Programming

This position controls the entire Crusade program, chapter scholarship and all areas of member education. This person can help you develop new, inventive ways to educate your members. This position also controls chapter philanthropy and can provide much insight on how to develop philanthropic events for your chapter throughout the year.

Director of Chapter Development

This position controls all expansion, chapter development and recruitment. If your chapter needs a recruitment workshop or help with recruitment ideas, this is the person to contact.

EDUCATIONAL MANUALS

NAO Manuals and Guides

- The Manuals and Guides were developed as a way to provide example ideas and information on a variety of operations to chapters across the country.
- These supplements are resources that will help your chapter develop individual programs for use:
 - 6/8 Week New Member Education Program
 - Alumni Relations
 - Chapter Finances
 - Chapter Judicial
 - Council of Honor
 - Scholarship Programs
 - How to develop an Ammen Application

The Kappa Alpha Laws

The Kappa Alpha Laws are a must when it comes to understanding how to govern your KA chapter and the Order as a whole. They are located on the Kappa Alpha Order website and *The Varlet*.

6/8 Week New Member Programs

These manuals break down new member education into three time frames. This will provide an example of how to encompass every facet of new member education in a positive, productive manner.

KA & MDA Fundraising Guidelines

This manual provides an overall view of MDA as well as serves as a guide to successful events that can be performed by your chapter. By following the suggestions in this reference manual, you will be able to start planning your next MDA event.

Alumni Advisory Committee Manual

This manual serves as a guide for alumni about their responsibilities to the chapter, to orient them in their duties and activities with the chapter, gives overall information about KA, and assists in building a stronger chapter and a greater Order.

The Apprentice

This manual is dedicated to provisional chapters of the Order. It provides a road map of requirements that must be met to obtain an active charter. This manual is a great resource for an active chapter as well.

EDUCATIONAL MATERIALS

Educational Publications

The following publications are provided throughout the year on behalf of the NAO and serve as a great resource for undergraduate chapters in the Order:

1. The Shield – risk management
2. Project Outreach – service and philanthropy
3. The Endeavor – Crusade program
4. The KA Journal – The NAO can provide copies of numerous journals from previous years. There are many great articles that can provide insight and education to undergraduate brothers.
5. The Talisman – Guide for new members and parents

Alumni Mailing Lists

Mailing labels can be requested at any time throughout the year. This is a great way to distribute an alumni newsletter and an even better way to help your chapter update your alumni contact lists.

RESOURCES CONT.

Recruitment Materials

The NAO has produced a Recruitment Journal that provides information regarding the history of Kappa Alpha, distinguished alumni, parent's guide, and information about educational programs offered to members.

"The Fratricide of Brotherhood" Hazing Brochure

This brochure aims to further educate the members of Kappa Alpha Order on the tragedy of hazing, the negative effects it has on the fraternity experience, and ultimately, how to stop it.

This brochure will be provided to every new member with his packet after induction.

Survival Simulations

This resource can play a significant role in chapter operations. These simulations are designed as experiments which examine group reactions to life-threatening situations. This resource will show how effectively a group will work as a team to solve a problem. This is a great resource to build teamwork in your officer corps or the entire chapter in general.

Initiation Regalia List

This resource provides a complete, up to date list of every piece of regalia for the initiation ceremony. This will help your chapter see if your initiation regalia is up to par.

Officer Transition Guides

These guides were created as a way to ease the officer transition process. These guides contain a list of duties and responsibilities for every officer in the chapter plus examples that will make the position stronger than when it was received. Additionally, these guides provide a list of materials that will be needed by every officer to perform his duties.

George C. Marshall Information Packet

This packet is provided by the Marshall Foundation, and it gives an extensive overview of the life of George C. Marshall, to which our highest undergraduate chapter award is named after. This packet is a great way to help educate a chapter on one of the most prominent KA's in history.

Initiation Ceremony Music

This audio CD includes appropriate music for the entire initiation ceremony. This CD is designed so that you can play from start to finish and it will take you through the entire ceremony.

The Varlet

This manual is provided to new members of Kappa Alpha Order every semester. The book provides a great overview of KA history, Greek history, etiquette, and chapter operations.

EDUCATIONAL VIDEOS

In our continuing pursuit to help further educate our brothers, the National Administrative Office has developed a video library. The library is composed of a number of titles, which are particularly relevant to our undergraduates. Simply contact the NAO and choose which video you want!!!

- 1) General George C. Marshall – Soldier and Statesman
- 2) The Crusade Sales Video
- 3) Fraternities and Alcohol
- 4) Know When to Say When (Risk Management)
- 5) Plan to Get Out Alive (Fire Safety)

ADDITIONAL RESOURCES

Greek Advisor

These people are paid to help make your chapter better and stronger – UTILIZE THEIR RESOURCES!!! They are a great advocate of a total membership development program. They can easily assist with the program and are a great resource as a speaker.

Alumnus Advisor

Your alumnus advisor should be interacting with the chapter on a very consistent basis. Utilize the alumnus advisor for help when it comes to every area of chapter operation. He should have a greater knowledge of what works and doesn't work within the chapter. Use your advisor to help with the Crusade program. He could really help with Phase IV.

Faculty Advisor

This person is a great resource for providing scholastic support for the chapter as well as making resources available on campus at little or no cost. Additionally, he/she will know of funds/grants on campus that the chapter might be able to receive to help subsidize costs throughout the year.

Province Commander

He is a member of the advisory council and his job is to provide support for every chapter in his province. If you are having any problems, contact the province commander. He will have ideas on how to help and will be able to identify numerous alumni in the area that can help as well.

DUTIES OF YOUR OFFICE

NEW MEMBER EDUCATOR / PHASE I COMMANDER. The New Member Educator shall serve as the administrator of the new member program. He will ensure the new members are being educated on the history, operations and laws of the Order; preside at all weekly meetings of the new member class; serve as the resource manager; ensure that all new members are receiving all the services and supplies that they are entitled to; he shall have a thorough understanding of the *Kappa Alpha Laws* and customs of the Order; ensure meetings are held as prescribed; privately counsel with and advise his committee members concerning the discharge of their duties; privately counsel with and advise the new members concerning their progress; require respect for the Order from the new members: and exercise, in fraternal spirit, a general supervision and control over all of the business and workings of the new member education program, *The Voyage for Brotherhood*. The Phase I Commander is responsible for the academic performance of the new members, and the total health and welfare of the new members under his supervision. He is responsible for ensuring that the chapter is devoid of hazing and that communication and submittal of the Report 2 cards with the National Administrative Office is consistent and prompt.

THINGS TO DO

{ } Re-read the customs of the Order

{ } Schedule a weekly phase/ new member education meeting

{ } Introduce yourself to the Greek Advisor and ask for a list of all campus organizations

{ } Introduce yourself to the faculty Advisor

{ } Call and introduce yourself to the Alumnus Advisor

{ } Review *The Standard, The Sword, The Gauntlet, The Varlet, and 6/8/10 Week New Member programs*

{ } Research local resources to help your new members be successful with time management and academics

{ } Send notification to the faculty that the chapter has new members and you need their support to ensure they are academically successful

{ } Read the Kappa Alpha Order Risk Management Policy

{ } Meet with your committee to divide responsibilities

{ } Set your expectations for the new members in writing and cover them in the first meeting

{ } Turn in Report 2 cards with payment within 48 hours as prescribed by KA law

{ } Develop an action plan for phase

THINGS YOU WILL NEED

{ } *The Standard**

{ } *The Gauntlet**

{ } *The Sword**

{ } a copy of the 6/8/10 Week New Member Program

{ } a copy of the chapter bylaws

{ } Supply of Form 2 cards*

{ } A supply of pledge pins*

{ } a copy or synopsis of *Roberts Rules of Order*

{ } *The Varlet**

Voyage for Brotherhood Expectations

Voyage for Brotherhood

In order for the new member to complete the first phase of *The Crusade, Voyage for Brotherhood*, there are several expectations that he must fulfill. These have been broken down into expectations the new member must fulfill individually, within Kappa Alpha Order, and within the campus or community.

Your role as the new member educator is to ensure that the new member meets all the following expectations and that he has the resources to accomplish these goals. This section contains examples and resources to help ensure you and the new member are successful.

INDIVIDUAL

- Maintain a semester or quarterly GPA of at least 2.5
- Implement a personal goal sheet.
- Prepare a personal budget.

KAPPA ALPHA ORDER

- Participate in a session outlining the Crusade program and related expectations
- Actively participate in your chapter's New Member Education Program and meet all requirements contained therein.
- Participate in a recruitment workshop
- Attend a non-alcoholic brotherhood-building retreat with other new members from your chapter.
- Participate in a post-initiation workshop to review and discuss the customs of the Order.
- Join a chapter committee.
- Attend 80 percent of all chapter functions.

COMMUNITY

- Participate in a KA sponsored community service event.
- Join another campus organization.

PROGRESS CHART

Below is a progress chart designed to check the progress of each member in the phase. After each member has completed an expectation, simply check off the box that corresponds with that name. This will help you as the commander of the phase to keep tabs on all members. Post this in the house or announce at chapter meetings to show who is on target to complete the phase or to hold members accountable to their obligation to the Crusade program.

Phase I: Voyage for Brotherhood	Member Names																		
Maintain a semester or quarterly GPA of at least 2.5																			
Implement a personal goal sheet																			
Prepare a personal budget																			
Participate in New Member Education Program and meet all requirements																			
Attend a non-alcoholic brotherhood-building retreat																			
Join a chapter committee																			
Attend 80 percent of all chapter functions																			
Participate in a KA sponsored community service event																			
Join another campus organization																			

“I do further pledge myself to exert every effort...through study and diligent application...” -from the Induction Ceremony in *The Varlet*

One of the most important parts of any fraternity new member program is the scholarship portion. As members of Kappa Alpha, we strive to excel in all things. We also realize that the main purpose of attending a college or university is to acquire an education. With this in mind, it is incumbent upon Kappa Alpha to provide a thorough and strong scholarship program, particularly for the new member class. The following should be incorporated into the new member program.

- **Collect the class syllabi from all the new members.** Use this information to make a master calendar of the new members’ tests and paper due dates. This will allow you as the educator to schedule events around heavy test taking times, excuse new members with heavy work loads from Kappa Alpha activities so that they may study, and follow up and inquire about the new members’ academic performance.
- **Schedule study tables in a school classroom or university library.** These should be scheduled for at least two nights a week for a minimum of two to three hours each and should *not* be held at the chapter house. As new members of Kappa Alpha, we ask a lot of their time in our events and projects. Study tables allow us to give back, or build in studying time for the students. This can also help them with their time management.
- **Have a speaker talk with the new members about time management and study skills.** This should take place immediately after the educational period starts (within the first or second week).
- **Provide tutoring for the new members if needed.** Most schools provide the students with free tutoring services. Provide the name and location of the tutoring office at your school to the new member class. Encourage them to stop by the office if they need help.
- **Review *Scholarship Training Packet Supplement*, with the new member class.** Both contain many strategies and techniques to use in their academics. The Educational and Leadership Consultant can provide you with the TPS.
- **Have your chapter’s scholarship chairman develop and show the new members the chapter’s test files.** This should be made up of the tests and quizzes that chapter members have been given back from their previous classes. A filing cabinet should be set aside and organized for easy use. (**Check with university policy; the intent is to use the files as a guide to study, not to be dishonest*)

- **Set up a prize or some other incentive for the new member with the highest semester GPA.** These prizes can range from free initiation fees or a semester's dues waived, to a \$10 gift certificate or plaque with his name on it. The point is to award strong academic performances and to encourage the new members to try and do well academically. Utilize the chapter's big brother program, to create a competition between big and little brother teams. Provide an award for the highest combined GPA.
- **It is important during the educational program to monitor the new members' grades.** New member grades can easily be determined by collecting weekly grade reports from the new members. To determine the new members progress with his classes make sure you obtain each new member's syllabi. The new member should provide the committee with weekly grade reports showing his grades on various assignments such as tests, quizzes, papers, and book reports. If the committee knows when tests and papers are assigned, then the new member education committee can see the progress of the new member and see what areas he may need improvement.

Excerpt is from the 6/8/10 New Member Education Manual

The Scholastic Motivation Survey

Facilitators Note: The Scholastic Motivation Survey is designed to evaluate a new member's interest in school and their initial perception of their educational experience. If a new member marks at least ten of the answers with a negative response, you should take the time to meet with that new member and evaluate whether he needs to meet with a university counselor.

If the new member has serious questions about his academic mission and his reason for attending college, it may be in his and your best interest to seek professional help.

SCHOLASTIC MOTIVATION SURVEY

Directions: Answer each question "yes" or "no" and check the appropriate space.

	YES	NO
1. Do you often lose interest in your studies after the first few days or weeks?	_____	_____
2. Do you generally believe in doing only enough to get a passing grade in your courses?	_____	_____
3. Do you frequently feel confused and undecided as to what your educational and vocational goals should be?	_____	_____
4. Do you often feel that it is not worth the time, money and effort that one must expend to get a college education?	_____	_____
5. Do you believe that having a good time and getting one's full share of fun out of life is more important than studying?	_____	_____
6. Do you often spend the class period doodling or daydreaming instead of listening to the teacher?	_____	_____
7. Are you frequently unable to concentrate on your studies because of restlessness, moodiness, boredom, etc.?	_____	_____
8. Do you often feel that you are taking courses that are of little practical value to you?	_____	_____
9. Do you often feel like dropping out of school and getting a job?	_____	_____
10. Do you often feel that the things taught in school do not prepare one to meet adult problems?	_____	_____
11. Is your studying often a hit-or-miss proposition depending on the mood you are in?	_____	_____
12. Do you often dread reading textbooks because they are so dull and boring?	_____	_____
13. Do you normally wait until a test is scheduled before reading textbook assignments or reviewing lecture notes?	_____	_____
14. Do you usually think of examinations as ordeals that can't be escaped and must somehow be survived?	_____	_____

- | | | |
|---|-------|-------|
| 15. Do you often feel that your teachers lack understanding of the needs and interests of students? | _____ | _____ |
| 16. Do you often feel that your teachers require too much studying outside of class? | _____ | _____ |
| 17. Do you normally hesitate to ask your teachers for help with troublesome assignments? | _____ | _____ |
| 18. Do you frequently feel that your teachers are out of touch with present day issues and events? | _____ | _____ |
| 19. Do you generally feel reluctant to discuss future educational or vocational plans with your teachers? | _____ | _____ |
| 20. Do you often speak critically about your teachers during student bull sessions? | _____ | _____ |
|
<i>TOTAL</i> | _____ | _____ |

PREPARE A PERSONAL BUDGET

Make a copy of the budget and distribute to all the new members. They should use this form to prepare a budget for themselves. This is a great time for the class to learn about where their money goes and about how the chapter budgets and spends members' dues.

<u>Expenses</u>	<u>Amount</u>
Dues	
Rent	
Books	
Tuition	
Food	
Entertainment	
<u>Total</u>	
<u>Net Income</u>	
<u>Difference</u>	

Non-Alcoholic Brotherhood-building retreat

Directions: The new members are expected to participate in a non-alcoholic brotherhood-building retreat.

GOALS OF THE RETREAT

- ❖ Ensure the long term health and welfare of the chapter and the Order
 - ❖ Educate members on the operations and the “mysteries” of the Order
 - ❖ Prepare the new members for leadership roles in the chapter and the community
 - ❖ Prepare new members for a lifelong learning experience and personal development
-

FOR AN EFFECTIVE RETREAT...

1. Have an off site retreat - **EARLY**
2. New members only – active members do not need to be at the first retreat. This is a time for the new members to set goals and work as a group.
3. New Member Retreats are vital to teambuilding and unity within the pledge class.
4. Retreats are excellent tools for initial interaction and create a strong foundation for future friendships
5. Retreats are best if they are conducted within a week of the pledge induction
6. Use a university facility; the house or cabin of an alumnus, or family member
7. **Location** - Secluded and distraction free
8. Atmosphere - **Alcohol free**

Sample New Member Retreat

This retreat should be a structured retreat facilitated by your Greek advisor, alumnus advisor, faculty advisor, province commander, educational and leadership consultant or by you as the new member educator. The new members should be given plenty of time to interact with each other without any interference from the active members.

Pre-Retreat

- At the 1st meeting - announce, time and date of the retreat

Friday

- Assemble and move to retreat site
- Dinner, cover the purpose and “rules” of the retreat
- Cover goal setting, teamwork and additional objectives
- Ask if they have additional questions
- The facilitator then leaves to let the new members finish the retreat

Saturday

- Allow the new members to work through the retreat at their pace
- Pick them up
- Have a date function, party or sorority mixer

Sunday

- Ask the entire new member class OR the new member class officers to come to the chapter meeting and report on their “actions” and goals for their upcoming semester

2/3 Weeks later

- **Very Important** - Have the new member class officers come to a chapter meeting and update the chapter on their progress

Join a Chapter Committee

Even though our chapters have nine officers, it is impossible for these men to govern and operate a successful chapter by themselves. Just as a company's board of director's direct employees to carry out policy or accomplish tasks, the officers must have others who are willing to work diligently for the chapter. To assist in the daily operations, a successful chapter will incorporate a strong committee system. Committees are groups, which focus on a particular area of chapter operations. Committees not only support chapter officers, but they also provide a way for other members to be involved. By delegating responsibilities through committees, chapter members know that they are making an important contribution. It is advisable to incorporate all members, initiates and new members, into the committee structure. This will only make your brothers more knowledgeable and capable, and the end result will be a stronger chapter.

WHY WOULD A NEW MEMBER JOIN A CHAPTER COMMITTEE?

It is important for a new member to get involved with the chapter as soon as possible. Joining a chapter committee will allow the new member to feel like they are a part of the chapter by accomplishing a certain task. This does not mean that a new member is in charge of a particular committee. It means that they are serving on a committee to help the committee reach their goals.

COMMITTEES

- **NEW MEMBER EDUCATION** - Appointed by the Number I, they direct and plan the chapter's new member education program.
- **SCHOLARSHIP** - Plans and implements programs to develop higher scholarship among actives and members awaiting initiation.
- **ALUMNI RELATIONS** - Publishes the alumni newsletter and coordinates alumni participation in chapter events. The Number V usually chairs this committee.
- **RECRUITMENT** - Prepares and implements member recruitment programs. This should be a very active committee that operates year round.
- **PUBLIC RELATIONS** - Effectively communicates with the campus and community concerning chapter events and activities. This is often chaired by the Number IV.
- **INTRAMURALS** - Prepares schedules, conducts practices and coordinates athletic events for the chapter.
- **HOUSING** - Oversees the management and care for the chapter house.
- **PROJECT OUTREACH** - Coordinates all charity, philanthropic and community service events for the chapter.

*CHAPTERS CAN CREATE OTHER COMMITTEES AS NEEDED

Participate in a KA Sponsored Service Event

The following is a list of suggestions for possible community service events. Your chapter may choose to participate in one of these events or develop your own event. Your Student Activities Director or Greek Advisor may be able to give you further suggestions for community service events for your chapter to sponsor. Everyone in the chapter is required to obtain 33 hours of service for the academic year.

LEADERSHIP IS BY EXAMPLE

The purpose of this event is to emphasize the importance of planning, organizing, and executing this type of event so that one of the new members will be able to serve as the project outreach chairman in the future.

Community Service Ideas:

- Adopt-A-School
- Blood Drive
- Boys Club
- Boy Scouts
- Campus or Community Beautification Project (i.e., highway clean-up or plant trees)
- Clothing Drive
- Decorate a hospital or nursing home for an upcoming holiday
- Food Drive
- Habitat for Humanity
- Salvation Army
- Volunteer to prepare and/or serve meals at a shelter
- Assist a day care facility in a beautification project
- Assist a local church in a beautification or clean up project
- United Way
- YMCA

Joining a Campus Organization

Involvement in another campus organization outside of Kappa Alpha Order is a requirement for all 4 phases of *The Crusade*. In Phase I the new members will join a meaningful organization that will be beneficial to them and their chapter. Most campuses have anywhere from 100 to 300 student organizations. Involvement in campus organizations is a great way to get connected to the campus, build leadership skills, meet people, and to have fun.

What are the benefits of joining another organization?

- **Leadership** - By joining a campus organization in Phase I, each member will learn and apply leadership skills throughout each phase of the Crusade program and within the chapter. The exposure will help one better understand the structure of an organization and learn different styles of leadership. There are many opportunities to play a significant role within an organization that can help one become a better-established leader and most importantly one that can promote the ideals of Kappa Alpha Order.
- **Recruitment** – Can you think of a better place to recruit potential members than an organization of serious minded college students that already possess leadership skills? Recruiting in a campus organization is a great opportunity to introduce Kappa Alpha to your peers and more importantly recruit them into our organization.
- **Campus Connection** – Involvement in an organization that is improving campus life will in turn give one a better connection and a sense of pride to his college/university.
- **Time Management** – College students can be extremely busy throughout the academic year with classes, test, papers, KA, work, etc. Involvement in another organization will only help an individual become a better time manager helping him prioritize his responsibilities.
- **Personal growth and development** – This is yet another experience for one to learn new skills and develop to grow as a person.
- **Resume Builder** – Involvement in numerous clubs and organizations shows a potential employer that you are a leader, a good time manager, and one that has been heavily involved on campus.
 - *Jack Swanson writes in the *Resume Solution* that if a potential employer has any doubt about you as a possible candidate that your accomplishments in extra curricular activities, community and social life may be the very thing that will tilt the odds in your favor. A study of corporate personnel representatives who recruit graduating seniors on college campuses showed that participation in activities, offices, and **organizations** indicated that leadership potential was the #1 reason for choosing final candidates.

From recreational clubs, religious organizations, Leadership and Honor Societies, Student Government, and to your area of study your college/university has many chartered clubs and organizations available to supply your needs.

***Contact your Greek advisor for more information regarding student organizations for your college/university.**

Phase I Resources

VOYAGE FOR BROTHERHOOD

The following books and website are listed to help you on your *Voyage for Brotherhood*.

Publications of Kappa Alpha Order -

The Varlet: Members manual that explains the history and inner workings of The Order

History of Kappa Alpha Order: History

The Gauntlet: time management planner that is given to every member of the Crusade program.

The Sword: Documents goals and progress of each phase

Hazing Brochure: Informational brochure about hazing

Writing Skills –

The Elements of Style: an excellent guide for freshmen as they begin their college career and to improve writing skills by William Strunk Jr. and E.B. White (Crusade Library)

Time Management -

First Things First: time management and self help book by Franklin Covey (Crusade Library)

The One-Minute Manager: this book can help dramatically alter your life by helping you manage your life by K. Blanchard and Spencer Johnson (Crusade Library)

History -

Lee The Last Years: explores Robert E. Lee's legacy after the Civil War by Charles B. Flood (Crusade Library)

The Book of the Order of Chivalry: an in-depth look at chivalry by William Claxton (Crusade Library)

Entertainment –

The Whisper of the River: A must read by every KA that tells a story of a young college student's quest for the meaning of life and his experience as a Kappa Alpha by Ferrol Sams (Crusade Library)

Web Site -

The Library of Congress – www.loc.gov – This site has the ability to search the entire library of Congress and it has an enormous online multimedia exhibit ranging from U.S. history to the performing arts.

DUTIES OF YOUR OFFICE

COUNCIL OF HONOR COMMANDER / PHASE II COMMANDER. The Phase II Commander shall serve as the administrator of the Honor Bound phase of *The Crusade*. A good portion of Phase II is the Council of Honor program, therefore he should also serve as the Council Commander. A chapter may decide to keep the two positions separate, but it is unadvisable. He will ensure the Council members are being educated on the history, operations and laws of the Order; lead discussions of the various topics, administer the written and oral exams; preside at all weekly or bi-weekly meetings of the class; serve as the resource manager; ensure that all the participants are receiving all the services and supplies that they are entitled to; he shall have a thorough understanding of the *Kappa Alpha Laws* and customs of the Order; privately counsel with and advise his committee members concerning the discharge of their duties; privately counsel with and advise the Council members concerning their progress; and exercise, in fraternal spirit, a general supervision and control over all of the business and workings of Phase II and the Council of Honor.

THINGS TO DO

{ } Call and introduce yourself to the Alumnus Advisor

{ } Introduce yourself to the Faculty Advisor

{ } Introduce yourself to the Greek Advisor

{ } Re-read the customs of the Order

{ } Create an action plan for Phase II.

{ } Schedule bi-weekly or weekly phase meetings

{ } Set your expectations for the Council members in writing and cover them in the first meeting

{ } Invite guest speakers to discuss the laws and customs of the Order, or values and ethics.

{ } Review *The Standard, The Sword, The Gauntlet, Council of Honor TPS, KA Laws*

THINGS YOU WILL NEED

{ } *The Standard**

{ } *The Gauntlet**

{ } Council of Honor TPS

{ } a copy of the *KA Laws*

{ } a copy of the chapter bylaws

{ } *The Sword**

{ } a copy or synopsis of *Roberts Rules of Order*

*If you are missing any of the items supplied by the National Administrative Office(marked by a *) please call (540) 463-1865.*

Honor Bound Expectations

HONOR BOUND

In order to advance beyond this section of *The Crusade, Honor Bound*, the brother must complete the following list of expectations. These expectations have been divided into those that he must complete individually, within Kappa Alpha Order, and on the campus or community. These expectations must be met within this phase. They may not be completed prior to his admittance into this phase.

INDIVIDUAL

- Maintain a semester or quarterly GPA of at least 2.5.
- Complete one project related to the laws and customs of the Order (See Council of Honor Guidebook).
- Implement a personal goal sheet.
- Complete the self-evaluation – **Making Values Choices**.
- Attend two presentations relevant to the laws and customs of the Order, or values and ethics.

KAPPA ALPHA ORDER

- Attend 80 percent of all chapter functions.
- Successfully complete your chapter's Council of Honor Program (see COH TPS)
- Implement ethics or values-group exercises
- Assist in the review of your chapter's Code of Conduct.
- Hold an office, chair a committee, or actively serve on a committee within KA.
- Participate in a minimum of two group exercises regarding values and ethics.

COMMUNITY

- Complete 33 hours of community service.
- Continue to be actively involved in at least one campus organization.
- Assist in the organization of one fund-raising event or community service event.

PROGRESS CHART

Phase II: Honor Bound	Member Names													
Maintain a semester or quarterly GPA of at least 2.5.														
Complete one project related to the laws and customs of the Order														
Complete the self-evaluation – Making Values Choices.														
Attend two presentations relevant to the laws and customs of the Order, or values and ethics.														
Attend 80 percent of all chapter functions.														
Complete your chapter’s Council of Honor Program <i>or</i> Participate in two intensive workshops														
Assist in the review of your chapter’s Code of Conduct.														
Hold an office, chair a committee or actively serve on a committee within KA.														
Participate in a minimum of two group exercises regarding values and ethics.														
Complete 33 hours of community service.														
Continue to be actively involved in at least one campus organization.														
Assist in the organization of one fund-raising event or community service event.														

Phase II Action Plan (Another Example)

PHASE II GOALS

- Maintain a GPA of a 3.1
- 100% pass Oral Exam over the customs
- Assist with initiation
- Assist Phase I in organizing a fundraiser for the chapter
- Present Mock Initiation to chapter

Meeting 1

- Schedule Meetings
- Complete Self Evaluation – Making Values Choices.
- Begin work for MDA fundraiser
- Review Chapter's Code of Conduct.

Meeting 2

- Start Council of Honor (Title 8,9)

Meeting 3

- Attend presentation relevant to customs – **Educational and Leadership Consultant gives a ritual presentation for chapter.**

Meeting 4

- Council of Honor (Title 12)
- Participate in a group exercise regarding values and ethics – **Crusade Case Study 7**

Meeting 5

- Council of Honor (Chapter By-laws/Parliamentary procedure)

Meeting 6

- Council of Honor (Laws exam)

ACTION PLAN – PHASE II

Meeting 7

- Project related to the laws - **Mock Major Offense Trial**

Meeting 8

- Council of Honor (Overview of the customs)

Meeting 9

- Council of Honor (Customs)

Meeting 10

- Presentation relevant to values and ethics – **Attend Campus speaker on Alcohol and Drugs**

Meeting 11

- Participate in a group exercise regarding values and ethics – **What does the ritual say about that?**

Meeting 12

- Oral Exam over the ritual
- Present Code of conduct to chapter
- Award Council of Honor certificates

COMPLETE A PROJECT RELATED TO THE LAWS AND CUSTOMS

Book Reports

Have the members of the Council of Honor research specific topics related to the history of Kappa Alpha, the Ritual, KA symbolism, or the laws. Members can present the information one at a time at successive meetings and serve as "experts" on a given field. Suggested topics for research are as follows:

- Robert E. Lee's relationship with the Order
- early history of the Order
- early governance of Order
- expansion of the Order
- inter-fraternity history
- biography of Samuel Z. Ammen
- the writing of the Ritual
- changes to the Ritual
- general KA symbolism: colors, flag, etc.
- initiations and rituals
- the Crusades and the orders of knighthood
- knighthood and chivalry in fact and fiction

Secret Work 101

As the members of COH are committed to perpetuating the glorious mysteries of the Order, have the group prepare a class on the secret work for the members of the active chapter. It can be short, for instance done during chapter, or lengthy, including historical and philosophical analysis of key Ritual points. This is an excellent way for the entire chapter to refresh their memory on not only the secret work, but the vows as well.

Initiation Week Project

One of the most difficult jobs in the life of an active chapter is somehow preparing the pledges for the Ritual. A logical, meaningful, rich experience preceding the formal initiation ceremony is crucial in the overall impact of the Ritual on the initiate. Have the members of the COH class prepare a pre-initiation activity related to the Ritual. Examples are a historical, literary, or philosophical presentation, directed discussion, showing and discussion of an appropriate movie or play, or personal reflections on chivalry, grace, and Kappa Alpha virtues.

Mock Trial

A very quick, but quite effective activity can be to stage a mock trial for a major offense. Assign the members of the COH class roles as accused, defense, prosecution, and so on. Hold the trial exactly as it would be played out in the chapter room and hold a lengthy discussion afterwards.

Risk Management Task Force

Have the COH class evaluate the FIPG/Kappa Alpha Order risk reduction policy and the chapter's compliance. Following evaluation, the group should point out areas of non-compliance, discuss alternatives, and present a proposal to the chapter for better compliance. Activity should emphasize interpretation of the FIPG policy and the *Kappa Alpha Laws* in regard to this sensitive issue.

Chapter History Project

COH members can reconstruct the early history of the active chapter from records, minutes, and other archives. A nicely written, typed report would make a popular conversation item for rush functions, alumni gatherings, and other social events.

Laws Readings

Have the members of the Council class take turns reading from the *Kappa Alpha Laws* or the ritual during the chapter meeting. Members should choose portions discussed during the class and present a summary of points discussed in COH.

Retreats, Presentations, and Other Programs

Have the COH members plan a brotherhood building retreat, emphasizing the ritual. Or, have the class give presentations to the active chapter or to the pledge class regarding the laws or the ritual. Other programs for those outside the Order can make for excellent public relations, be useful for rush, help build positive relationships with community members, and help relations with other fraternities and sororities.

Mock Initiation

This is a unique opportunity for the COH members to actually perform the ritual. This will cause some excitement, as members will want to perform a certain part in the initiation. The idea is that when one performs and walks through the initiation they will in turn learn more about the ritual. Assign different parts to the members and have them walk through the initiation ceremony. Once they have learned their parts, have the class do a dress rehearsal for the active chapter.

SELF-EVALUATION - MAKING VALUES CHOICES

MAKING VALUES CHOICES

This questionnaire is to be completed by members individually and privately while they are in a group meeting. As facilitator, you should give members about 10-15 minutes to complete the questionnaire. We have provided you with a list of questions to ask them once they have completed the questionnaire. Remind them that these questions are not to be answered out loud. They are to only think of their answers and consider their own values/ethics system when reviewing their answers.

Questions for Facilitator to ask following Completion of the Questionnaire:

- ◆ What did you learn about your personal set of values by completing this questionnaire?
- ◆ How would you compare your personal set of values to those of other chapter members?
- ◆ Is your value system as strong as you would like it to be?
- ◆ What can you do individually to strengthen your value system?

QUESTIONNAIRE

Directions: Circle the appropriate response on the questionnaire. For questions 1 through 10, imagine yourself in each of the following situations

A = Yes

B = Probably

C = Probably not

D = No

- 1. A brother, Chad, has recently begun seeing another brother, Ben, 's girlfriend of two years. Chad occasionally asks you to "cover" for him; if Ben asks, you will say that Chad is spending an evening with you.**

Would you agree to cover for Chad?

A B C D

Regardless of your decision, do you think that covering for a friend is unethical or immoral?

A B C D

Would you be more likely to cover for Chad if you thought that Ben would never find out about it?

A B C D

Would you be more likely to cover for Chad if Ben were not your brother?

A B C D

- 2. You really want a new stereo. Unfortunately, you do not have the money to buy one. An acquaintance tells you that they know where you can get a brand new stereo for only \$75. You know the stereo has been stolen.**

Would you buy the stereo?

A B C D

Do you believe that buying stolen merchandise is unethical?

A B C D

Would you be more likely to buy the stereo if you thought you would not get caught?

A B C D

Would you be more likely to buy the stereo if you thought that stereos were unfairly overpriced?

A B C D

- 3. A visiting Educational Leadership Consultant praises your creativity in developing a new fundraiser for your chapter. You realize that in this case, another brother actually deserves the credit.**

Would you take the credit yourself?

A B C D

Do you believe that taking credit for someone else's work is unethical or immoral?

A B C D

Would you be more likely to take the credit if you felt that the deserving brother wouldn't hear about it?

A B C D

Would you be more likely to take the credit if you felt that you rarely received the praise you deserved in the chapter?

A B C D

Would you be more likely to take the credit if the individual were not a brother?

A B C D

4. While walking through the parking lot of a local grocery store, you find \$20 lying in the parking lot.

Would you keep the money?

A B C D

Do you think that keeping money that is not yours is unethical?

A B C D

Would you be more likely to keep the money if you thought no one saw you pick it up?

A B C D

Would you have been more likely to keep the money if it had been \$100?

A B C D

5. Prior to an Initiation ceremony, a brother is making all new members drink excessively. He tells the new members that they are "showing their allegiance to Kappa Alpha Order".

Would you intervene and insist that the brother stop?

A B C D

Regardless of your decision, do you believe it is unethical or morally wrong to make individuals drink against their will?

A B C D

Would you consider this behavior to be hazing?

A B C D

Would you be less likely to intervene if you thought that no one would get hurt?

A B C D

6. **While parking your car in a crowded parking lot, your front bumper scratches the paint of a brand new BMW parked next to you. Although the scratch is not very large, it is noticeable, and you estimate that a dealer would charge around \$200 to fix it.**

Would you drive away without contacting the owner?

A B C D

Do you believe it would be unethical to drive away without contacting the owner?

A B C D

Would you be more likely to drive away if you thought you would not be discovered?

A B C D

Would you be more likely to drive away if the damage were more extensive and you thought that repairs would cost close to \$1000?

A B C D

Would you be less likely to drive away if your car had once been scratched in this way and the driver had contacted you and offered to pay for the damages?

A B C D

7. **Use the following scale for question 7:**

A = Strongly disagree

C = Agree

B = Disagree

D = Strongly agree

The more you lie, the easier it gets.

A B C D

I believe that my moral standards are much higher than those of my brothers.

A B C D

It is difficult to be corrupted.

A B C D

8. **If you knew the Number VI was stealing money from the chapter funds, would you report him to the Number I?**

A B C D

9. **In the past semester, about how many times have you lied to a brother about something important?**

1 = Never

4 = Three to five times

2 = Once

5 = Six to ten times

3 = Twice

6 = More than ten times

10. **In the past semester, about how many times do you think a brother has lied to you about something important?**

1 = Never

4 = Three to five times

2 = Once

5 = Six to ten times

3 = Twice

6 = More than ten times

COUNCIL OF HONOR

The Council of Honor and its members provide a zeal for Ritual perfection, and adherence to consistent interpretation of Kappa Alpha Laws and chapter by-laws. It provides within a chapter character and knowledge, and the desire for continuous efforts of pursuing Kappa Alpha excellence.

- Former Executive Director Richard A. Barnes

The Council of Honor program is an intense study of the laws and customs of the Order. The Council, conceived at Gamma Chi Chapter (Texas Tech University), is one of Kappa Alpha's many unique contributions to the fraternity world. Its chief purpose is to provide KA's with greater insight into the *Kappa Alpha Laws* and the customs of the Order.



Consult the Council of Honor Training Packet Supplement (TPS) in developing your chapter's program. The Council Of Honor TPS contains the following:

- Aims of the Council of Honor**
- How to set up the Program**
- Laws** – Exam and supplemental information
- Ritual** - Discussion questions
- Chapter By-Laws**
- Parliamentary Procedure**
- Examples from chapters**
- Related Discussion Topics**

CHAPTER CODE OF CONDUCT

DEVELOP A CODE OF CONDUCT EMPHASIZING REVERENCE TO GOD, DUTY, HONOR AND CHARACTER, GENTLEMANLY CONDUCT AND EXCELLENCE

Upon voting to become a Crusade Chapter, each chapter is required to develop a code of conduct. Similar to the chapter's personal mission statement, this should be a one-paragraph statement outlining the expectations of conduct a chapter has set for itself as a Crusade Chapter. Just as each chapter of Kappa Alpha Order is unique, each chapter's Code of Conduct should also be unique.

The following is a sample Code of Conduct:

We, the Omega Omega Chapter of Kappa Alpha Order, have set the following Code of Conduct for ourselves as a chapter and as individual members. We promise to strive for the highest standards in every area of fraternal life. Diligently we will try to maintain the following high standards of conduct:

- ◆ Maintain a cumulative GPA within the top 25 percent of those fraternities on our campus.
- ◆ Provide a positive pledging experience for all new members of Kappa Alpha Order.
- ◆ Show respect for a religion of choice in the spirit of Kappa Alpha Order.
- ◆ Achieve recognition as the top fraternity on our campus in all areas.
- ◆ Uphold high standards of gentlemanly conduct as individuals and as a chapter.
- ◆ Perform service on our campus and in the community in order to help others.

With diligence we will strive to uphold the above standards as part of our duty as a CRUSADE Chapter. The chapter code of conduct should be framed and placed in a visible place for all to see.

THE MISSION OF KAPPA ALPHA ORDER

Kappa Alpha Order seeks to create a lifetime experience which centers on reverence to God, duty, honor, character, and gentlemanly conduct as inspired by Robert E. Lee, our spiritual founder.

A GOOD RULE TO LIVE BY...

“We have but one rule here, and it is that every student must be a gentleman.”

-R.E. Lee

Participate in two group exercises regarding Values and Ethics

VALUES SCALE

Supplies Needed:

Newsprint pad (flip chart)

Markers

Masking tape

Suggested Time:

60 minutes

ACTIVITY AGENDA

Introduce the activity by informing the participants that they will be doing a values clarification exercise which will challenge their ethical decision making (or their personal scales of right and wrong) and will force them to justify their decisions.

Define Values: Priorities or rankings that an individual establishes for his norms and beliefs. For example, "It is important to treat others with kindness and fairness."

Write the following statements on separate sheets of flip chart paper:

- Strongly agree
- Agree
- Disagree
- Strongly disagree

Tape these sheets on the wall around the room. They should remain in the order of strongly agree, agree, disagree, and strongly disagree.

Inform the group that you, as activity leader, will read a statement. Each individual will need to make a personal decision and then move to the statement (agree-disagree) that best describes his feelings. After each member chooses his feeling of agreement call on one person in each category to tell why he disagrees, agrees, etc.

Statements:

- It's important that our fraternity ritual is memorized and not read.
- It's important to incorporate our ritual ideals in my daily life.
- It's ok to cheat off a test of a fraternity brother if I didn't prepare.
- It's ok to pull pranks on members who get engaged, lavaliered, or pinned.
- It's ok to pay my fraternity bills a little late.
- It's ok to buy drinks for a fraternity brother on his 19th birthday.
- It's important that we keep our fraternity property clean and maintained.
- It's important to look out for the welfare of our members and others.
- It's important to confront members who don't abide by our fraternity expectations.

When all statements have been discussed, gather the chapter into a large seated group. Give each individual a copy of "The Responsibility of Brotherhood"- Page 31 of *The Varlet*. Generate discussion on these responsibilities and Kappa Alpha Order's expectations of new members and more particularly, the expectations of the brothers of the chapter.

Values and Ethics Continued

What Does The Ritual Say About That?

How can we relate our ritual to common every day situations or perhaps unsuspecting problems? Challenge the men to find out what the Kappa Alpha ritual has to say.

- One of the seniors owes the chapter \$1,000 and has publicly stated that he has no intention of paying and since it is his last year he will attend Old South as his blowout before graduation.
- One of the brothers and his date were returning from a concert in a nearby city and were in an automobile accident. One was killed and the other seriously injured.
- Chapter meetings are not being well attended.
- New members awaiting initiation are going through the pledge education program but due to rifts between the pledge educator and his assistants there is no individual leader.
- You find out that one of your chapter brothers has been abusing his girlfriend.
- Several of the active members decided to call some new members to come over late at night to clean the chapter house.
- One of the brothers finds out that another chapter brother is dating his ex-girlfriend of two years.
- New members are not allowed to have cell phones, hats, sunglasses, and watches while they are going through their educational program. Of course, once initiated they can have these things once they have earned their way in the active chapter.
- The Number I told the chapter not to buy a keg for the Super Bowl party taking place off campus. One of the active members ignored him and bought one anyway.

Values and Ethics - Case Studies

PSYCHOLOGICAL HAZING

It was two nights before the new members were to be initiated by the chapter. The pledge educator told the anxious candidates that it was time for the “tapping-in” ceremony, a tradition maintained by the chapter. Blindfolded neophytes who were tapped on the shoulder were to be initiated in two days if they had passed the chapter vote.

What the blindfolded new members did not know was that as they lined up, an active member was placed between each of them, so that there was one fewer active than candidates. Only the actives would be tapped on the shoulder – so the number of taps was one less than the number of pledges. This caused each pledge to believe that he was the one rejected.

Following this, an announcement was made to the blindfolded group indicating that anyone who was not tapped would be left blindfolded, taken to a room to contemplate the rejection, and then, still blindfolded, be asked to address the membership as to why he believed the blackball occurred.

Finally, after several hours of anxiety, fear, and embarrassment, the charade was exposed by the members, of course, AFTER each initiate had bared his soul to the members.

ISSUES FOR DISCUSSION

- What is the purpose of this activity?
- Is this purpose consistent with the sorority’s principles?
- What would it feel like to be put through this experience?
- If you were a candidate, what thoughts might have gone through your head?
- What non-hazing, constructive programs could you design to replace this activity?
- Why do you think people do this to other people?
- What does KA’s hazing policy say about this?

STRIPPING DIGNITY

Bob and Susan have just gotten pinned. While the sisters have been singing and doing a candle pass for Susan, Bob's fraternity brothers have been preparing their traditional celebration ceremony for him. Boy, is he in for it now!

At the next big party of the semester, the members plan to celebrate Bob's pinning. After Bob and Susan enter the party, the new members kidnap Bob away from Susan. After quite a struggle, the new members have stripped Bob down to his boxers. The seniors have been busy collecting rope and some lipstick.

A group of members lift Bob into the air and all the brothers cheer as they carry him off to the front yard of the house and tie him to the letters. Members use lipstick to cover his body with graffiti. Many of the partygoers gather on the front lawn, enjoying the spectacle and laughing at Bob. The chapter sings one of its traditional songs while pouring beer and whatever other liquids it can find on Bob as he sits in a puddle of beer and mud in front of the house.

At the end of the song, Susan is invited to rescue her man by untying him from the letters. Bob is visibly embarrassed with the situation. Everyone else just laughs.

ISSUES FOR DISCUSSION

- As Bob's fraternity brother, you object to this activity. What would you do?
- As Susan's sorority sister?
- What is the responsibility of the sorority members in this situation?
- If we "respect the dignity of all persons" how should this activity be evaluated?
- Is this hazing?
- How would the public view this activity?
- How could this activity be prevented?

THE PARTY NEVER ENDS?

Your chapter seems to be revolving around social programming. It seems that every function is not any fun without liquor and that more than half of the members get drunk. This has led to some behavioral problems with some members, and a definite image problem is surfacing. Dates are treated rudely, and sororities are beginning to dislike the chapter. In particular, two brothers – Joe and Bill – have been responsible for several incidents involving dates and sorority members. At a recent party, Joe hit on every member of a sorority pledge class, while Bill gathered a group of members to stand at the front door and rate each woman as she entered the house on a scale of 1 to 10. Joe and Bill both instigated an “ugliest date award” where a brother is recognized each week at chapter meetings for dates who are brought by chapter members to fraternity parties.

At a recent chapter meeting a newly initiated brother asks during open discussion, “Why does the chapter allow women to be insulted and abused when we are supposed to be gentlemen?”

ISSUES FOR DISCUSSION

- How would you react in this situation?
- Would you react differently if no dates were present and this was a members-only activity?
- Would you address the insensitivity of the jokes and stereotypes? If so, when and how?
- Can you remain silent and still be comfortable with yourself?
- Would you feel the same about the members of your chapter telling these jokes as you did before this occurred?
- Is there a phrase in your ritual which speaks to this kind of behavior? How does it apply?

THE THREAT

The pledges have been called together for a special meeting today and they're nervous. You can see it on individual's faces. There are only two weeks left until their scheduled initiation, and they've been looking forward to finishing the pledge program. Now they're worried that something is wrong.

They've been working hard, but some of your members want to "whip them into shape." So, these members have decided to tell them that they're not worthy of being members, they haven't lived up to the KA obligations of membership, they haven't pulled together as a pledge class, and that some of them are too cocky. When a pledge asks when initiation will take place, a member responds, "We'll initiate you whenever we're ready to. And at the rate you are going, it won't be until next semester."

ISSUES FOR DISCUSSION

- Has this ever happened in your chapter?
- Is there an ethical dilemma in this case study? IF so, what is it?
- Is withholding the initiation date psychological hazing? Why or why not?
- What does KA's hazing policy say about this?
- Are the behaviors displayed consistent with KA expectations? What about with KA ritual? Why or why not?

Phase II Resources

HONOR BOUND

The following books and website are listed to help with Honor Bound

Publications of Kappa Alpha Order -

The Varlet: The laws section for COH.

Council of Honor TPS: This training packet supplement explains how to set up and develop a COH program.

The Gauntlet: time management planner that is given to every member

The Sword: Documents goals and progress of each phase

Values and Leadership

Principle Centered Leadership – Values and leadership that offers insight to help develop people and organizations by Franklin Covey. (Crusade Library)

History -

Lee The Last Years: explores Robert E. Lee's legacy after the Civil War by Charles B. Flood (Crusade Library)

The Book of the Order of Chivalry: an in-depth look at chivalry by William Claxton (Crusade Library)

DUTIES OF YOUR OFFICE

PHASE III COMMANDER. The Phase III Commander shall serve as the administrator of *the Quest of Leadership of The Crusade*. He will ensure the members are exploring the various facets of leadership outside of the Order; lead discussions of the various topics; preside at all meetings of the class; serve as the resource manager; ensure that all the participants are receiving all the services and supplies that they are entitled to; he shall have a through understanding of the *Kappa Alpha Laws* and customs of the Order; privately counsel with and advise the participants concerning their progress: and exercise, in fraternal spirit, a general supervision and control over all of the business and workings of Phase III.

THINGS TO DO

- { } Introduce yourself to the Greek advisor
- { } Call and introduce yourself to the Alumnus Advisor
- { } Introduce yourself to the Faculty Advisor
- { } Create an action plan for Phase III
- { } Review *The Standard, The Sword, and The Gauntlet*
- { } Set your expectations for the participants
- { } Re-read the customs of the Order

THINGS YOU WILL NEED

- { } List of members that are involved in campus organizations
- { } Action Plan
- { } *The Standard**
- { } *The Gauntlet**
- { } *The Sword**
- { } Books on leadership

*If you are missing any of the items supplied by the National Administrative Office(marked by a *) please call (540) 463-1865.*

Quest for Leadership Expectations

QUEST FOR LEADERSHIP

In order for you to fully reach your leadership potential during the *Quest for Leadership*, certain expectations have been outlined for your completion. These expectations include items that must be completed individually, within Kappa Alpha Order and within your campus or community. These expectations must be met within this phase. They may not be completed prior to your admittance into this phase.

INDIVIDUAL

- Maintain a semester or quarterly GPA of at least 2.5
- Set goals pertaining to academics, personal finances, and physical fitness, etc...and document them in your planner
- Implement a personal goal sheet.
- Attend Province Council
- Complete a leadership style self-assessment (The Leadership Challenge, Human Synergistics LSI, Myers-Briggs, etc...)
- Attend at least one presentation on leadership or social issues by a guest speaker on campus
- Read one book on leadership
- (Optional) – Complete a resume and mock interview. (This can be done in Phase III instead of Phase IV if it proves more beneficial to their personal initiatives).

KAPPA ALPHA ORDER

- Attend 80 percent of all chapter functions
- Assist in organizing one project benefiting MDA
- Assist in the organization of one experiential learning activity for your chapter
- Participate in at least three scenario based learning discussions
- Present a short synopsis of your leadership book to your phase group
- Address a social issue within your phase group
- Attend province council if you have not previously done so
- Continue to hold a leadership position within KA (committee member, committee chair, officer)

COMMUNITY

- Complete 33 hours of community service before the end of Phase III
- Participate in a weekend long leadership retreat or leadership institute (Examples include SEIFC, UIFI, and other state or school sponsored leadership schools. Contact the national office or see your Greek Advisor for further suggestions.)
- Hold leadership role in university organization, outside of KA
- Attend one IFC or SGA meeting

Progress Chart

Phase III: Quest for Leadership	Member Names															
Maintain a semester or quarterly GPA of at least 2.5.																
Set goals pertaining to academics, personal finances, physical fitness, etc																
Complete a leadership style self-assessment																
Attend at least one presentation on leadership or social issues																
Read one book on leadership																
Address a relevant social issue																
Attend 80 percent of all chapter functions																
Assist in organizing one project benefiting MDA																
Assist in the organization of one experiential learning activity for chapter																
Participate in at least three scenario based learning discussions																
Present a short synopsis of your leadership book to your phase group																
Address a social issue within your phase group																
Attend province council if you have not previously done so																
Continue to hold a leadership position within KA																
Complete 33 hours of community service																
Participate in a weekend long leadership retreat or leadership institute																
Hold leadership role in university organization, outside of KA																
Attend one IFC or SGA meeting																

Phase III Action Plan (Another Example)

Meeting 1:

- Review of Crusade Phase III requirements
- Assign Robert E Lee on Leadership chapters
- Discuss Meeting Format
- For Next Week:
 - Set goals in “The Sword”

Meeting 2:

- Presentation of Robert E Lee on Leadership Chapter 1; “Understanding Lee”
- Plan MDA Project
- Discuss potential experiential Learning activity

Meeting 3:

- Presentation of Robert E Lee on Leadership Chapter 2; “Apprenticeship in Mexico”
- Leadership Challenge (Self-Assessment)
- Attend an SGA meeting

Meeting 4:

- Presentation of Robert E Lee on Leadership Chapter 3; “Lee, the Businessman”
- Attend a campus speaker on leadership

Meeting 5:

- Presentation of Robert E Lee on Leadership Chapter 4; “Lee, the Strategist”
- Address a social issue

Meeting 6:

- Presentation of Robert E Lee on Leadership Chapter 5; “Lee’s War”
- Scenario based learning: Cascades Survival Situation

Meeting 7:

- Presentation of Robert E. Lee on Leadership Chapter 6; “The High Tide of Lee’s Confederacy”
- Scenario based learning: Crusade Case Study 7
- Attend Province Council

Meeting 8:

- Presentation of Robert E. Lee on Leadership Chapter 7; “Gettysburg”
- Scenario based learning: Crusade Case Study 2

Meeting 9:

- Presentation of Robert E. Lee on Leadership Chapter 8; “Lee Versus Grant”
- Presentation of Robert E. Lee on Leadership Chapter 9; “Hanging On”

Meeting 10:

- Leadership Retreat
- Experiential Learning activity: Ropes Course

Meeting 11:

- Presentation of Robert E. Lee on Leadership Chapter 10; “Lee, the Teacher”
- Presentation of Robert E. Lee on Leadership Chapter 11; “The Marble Man”

Leadership Self-Assessment

Phase III Expectation:

-Complete a leadership style self-assessment

The Leadership Challenge

Background information for the Phase Commander: *The Leadership Challenge: How to Keep Getting Extraordinary Things Done in Organizations* is a book that was written by James Kouzes and Barry Posner. Kouzes and Posner interviewed hundreds of successful business and educational leaders and noticed 5 recurring themes in their leadership styles, which they refer to as the Five Exemplary Practices of Leadership. They developed the Student Leadership Practices Inventory as part of their continuing research project into the everyday actions and behaviors of exemplary leaders at all levels and in a variety of organizational settings. Their research has shown that leadership is an observable, learnable set of practices. It is not something mystical that cannot be understood by ordinary people. Given the opportunity for feedback and practice, they believe that those with the desire and persistence to lead can substantially improve their abilities to do so.

The Phase Commander should introduce each of the five practices, quickly but thoroughly. Stop at each practice to insure the group understands each one.

Challenging the Process

- *To search for opportunities*
- *To experiment and take risks*

Suggested notes for facilitation:

- Leadership is the creation of a new way of life; do this by fostering change, taking risks and accepting responsibility for making it happen.
- Leadership is associated with change, turbulence, conflict, innovation; these challenges bring out a leader's best.

- Leaders seek out challenges and challenges seek out leaders; you don't always have to initiate change – it may be handed to you.
- Must challenge the status quo (tradition) because any system will unconsciously conspire to maintain the status quo & prevent change; once useful routines (traditions) sap the vitality of an organization and cause it to atrophy; the critical issue is not routines or no routines, but which routines. Those few essential routines (traditions) that serve the key values of the organization should be worshipped; those that are excuses should be exposed for the injury they do to the welfare of the organization and its people.

Inspiring a Shared Vision

- | |
|--|
| <ul style="list-style-type: none">■ <i>To envision the future</i>■ <i>To enlist the support of others</i> |
|--|

Suggested notes for facilitation:

- When you inspire people, you breathe life into them.
- Visions in organizational life give focus to human energy, enable others to see more clearly what is ahead of them – it is a leader's responsibility to give focus to vision; leaders are possibility thinkers.
- Members may have a detailed job description, but lack information about the “big picture”.
- Vision: ideal & unique image of common future, expresses our highest standards & values.
- Identify constituents – with whom do you want to share your vision/find out what they want.
- Effective communication is essential to sharing vision.

Enabling Others to Act

- *To foster collaboration*
- *To strengthen others*

Suggested notes for facilitation:

- Use WE.
- The expectation of future interaction encourages people to cooperate in the present.
- Meaningful member participation has a positive impact on productivity; it is almost never negative or neutral.
- Provide people with power necessary to make a difference by making sure they have skills and knowledge needed to make good judgments, keeping people informed, developing personal relationships among the players, involving people in important decisions, and acknowledging people for contributions.
- When you strengthen others, your level of influence increases.
- When you go out of your way on behalf of others, you build up credit with them, credit that may be drawn upon when extraordinary efforts are required.

Modeling the Way

- *To set an example*
- *To plan small wins*

Suggested notes for facilitation:

- You cannot lead others where you wouldn't go yourself.

- In order to set an example, leaders must know and live their values.
- Positions give authority but behavior earns respect; consistency between words and actions build leader's credibility.
- Modeling the way is how leaders make their vision tangible.
- Leaders provide the standard by which other people in the organization calibrate their own choices and behaviors.
- We don't see values but we see values manifest themselves in "moments of truth."
- Most effective change processes are incremental – break down big problems into small doable steps and get a person to say yes numerous times.
- Small wins help get people committed because it makes it easy for them to take the first step.

Encouraging the Heart

- *To recognize contributions*
- *To celebrate accomplishments*

Suggested notes for facilitation:

- Reward performance that meets and exceeds the articulated standards.
- Recognition helps empower recipients by increasing their visibility.
- Say thank you.
- Leaders make people feel like winners.

- When leaders cheerlead, they base their celebrations on three central principles – focusing on key values; making recognition publicly visible; and being personally involved.
- Celebration occurs to call attention to and reinforce key organizational values.

Administration of LPI – Self Student Version

Presenter passes out instrument and indicates that it assesses the individual's comfort and frequency in performing the leadership practices.

Remind participants that there are no right answers. Tell them to be truthful with themselves.

After they have scored all of the statements, ask the participants to transfer the number to the columns on the back page, being mindful that the numbers run across – not up and down. Ask them to tally each column.

After everyone has tallied their columns, announce that column one measures challenging the process; column two measures inspiring a shared vision; column three measures enabling others to act; column four measures modeling the way; and column five measures encouraging the heart.

OPTIONAL – ask participants to graph their scores on the LPI Chart for Graphing Your Scores. The scales for the practices are slightly different. For example, a score of 28 in Modeling the Way is higher than a 28 in Enabling Others to Act.

Break participants into the Five Practices Groups based on their highest score.

Each small group should be given a piece of flipchart.

On the flipchart, the groups should be instructed to imagine a group if it only had their leadership style and then answer the following questions:

- *What would the strength of that group be?*
- *What would the limitation of the group be?*
- *What style would you most benefit from working with and why?*
- *Why is your style important to group success?*

Have each group report out to the larger group.

Making Sense of It All

Pose these questions to the group:

- *What are some of the common themes?*
- *What connections can participants make between the practices?*
- *Will doing the practices be enough to be an effective leader? Why?*
- *What will you need in order to lead change?*
- *Can you make connections back to the values discussion from Phase II? How?*
- *What will be the result if a person knows and lives by his/her values and consciously uses the five leadership practices?*

Pose this question to the group: *So, which of the practices is most important?*

Presenter should make the point that all of the practices are interconnected and equally valuable. The real value of the practices is the awareness of them all.

STUDENT LEADERSHIP PRACTICES INVENTORY – SELF

Your Name: _____

INSTRUCTIONS

On the following pages are thirty statements describing various leadership behaviors. Please read each statement carefully. Then rate *yourself* in terms of *how frequently* you engage in each behavior described. *This is not a test* (there are no right or wrong answers).

Consider each statement in the context of the student organization (for example: club, team, chapter, group, unit, hall, program, project, ect.) with which you are most involved. The rating scale provides five choices:

- (1) If you RARELY or SELDOM do what is described in the statement, circle the number one (1).
- (2) If you do what is desired ONCE IN A WHILE, circle the number two (2).
- (3) If you SOMETIMES do what is described, circle the number three (3).
- (4) If you do what is described FAIRLY OFTEN, circle the number four (4).
- (5) If you do what is described VERY FREQUENTLY or ALMOST ALWAYS, circle the number five (5).

Please respond to every statement.

In selecting the response, be realistic about the extent to which you *actually* engage in the behavior. Do *not* answer in terms of how you would like to see yourself or in the terms of what you should be doing. Answer in terms of how you *typically* behave. The usefulness of the feedback from this inventory will depend on how honest you are with yourself about how frequently you actually engage in each of these behaviors.

For example, the first statement is “I look for opportunities that challenge my skills and abilities.” If you believe you do this “once in a while,” circle the number 2. If you believe you look for challenging opportunities “fairly often,” circle number 4.

When you have responded to all thirty statements, please turn to the response sheet on the back page and transfer your responses as instructed.

Thank you.

The Five Practices of Exemplary Leadership

The Leadership Challenge by James Kouzes and Barry Posner

Practice	Personal Observations	Personal Score	LPI Score
Challenging the Process Search for Opportunities Experiment and Take Risks			
Inspiring a Shared Vision Envision the Future Enlist the Support of Others			
Enabling Others to Act Foster Collaboration Strengthen Others			
Modeling the Way Set an Example Plan Small Wins			
Encouraging the Heart Recognize Contributions Celebrate Accomplishments			

STUDENT LEADERSHIP PRACTICES INVENTORY – SELF

How frequently do you typically engage in the following behaviors and actions?
Circle the number that applies to each statement:

	1 SELDOM OR RARELY	2 ONCE IN A WHILE	3 SOMETIMES	4 FAIRLY OFTEN	5 VERY FREQUENTLY	
1.	I look for opportunities that challenge my skills and abilities.	1	2	3	4	5
2.	I describe to others in our organization what we should be capable of accomplishing.	1	2	3	4	5
3.	I include others in planning the activities and programs of our organization.	1	2	3	4	5
4.	I share my beliefs about how things can be run most effectively within our organization.	1	2	3	4	5
5.	I encourage others as they work on activities and programs in our organization.	1	2	3	4	5
6.	I keep current on events and activities that might affect our organization.	1	2	3	4	5
7.	I look ahead and communicate about what I believe will affect us in the future.	1	2	3	4	5
8.	I treat others with dignity and respect.	1	2	3	4	5
9.	I break our organization’s projects down into manageable steps.	1	2	3	4	5
10.	I make sure that people in our organization are recognized for their contributions.	1	2	3	4	5
11.	I take initiative in experimenting with the way we do things in our organization.	1	2	3	4	5
12.	I am upbeat and positive when talking about what our organization is doing.	1	2	3	4	5
13.	I support the decisions that other people in our organization make on their own.	1	2	3	4	5
14.	I praise people for a job well done.	1	2	3	4	5
15.	I set a personal example of what I expect from other people.	1	2	3	4	5

16.	I look for ways to improve whatever project or task I am involved in.	1	2	3	4	5
17.	I talk with others about how their own interests can be met by working toward a common goal.	1	2	3	4	5
18.	I am cooperative rather than competitive	1	2	3	4	5
19.	I talk about the values and principles that guide my actions.	1	2	3	4	5
20.	I give people in our organization support and express appreciation for their contributions.	1	2	3	4	5
21.	I ask, "What can we learn from this experience?" when things don't go as expected.	1	2	3	4	5
22.	I speak with conviction about the higher purpose and meaning of what we are doing.	1	2	3	4	5
23.	I give others a great deal of freedom and choice in deciding how to do their work.	1	2	3	4	5
24.	I follow through on the promises and commitments I make in this organization.	1	2	3	4	5
25.	I find ways for us to celebrate our accomplishments publicly.	1	2	3	4	5
26.	I let others experiment and take risks even when outcomes are uncertain.	1	2	3	4	5
27.	I show my enthusiasm and excitement about what our organization is doing.	1	2	3	4	5
28.	I provide opportunities for others to take on leadership responsibilities.	1	2	3	4	5
29.	I make sure that we set goals and make specific plans for the projects we undertake.	1	2	3	4	5
30.	I make it a point to tell others about the good work done by our organization.	1	2	3	4	5

Transferring the Scores

After you responded to the thirty statements on the previous two pages, please transfer your responses to the blanks below. This will make it easier to record and score your responses. Notice that the numbers of the statements are listed horizontally. Make sure that the number you assigned to each statement is transferred to the appropriate blank. Fill in a response for every item.

1.____ 2.____ 3.____ 4.____ 5.____

6.____ 7.____ 8.____ 9.____ 10.____

11.____ 12.____ 13.____ 14.____ 15.____

16.____ 17.____ 18.____ 19.____ 20.____

21.____ 22.____ 23.____ 24.____ 25.____

26.____ 27.____ 28.____ 29.____ 30.____

Totals: _____

Address a relevant Social Issue

Phase III Expectation:

-Attend at least one presentation on leadership or social issues by a guest speaker on campus

-Address a relevant social issue within your phase group

What is a social issue? –

Any topic considered relevant to individuals in today's society.

Invite a guest speaker to speak to the phase or the chapter, or attend a presentation on your campus concerning a relevant social issue. After attending the presentation, it would be beneficial for the phase to discuss the issue. Remember that this phase centers on leadership and it is important as leaders in today's society to educate us on important social issues.

SUGGESTIONS

- ❑ Invite a legal liability speaker to a phase meeting
- ❑ Attend a campus program addressing a social issue
- ❑ Attend a community speaker addressing a social issue
- ❑ Sexual Assault
- ❑ Drugs
- ❑ Alcohol/Binge Drinking
- ❑ Sexually Transmitted Diseases

Read a book on Leadership

Phase III Expectation:

-Read one book on leadership

-Present a short synopsis of your leadership book to your phase group

Phase III – Quest for Leadership is an integral part of the Crusade program that explores leadership. Learning to apply leadership into our daily lives, within the chapter and campus, and towards all future success is not an easy task. It is important for each phase member to complete each expectation to help one become a better leader.

Reading a book on leadership will help each phase member gain another perspective of leadership. Phase member's should pick out their book early in the phase to allow plenty of time to read the book during one's busy class schedule. Middle of the way through Phase III, have each phase member give a summary of the book pointing out what they learned and how leadership can play a role in one's success.

Example books on leadership:

Lee on Leadership – (Crusade Library)
Lee – The Last Years – (Crusade Library)
7 Steps of Highly Effective People – (Crusade Library)
One Minute Manager (Crusade Library)
Principle Centered Leadership (Crusade Library)
21st Century Leadership
Winning Everyday
Leading with the Heart
Who Moved My Cheese?
Fish
ZAPP
The Four Agreements

Movies (Patton, Braveheart, Dead Poets Society, Hoosiers, Gladiator, The Patriot, We Were Soldiers, School Ties, Remember the Titans, Crimson Tide, Hunt for Red October, Courage Under Fire, Men of Honor, Rudy, October Sky, Stand and Deliver, 12 Angry Men, U-571, Apollo 13, Glory, Gettysburg, etc.)

Organize an Experiential Learning Activity

Phase III Expectation:

-Assist in the organization of one experiential learning activity for your chapter

What is Experiential Learning?

Experiential learning is the idea of doing something for the sake of learning. It is a hands-on approach to learning that allows one to learn from experience rather than from a textbook.

Benefits of experiential learning to the participant include:

- Opportunity to interact with the world around you
- A broadened understanding of one's surroundings
- Enhancement of personal growth and self image
- Ability to work collaboratively with other people on real problems
- Possibility to improve citizenship, helping, learning, and occupational skills
- Ability to understand problems in a more complex way and to imagine alternative solutions
- Strengthened brotherhood by improving chapter communication, motivation, and cooperation.

Examples include:

- Ropes course
- White-water rafting
- Canoeing
- Paintball

Scenario Based Learning

Phase III Expectation:

-Participate in at least three scenario based learning discussions

SCENARIO BASED LEARNING

Throughout *The Crusade* you will be required to participate in discussion groups based on a scenario that has been presented to your group by the phase commander. These scenarios are designed to stimulate discussion and debate, and in most cases there are several correct answers. The scenario discussion groups can take place anywhere you like, over dinner, in the house, away from the house, most importantly they should be conducted in a relaxed atmosphere where people can debate and have fun, they are not to be treated as assignments in school.

The Kappa Alpha Order National Administrative Office has many resources to help your chapter accomplish this expectation. First, we offer **Human Synergistics Survival Situations**. All you have to do is contact the office to get a video, leader's guide, and participant manuals. **All we ask is that you return the video and leader's guide so that other chapters can use this resource.** Second, we have included 8 **Crusade Case Studies** that give you in-depth situations concerning apathetic members, risk management situations, chapter operations, and etc.

Survival Situation Resources

From the Sonora Desert, to the Cascades Mountains, to the Australian Bush...and beyond. The HSI Survival Series offers simulations to educate, excite, and inspire your phase towards applying leadership in an individual and group setting.



Cascades Survival Situation

Situation Summary

You and a group of friends have rented a cabin in the Cascade mountain range. Awakening early Saturday morning you look out your window and see a heavy snowfall blanketing the ground. A radio weather bulletin confirms your worst fears--the first snowfall of the year has come unexpectedly early. The storm is expected to last for four or five days. Because your group is unfamiliar with the area, you are unprepared for these weather conditions.

Before the weather conditions become serious, you charter a helicopter to transport your group. Without warning 30 minutes into the trip the helicopter suddenly crashes, leaving your group stranded on a wooded slope at the edge of a small clearing high in the mountains. As you listen to the wind moan through the mountains and watch the swirling snow accumulate, you wonder how you will survive.

Task

In the *Cascades Survival Situation*, participants work individually and then as a team rank the order of the survival importance of 12 items salvaged from the crash.

Desert II Survival Situation**Situation Summary**

Returning from Acapulco with a group of friends, your chartered plane just left Hermosilo, Mexico where it had stopped for refueling a little after 10 a.m. on August 8. As you settle in for the flight home to Arizona, you and your friends reflect on the beautiful sunrise you had experienced that morning.

Soon after you are airborne the engines begin misfiring and within minutes the plane is losing altitude. The pilot warns everyone to prepare for a crash landing. Before you know it, you and your group are standing around somewhere in the Sonora Desert in the southwest United States looking at the charred airframe of the plane you were riding in 20 minutes ago. Searching the ground near the wreckage, the group located a number of items that may aid in their survival. You survived the crash now you must survive the desert!

Task

The *Desert 2 Survival Situation* contains additional steps that are not offered in the *Desert Survival Situation*. For example, participants work individually and then as a team to decide on major problems to overcome in their effort to survive, select a survival strategy, rank order the survival importance of 15 salvaged items, and decide on the best use for each item.

Bushfire Survival Situation**Situation Summary**

You are on assignment at the Australian office of a multi-national firm in Melbourne, Victoria. It has been a long, dry summer and you look forward to escaping the heat of the city for the weekend. You and your group have taken up an offer to use a vacation home owned by an associate in the scenic Dandenong Ranges, east of Melbourne. Though there have been reports of bushfires, none have been in the immediate vicinity of your destination.

You arrive at the vacation home in time to join the others for lunch. The weather has become unpredictable with strong gusty winds. Someone notices smoke. Further observation reveals that ash, embers, and charred leaves are falling. Given the wind direction, the fire is approaching from the southwest. Your group quickly looks around for resources that could help it survive.

Task

In the *Bushfire Situation*, participants work individually and then as a team to rank order 12 items that the group has identified as potentially useful to its survival.

Subarctic Survival Situation**Situation Summary**

It is approximately 2:30 p.m., October 5, and you and your group are returning from a trip to Labrador, Canada. You notice that the terrain is covered with small evergreen trees and a number of hills with rocky

and barren tops. The float plane encounters difficulties and crash-lands on the east shore of Laura Lake in the subarctic region of the northern Quebec-Newfoundland border.

The pilot did not survive the crash but the rest of you are uninjured. Shortly after the crash, the plane drifted into deep water and sank. The pilot was unable to contact anyone before the crash. However, ground sightings indicated that you are 30 miles south of your intended course and approximately 22 miles east of your original destination. Before the plane drifted away and sank, you were able to salvage 15 items.

Task

In the *Subarctic Survival Situation*, participants work individually and then as a team to rank order the survival importance of 15 salvaged items.

Scenario Based Learning - Crusade Case Studies

Case Study 1 – Robin spends the night at the fraternity house after a party. Next morning she wakes up in the arms of one of your fraternity brothers and can't remember how she got there – Now what? This case study is about dealing with a crisis management situation involving a sexual assault charge on the chapter. This is an excellent tool for allowing the entire chapter to think about the ramifications of the situation and how the chapter is perceived by the media and the students on campus.

Case Study 2 – Suzy falls and cuts herself at your party. Dad is threatening to sue – Now what? This case study is about dealing with a crisis management situation that involves bodily injury to someone who is not a member of the chapter. This is another tool to help the chapter understand the severity of a risk management situation.

Case Study 3 – Your chapter can't do anything right and can't please anyone. They are about to lose its charter because of apathy and lack of concern in the ranks – What is there to do? This case study gives the phase group a chance to be the executive committee for a failing chapter and get them to the top again.

Case Study 4 – Embezzlement of chapter funds – an activity that happens in chapters more often than you might think. This case study gives the chapter the opportunity to learn about how to deal with this issue before it happens in the chapter.

Case Study 5 – A perfect case study for the Phase I class. This case study allows them to figure out how they as a class or the pledge educator would deal with a member of their class who has bad grades.

Case Study 6 – Drunk driving is one of the most serious problems that our chapters face today. This case study allows the Phase class to talk about how a chapter deals with members who drive under the influence and how to handle a situation that results in death.

Case Study 7 – What do you do when a chapter has no regard for the beliefs of the Order? This case study allows the phase class to solve the problem of lack of respect for the initiation ceremony and the customs of the Order.

Case Study 8 – Scholarship is one of the most important things that we as college students should think about and work towards, it is the real reason why we are in school. What happens when a chapter does not take scholarship seriously? How can a chapter as a whole be motivated to do well scholastically?

Case Study 1

The Situation

Kappa Alpha Order's Omega Omega is one of the most popular fraternity chapters at Smokey Mountain University. During the last several years, Omega Omega has won several Samuel Zenas Ammen Awards for chapter excellence. Additionally, Omega Omega is one of the older chapters within KA and it has a well-established alumni advisory committee and alumni chapter.

Like most fraternities, Omega Omega has an active social calendar. However, last Saturday night's party was more than anyone anticipated. The event was a date party with most of the brothers participating. Jim was fixed up with Robin, a new pledge from the sorority next door.

Although Jim and Robin were both underage, it appears that both had been drinking at the party, and that may have contributed to the problems that resulted. About 2:30 a.m. Jim and Robin went up to Jim's room to talk. From this point on, each tends to give a different view of the evening's activities. Jim remembers he and Robin talked awhile, kissed awhile, and then went to bed together, each agreeing it was the thing to do. Robin remembers talking awhile, kissing awhile, but generally being uncomfortable with Jim's advances. She does know that when she woke up she was in bed with few clothes on. Both Jim and his roommate were in the room when she woke up. She was so upset at that moment that at her request, Jim and his roommate left her alone. While alone, she called the campus police to report she had been assaulted at the KA house. The police came to the scene, spoke with Robin, and transported her to the Health Center for an examination. Jim and his roommate were questioned and later that day Jim was arrested on charges of sexual battery.

Almost immediately, a number of other things began to happen, including:

- 1) Rumors regarding Robin's reputation on campus spread, through the fraternity system.
- 2) Robin's friends began to remember other stories about the "animals" at Omega Omega.
- 3) Robin's parents demanded that the University take action against, the fraternity.
- 4) The student newspaper (The Grizzly) and several campus women's groups commented on the sexist attitudes perpetuated by the fraternity system.
- 5) Some members of Omega Omega sought to defend Jim and his roommate, while others wanted their immediate expulsion from the Order.
- 6) The Prosecutor's Office, in connection with the police, continued the investigation to determine whether charges of rape should also be filed.
- 7) The Fraternity Advisor was asked by the Vice President for Student Affairs to initiate disciplinary charges against Jim, his roommate, and the fraternity.

Case Study 1

As a phase group, your challenge is to serve as the Executive Committee of Omega Omega chapter and to present a viable solution to the phase commander in less than 20 minutes. You can pose any solutions that are currently practical at your chapter. Conversely, you cannot offer a solution that is impractical or improbable; for example, a million dollar payment to “make the problem go away.”

After you have presented your course of action be prepared to address 3 areas – effects on the individuals both within the chapter and outside the chapter, effects on the chapter, and effects on the campus and community.

Write down your thoughts as you answer the following questions. By answering the following you are effectively working through the situation and working towards a rational solution.

- 1. What are the facts?**
- 2. What are the problems?**
- 3. What is the first thing to do?**
- 4. What resources do you use in solving this problem?**
- 5. What do you do to ensure the integrity of the situation and reputation of the chapter?**
- 6. What, if any, measures are put into place to stop something like this from happening again?**

The Challenge

Things to talk about

This situation illustrates how important it is for the chapter leadership to have a crisis management plan in place. Emotions will be running high and the chapter must be prepared to handle the barrage of questions and media attention.

1. What are the facts?

Herein lies the problem with the whole situation; there are very few facts, and a whole lot of hearsay. The facts are:

- a). Jim and Robin are strangers and are probably meeting for the very first time.*
- b). Both individuals appear to have been drinking and both are underage. (UNDERAGE DRINKING)*
- c). Both individuals consented to going upstairs together.*
- d). Both individuals acknowledge a slight initial attraction to each other (the kissing).*
- e). Jim and Robin’s stories about how the evening ended are very different.*
- f). The university and police are aware of the situation and the chapter must act.*

2. What are the problems?

- a). Underage drinking.*
- b). Conflicting stories.*
- c). Outside pressures and influences on the chapters leadership.*

3. What is the first thing to do?

- Ensure the Number 1 is aware of the situation and then notify the National Administrative Office, alumnus advisor, and province commander. You will want to talk to the Director of Chapter Services or the Executive Director.

- Assemble the chapter and require them to refrain for commenting on the situation to anyone who is not a brother or working on official business for the Order. Uninformed brothers and “jail house lawyers” can seriously damage the fragile nature of this situation. The Number 1 is the only authorized voice for the chapter to explain that the situation is currently being investigated and any curious bystanders are to talk to the Executive Director of Kappa Alpha Order. Do not try to talk to anyone about the situation, all matters need to be referred to the National Administrative Office.

- Cease all social and high profile activities until permission is given from the National Administrative Office and/or the province commander. Meet with the Greek Advisor and let him/her know that the chapter and National Administrative office are working to solve the situation.

1. What resources do you use in solving this problem?

There are really two types of resources; animate resources, your alumnus advisor, province commander, staff, and inanimate resources, the Kappa Alpha Order Risk Management Policy, the Kappa Alpha Laws, and the customs of the Order. All of these are to be used in concert and they are in place to make the hard decision – if you follow and use them, they will protect all the involved parties.

2. What do you do to ensure the integrity of the situation and reputation of the chapter?

First off, leave all press releases to the National Administrative Office. Mainly work on promoting a better public relations for the chapter. Promote service within campus and in the community. Get more involved in student organizations that will in turn promote our organization in a positive manner.

3. What, if any, measures can be put into place to stop something like this from happening again?

Continue to push educational programming and guest speakers on the issues such as sexual misconduct. Use the Kappa Alpha Laws to help you navigate throughout the investigation and the entire situation. Remember, as long as the chapter is making an effort to govern itself the National Administrative Office will work to aid and assist in every manner possible. Resource the customs of the Order as a moral guide.

Case Study 2

Chapter Great Plains State University Statistics

Active Membership : 34
Campus Average : 89

Avg. Chapter Pledge Class: 16 Chapter Pledge Retention Rate: 33%
Avg. Campus Pledge Class: 35 Campus Pledge Retention Rate: 72%

Chapter GPA: 2.94
Campus GPA: 2.99

Avg. Pledge GPA: 2.03 Amount Owed to NAO: \$ 274.67
Avg. Campus Pledge GPA: 2.47 Founded: November 1893

The men of Omega Xi chapter of Kappa Alpha Order at Great Plains State University were just finishing their annual fall rush. Although the first two rush weekends were required to be dry, the final bid parties followed the regular social event guidelines for the campus. BYOB was allowed for those over twenty-one. The chapter tradition was to invite all of the chapter's new pledges and all women new to the campus. As always, the chapter provided non-alcoholic punch and plenty of food.

The party was "fairly successful" with the 22 new pledges, the 34 chapter members, and just over 350 freshmen women. A few came and left, but most stayed for the evening.

At about 12:30 a.m. the party was still going strong. While dancing, Suzy was accidentally shoved against the concrete-wall of the chapter house. The new pledge who bumped into Suzy was clearly intoxicated. Suzy had been drinking but she was not drunk. The glass she was holding broke upon impact with the wall and cut her hand.

The Number I called the police and a policeman took Suzy to the Health Center and later to the community hospital. She was released about 3 hours later with 27 stitches in her hand. Suzy's father was appalled at the actions of the fraternity and plans to sue Omega Xi and Kappa Alpha Order for damages up to \$300,000. He was surprised that a fraternity would let a party "get out of hand" and allowed underage students to drink.

You additionally know that:

1. The drinking age in the state is 21 and the chapter officers have signed the Kappa Alpha Order Risk Management Policy.
2. Suzy is 18 and a music major whose instrument requires considerable manual dexterity.
3. The new pledge who bumped into her was 19 and has an older brother in the house.
4. IFC BYOB rules require that all "of-age" people have their hand stamped or are given a special event wristband. Suzy and the pledge had neither.
5. Campus event social regulations require alcohol not be available during the last hour of the party and bands must stop playing at 1:00am.
6. The chapter is currently on probation for breaking into a sorority house and taking their composite, their silver tea service, and other items of considerable value to the sorority.
7. John Williams, the Number VIII, was serving as the doorman. He was sober for most of the evening.

The Situation

Case Study 2

As a phase group, your challenge is to serve as the Executive Committee of Omega Xi chapter and to present a viable solution to the phase commander in less than 20 minutes. You can pose any solutions that are currently practical at your chapter. Conversely, you cannot offer a solution that is impractical or improbable; for example, a million dollar payment to “make the problem go away.”

After you have presented your course of action be prepared to address 3 areas – effects on the individuals both within the chapter (pledge, officers) and outside the chapter (Sally and her family), effects on the chapter, effects on the campus and the entire Order.

Write down your thoughts as you answer the following questions. By answering the following, you are effectively working through the situation and working towards a rational solution.

The Challenge

Things to talk about

- 1. What are the facts?**
- 2. What are the problems?**
- 3. What is the first thing to do?**
- 4. What resources do you use in solving this problem?**
- 5. What, if any, measures are put into place to stop something like this from happening again?**

This situation illustrates how important it is for the chapter to have a crisis management plan. They must get all the facts and information in a time of complete chaos and madness. It is extremely important that the chapter is open and honest and takes the time to get all the facts straight.

1. What are the facts?

- a. *The drinking age in the state is 21 and the chapter officers have signed the Kappa Alpha Order Risk Management Policy.*
- b. *34 chapter members, 22 new pledges, and 350 freshmen women attended the party.*
- c. *Suzy is 18 and a music major whose instrument requires considerable manual dexterity.*
- d. *At about 12:30 am Suzy was accidentally shoved against a concrete-wall of the chapter house by a new pledge that had been drinking.*
- e. *Suzy was holding a bottle when she got shoved and cut her hand.*
- f. *IFC BYOB rules require that all "of-age" people have their hand stamped or are given a special even wristband. Suzy and the pledge had neither.*
- g. *Campus event social regulations require alcohol not be available during the last hour of the party and bands must stop playing at 1:00 am.*
- h. *The Number 1 called the police and Suzy was taken to the Health Center.*
- i. *Suzy's father was upset and plans to sue Omega Xi and Kappa Alpha Order for damages up to \$300,000.*

2. What are the problems?

- a. *Underage drinking*
- b. *The party was also too big.*
- c. *Suzy had been drinking and is underage*
- d. *The pledge had also been drinking and is underage.*
- e. *Not all of the guests had their hand stamped or were given a special wristband.*

3. What is the first thing to do?

Use the chapter's crisis management plan, if you don't have one, refer to page 16 of The Gauntlet for information that you will need. Make sure that the Number 1 is aware of the situation and then notify the Greek advisor, alumnus advisor, province commander and the National Administrative Office.

Find out as much information as possible regarding the incident. Also, contact Suzy to make sure she is all right. Call a chapter meeting as soon as possible to further discuss the issue. It is important that everyone in the chapter is on the same page. After consultation with the National Administrative Office and your province commander, designate a public relations representative that has had experience speaking with the media.

4. What resources do you use in solving this problem?

- a. *Alumnus advisor*
- b. *Faculty advisor*
- c. *Province commander*
- d. *Greek advisor*
- e. *Crisis management plan*
- f. *National Administrative Office*

5. What, if any, measures can be put into place to stop something like this from happening again?

- a. *Continue to educate the chapter on the Kappa Alpha Order Risk Management Policy. Also make sure that the chapter abides by IFC policy.*
- b. *According to the Kappa Alpha Order Risk Management Policy, only three guests are allowed per member.*
- c. *Make sure that the chapter does not have an "Open Party". Open parties, meaning those with unrestricted access by non-members of the fraternity without specific invitation where alcohol is present shall be prohibited. Open parties have been defined as those functions at which the guest to member ratio exceeds three-to-one.*
- d. *Sober active members should help regulate the party and make sure that underage drinking does not occur.*
- e. *Assemble a risk management team of 4 to 5 members that are responsible to uphold the risk management policy.*
- f. *Hire security guards to help regulate the social function.*
- g. *Require everyone attending the function to BYOB. After identifying the people that are over 21, place their alcohol in a designated place. Then they are only allowed to get their alcohol if they have a ticket, stamp, or wristband.*

Case Study 3

Educational & Leadership Consultant Bill Edwards has just visited your chapter and filed the following report. (Attached)

Following the consultant's visit, the province commander removed the officers of the chapter for their failure to perform their duties. The chapter's leadership was made up almost entirely of seniors and they had become apathetic and lazy.

The province commander decided it would be best for you and the other members of your phase group to serve as the executive committee of the chapter.

The chapter members are shocked by the recent developments. They suggest that the chapter should have a large party, blow off some steam and think about the operational side of the chapter in a couple of weeks. They remind you, as the leadership of the chapter, that KA is a social fraternity and that the main purpose of Omega Phi chapter is that it is a great place to hang out with friends and to party after a long week at school.

The alumnus advisor has advised you that the Central State Alumni Chapter will not award any more scholarships (they issue a \$ 2,000 merit scholarship per year) unless the chapter increases its GPA and at least five members apply. The last several years only one person has applied. He also stated that alumni donations to the chapter has consistently dropped over the last 3 years.

Ms. Adams, the newly hired Greek advisor, has just informed the National Administrative Office, Province Commander Smith, Alumnus Advisor Binkley, and Faculty Advisor Porterfield that the chapter must present a "show-cause" petition to the Dean of Student Life and the Chancellor in 45 days or the chapter will lose University recognition and will be closed.

Chancellor Thomas recently stated in the school newspaper that two of the ten fraternities did nothing to promote the university mission of "*excellence in academics and compassion through service.*" Additionally, he stated that if a chapter did not enhance the university or community, he would fight tooth and nail to have them removed from his campus.

Dr. Porterfield is a long time friend of the chancellor and has served at Central for 43 years. He is a distinguished Kappa Alpha alumnus, but several rumors abound that he is no longer interested as serving as the faculty advisor. Minutes from years back indicate that he used to be involved, but two or three years ago the Number 1's stopped taking the time to involve him in the chapter. His involvement is questionable.

The Situation

Case Study 3

As a phase group, your challenge is to serve as the executive committee of Omega Phi chapter and to present a viable solution to the phase commander in less than 45 minutes. You can pose any solutions that are currently practical at your chapter. Conversely, you cannot offer a solution that is impractical or improbable.

You are required to elect and appoint officers within the phase group and to develop an action plan to address the events that are endangering the chapter. Each officer will be required to develop at least three goals that he will need to accomplish in the next 45 days. Additionally, the group will need to develop an outline to address the “show-cause” letter from the Chancellor. Remember that if the chapter cannot “show” the university a good “cause/reason” to stay, it will be closed.

Write down your thoughts as you answer the following questions. By answering the following, you are effectively working through the situation and working towards a rational solution.

- 1. What are the facts?**
- 2. What are the problems?**
- 3. Prioritize the problems, what must be addressed first?**
- 4. What can you do, as an officer of the executive committee to help the situation?**
- 5. What resources do you use in solving this problem?**
- 6. What are the intangibles or un-predictable issues facing the chapter?**
- 7. List your 3 goals:**

The Challenge

Things to Talk About

Membership Recruitment Chairman: Ryan Sellers

Institution

Continuous bidding allowed: Yes
 # of undergraduate men: ~5,000
 % of Greeks on campus: 8%
 Average pledge class size
 Fall: 35
 Spring: 5

Chapter

Term: Fall 2010
 # Bids accepted/extended: 41/55
 Summer rush function: Yes
 Alumni involved in recruitment: Yes
 Rush clinic held: Yes

Member Education

Council of Honor program: Yes
 Number of men inducted this year: 0
 Chapter uses formal COH induction: No

COH Commander: Greg Pharr

Consecutive active years: ?
 % of chapter inducted to date: 10%

New Member Education

of members on pledge ed. committee: 2
 Strict adherence to Order's laws on hazing: Yes

Chairman: Tommy Swain

Chapter uses formal induction: Yes
 Length of pledge program: 20 Weeks

Pledge program includes the following:

Big brother program: No
 Retreat: No
 Leadership education: No
 Scholarship program: No

Written supplement: No
 Written program: No
 Familiarity with KA LAWS: No
 Chapter operations: No

Ritual

Customs

Secured in fireproof box: Yes

Number IX: Tad Barnes

Regalia

Regalia is complete: No
 Properly maintained: No

Implementation

of formal meetings/month: 4
 Post-initiation training: Yes
 % of ceremony memorized: 30%

Finances

Number VI: John Spencer

Budget

Gross receipts: \$49,500
 Written budget: No

Delinquent A/R

Actives: \$2,524
 Alumni: \$0.0
 % of total budget: 5%

National Accounts / Reports

Reports over due: None
 Balance: \$1,977.98
 Reviewed with: Number VI

Chapter has and maintains the following:

Income/Disbursements Ledger: No
 Reconciled bank statements: Yes
 Canceled checks: Yes
 Finance files for past 3 years: No
 Professional bookkeeper: No
 Rental contract: Yes
 Professional A/R manager (GMI or other): No

Members Ledger: Yes
 Personal computer/spreadsheets: No
 Current IRS 990 filed: No
 Promissory notes: Yes
 Meal contract: N/A
 Membership agreement form: No

Risk Management

Specialist: Andy Davies

Policy Compliance

Dry Rush: Yes
 Pledge functions (dry): Yes
 Hazing: Yes
 Other (list areas of concern/non-compliance):

Closed Parties: Yes
 Purchase of alcohol: Yes
 Fire Safety: Yes

Social Function Management

Non-drinking party monitors: Yes
 Tag/ticket system used: No
 Emergency #'s posted: No
 Risk Mgt. Certification: Yes

Safe transportation available: Yes
 Security guards: Yes
 Crisis management plan: Yes
 Stamp/ I.D. to control underage drinking: Yes

Project Outreach**Chairman: None**

Total money raised for MDA:	\$300	Total man hours for MDA:	124
Total money raised for other charities:	\$0.0	Total man hours for other charities:	0
Average money earned per member:	\$4.83	Average hours worked per member:	2
Number of events for MDA:	1	Number of other philanthropic events:	0
Chapter has Project Outreach information:	No		

Public Relations**Chairman: Matt Mucha**

Correspond w/chapters in Province:	No	Correspond with newly chartered chapters:	N/A
Correspond w/other Greeks on campus:	Yes	Correspond with faculty:	No
Chapter hosts faculty event:	No	Chapter sponsors school-wide event:	No

Alumni Relations**Chairman: Tom Brady**

# of alumni newsletters per year:	2	# of other alumni correspondence:	3
Newsletter sent to parents:	No	# of alumni events per year:	3
Updated alumni list sent to Headqtrs.:	Yes	Responds to rush recommendations:	Yes
Responds to alumni contributions:	Yes		

Reporting System:

Officers understand reporting system:	Yes		
Reports on time:			
Report 1 (Fall dues and insurance):	Yes	Report 4 (initiation report):	Yes
Report 2 (pledge report):	Yes	Report 5 (<i>Journal</i> update):	
Report 3 (monthly financial):	Yes	Report 6 (Spring dues and insurance):	

If late, explain why and list solutions:

Housing

A = Housing Corp. B = school owns house C = HC owns house/school owns land D = rents from private citizen

Who owns chapter house:	A	Kitchen services:	No
Sleeping capacity of house:	8	# of rent paying residents:	6
Name of R.A./Housemother:	None	# of non-rent paying residents:	0
Housing rental / leasing contracts:	Yes		
Present condition of chapter house:	Good		

Campus Activities & Leadership

	<u>Officer</u>	<u>Pledge</u>	<u>Active</u>	<u>Total</u>
# attending Province Council	3	0	3	6
# attending NLI	1	0	0	1
Number of Executive Committee meetings per month:	4			
Chapter submitted Application for National Recognition:	No			

The chapter utilizes the following programs

Chapter retreats:	Yes	Officer shadowing:	No
Officer training program:	Goal	Officer notebooks:	No
Goal setting workshops:	Goal		

of members in IFC/Greek Council (include delegates): 1

Advising**Greek Advisor:****Lori Adams**

# of meetings with Greek Advisor/ month:	Many
Has chapter had any disciplinary problems:	No
Has chapter won any campus awards:	No

Alumnus Advisor:**Charles Binkley**

Years as Alumnus Advisor:	5	# of meetings attended:	1/Month
How frequent is communication with chapter:	Fair	With Province Commander:	0
# of workshops attended:	Some	Audited finances this semester:	No
# of meetings with committee:	Some	COG sections given to committee:	No

Faculty Advisor:	Tim Porterfield
Years as Faculty Advisor:	2
# of meetings with Faculty Advisor / month:	0
Chapter meetings attended per month:	0

Alumni Advisory Committee: Being reformed
 How many members:
 List members:

CHAPTER STRENGTHS AND AREAS FOR IMPROVEMENT

Special Training Sessions can be incorporated into the visit by the officers at the discretion of the Consultant, and are performed when a minimum of 50% of the chapter is in attendance, in order to maximize time and the effectiveness of the session. During the visit, these key areas were identified as the strengths and concerns of the chapter. Also listed below are the goals that the officers and the brothers are currently working on achieving.

Special Training Sessions

1. National Administrative Office
2. Apathy

Strengths

Rush – The men do a very good job in this area. The chapter involves their alumni with rush events and the chapter signed 32 men this past fall. Rush is the lifeblood of the chapter and the men will always benefit from their effort in this area.

Alumni Relations – The men do a very good job of corresponding with their alumni. With three alumni events per year, there are plenty of opportunities for the alumni to be involved with the chapter. A good rapport with our alumni can be an invaluable resource. The men should continue their efforts in this area and always work to ensure that alumni events are organized well and invitations for the events are sent well in advance.

Areas for Improvement

Scholarship – The chapter GPA is below that of the all men’s and all fraternity average. In addition, their new member GPA was a 1.847, and the chapter ranked 10th – last out of all Greek fraternities. If there is one thing the men must remedy, it is their scholarship. Our primary obligation as Kappa Alphas is to excel in all areas including scholastics. The chapter should appoint a scholarship chairman immediately and use every resource available, including those that the university offers to enhance this area of operations.

Retention – The chapter had a 25% retention rate last spring and out of the 32 men that pledged last fall, only 14 were initiated this past fall. Although the chapter is not in danger from small numbers, they could easily find themselves there with this type of retention. In addition, the men chose not to rush this spring because they would not have a large pledge class. This type of mentality can prove dangerous if exaggerated each year. The pledge retention rate usually is a direct reflection of the health and operations of a chapter. The men must improve these numbers.

Community Service – Although the chapter does attempt to raise money for MDA, they have not performed any community service or aided any additional local charities. The MDA work is very important, but aiding our local communities is of equal importance. I encourage the men to perform one community service event per semester.

Council of Honor – The chapter does participate in the Council of Honor program, however they do not use the formal induction ceremony and only 15% of the chapter have graduated from the program. The program appears to have withered away to about nothing. If members are going to work to complete the program, they should be recognized by the ceremony and through membership shingles

1. What are the facts?

- a. *This is not a fraternity, just a social club; the chapter members do not understand the meaning of KA*
- b. *Alumni are not pleased with the chapter.*
- c. *Low chapter GPA.*
- d. *Chapter shows no value to the university. Need to “show cause” of existence in order to stay recognized.*

What are the problems?

- a. *Low chapter moral.*
- b. *Scholarship.*
- c. *Losing alumni and university support, need to start an outline to address the “show cause” letter from the Chancellor.*
- d. *Faculty advisor is losing interest in the chapter because they have lost interest in him.*
- e. *Poorly educated in KA.*

Prioritize the problems, what must be addressed first?

- a. *Scholarship.*
- b. *Begin immediate alumni and university communication.*
- c. *Get the faculty advisor involved; he is a major key in the chapter’s success, past, present, and future.*
- d. *Educate themselves in KA.*
- e. *Develop an outline to address the “show cause” letter from the Chancellor.*

What can you do as an officer to help the situation (suggestions for acting Number I)?

- a. *Meet with all officers and develop the plan of action and the dates for completion. This should allow enough time prior to the 45-day deadline for an internal chapter review.*
- b. *Make sure that I form and complete my three goals.*
- c. *Make sure that all the officers form and complete their three goals.*
- d. *Stay in constant contact with the province commander, alumnus advisor, faculty advisor, and university Chancellor. With the seniors gone the chapter is very young and will be going through a lot of changes and this is a start of positive change with Omega Phi chapter.*
- e. *Keep the chapter motivated and on the right track (risk management, finances, scholarship, etc.). Start educating the chapter members on KA and remind them why they chose KA.*
- f. *Develop an outline to address the show cause letter from the Chancellor.*

What resources do you use in solving this problem?

- a. *Province Commander.*
- b. *Faculty Advisor/Alumnus Advisor.*
- c. *Report 7 and Educational & Leadership Consultant Bill Edwards.*
- d. *COG – make sure that your officers know what they need to be doing.*
- e. *Trust in your officers to meet their goals and effectively perform their duties during this critical period of the chapter.*

What are the intangibles or un-predictable issues facing the chapter?

Rumors and bad PR – people will talk that the chapter is leaving and there will be different stories. To combat that, set the goals and achieve them and show people that there is worth and pride within the chapter.

List your 3 goals:

1. *Involve every member of the chapter. 64% of the chapter consists of sophomores or younger.*
2. *Increase PR in two areas for alumni and the university: chapter worth and scholarship.*
3. *Make sure this chapter is still in existence as a university recognized organization in 45 days.*

Case Study 4

The brothers of Rho Psi at Mountain Grove University are well known for their amazing Old South Week. Every year all of the girls at Mountain Grove beg the guys so that they can come to their Old South Ball set in New Orleans. This year they just did not have the money due to a major Risk Management Violation in which they had numerous underage drinkers present at the party. The money to pay for the risk management violations came straight out of their Old South Funds. The Brothers of Rho Psi were really devastated when told by their President that they would just have to have the Old South Ball in town.

Little did the Brothers of Rho Psi know, but the Treasurer took off for a daring mission to save the Chapter's Funds. He just knew that if the campus got word that the Brothers of Rho Psi could not have Old South in New Orleans they would be the laughing stock on campus. The Number VI was very confident that he would definitely double their money he used from the House Budget at the craps table at the Lazy Lady Riverboat Casino that runs every night on Klatum Lake. His idea of winning the big bucks failed as he put his chapter in a 5,000 debt. The chapter budget was demolished.

The chapter started preparing for Old South when the president realized they had no money. The Number VI was nowhere in sight. The president then had to explain to the chapter that they could not have Old South due to insufficient funds. He then had to explain to the chapter that they would not be able to do anything until they can raise the missing \$5,000 dollars that goes to the Housing Corporation.

This act has put the Brothers in a huge debt that will at least take a year to clear up. The active chapter will now have to have fundraisers and alumni support to get out of the hole. Not only are the brothers not going to New Orleans, but they now will not have Old South and will not be able to pay the house costs for the semester.

The Situation

Case Study 4

As a Phase group, your challenge is to make up a chapter budget for the semester and to describe the duties of the Number VI. After you completed a semester budget, think of some expenses that could pop up during the semester that could alter your budget. Are you including fines in your budget? Should you? Use last years budget as an example to use for the project. How are you going to collect the dues? Are you separating your money into the FOTO (Funds Of The Order) account and into your regular chapter account? Does your Number VI have an assistant? Fill out a sample budget and answer the questions so that everyone has an understanding of the of the huge responsibilities of the Treasurer.

Take 10 minutes and answer the questions individually. After everyone is done, compare your answers in the discussion group.

1. What are the facts?

2. What can be done to prevent this from happening?

3. What resources are available for the chapter to make the right financial decisions?

4. *What are the Number VI's duties?*

5. *What is a prudential committee?*

The Challenge

Things to Talk About

1. What are the facts?

- a. *The chapter had a major risk management violation in which they had to pay money out of their chapter budget for fines.*
- b. *The treasurer took off with the chapter's money to try to double chapter funds at a casino.*
- c. *The treasurer realized that the odds were against him as he lost the money and put the chapter in a \$5,000 debt.*
- d. *The chapter does not have the funds to support their old south function nor pay their housing corporation rent.*

2. What can be done to prevent this from happening?

- a. *Set up an operating prudential committee. It is important that the treasurer can show the committee his work.*
- b. *A two-signature check system ensures that the check has to be signed by two members of the chapter. Most businesses and organizations do not allow the accountant to sign the checks since he has access to them. This is a check and balance system that provides the safest and honest way to control your chapter's money.*
- c. *Keep accurate financial records that can be shared with the chapter.*

3. What resources are available for the chapter to make the right financial decisions?

- a. *First and most importantly, maintain a chapter budget through the entire school year.*
- b. *The chapter needs to have an operating Prudential Committee that controls all aspects of the chapter, deals with budgeting, expenses, collection, and disciplinary actions. The chairman of the committee should also handle the Accts. Rec. and collection.*
- c. *Use a professional bookkeeper, professional A/R manager like Omega, or a computer/spreadsheet (like Quicken) to keep accurate records.*
- d. *Use an Income/Disbursement ledger to keep accurate records.*
- e. *Reconcile the bank statements.*
- f. *Another resource to help keep better records is a Members ledger. This helps keep track of individual chapter member's dues, payments, and fines.*
- g. *Make sure that chapter members sign membership agreement forms and rental contracts. This ensures their obligation to pay or be turned over to a collection company.*
- h. *Promissory notes are another tool to provide chapter members a payment plan.*
- i. *The alumnus advisor is a really good resource in helping the chapter maintain financial records. The alumnus advisor also has the authority to look at the chapter's books at any time.*
- j. *Keep separate checking accounts. One account should be the FOTO (Funds of the Order) account. According to KA Law, Title 9-224, no chapter shall co-mingle funds that are owed to the National Administrative Office. All dues and insurance, pledge induction fees, and initiation fees should be collected and put into this account. Another account can be set up strictly for the housing corporation to keep rent money separate from chapter funds. The other account is strictly used for the chapter.*

4. What are the Number VI's duties?

According to KA Law Title 9-136. The VI – Treasurer or Purser

- a. *The VI shall collect all fees, dues, fines and assessments,*
- b. *keep financial records of the chapter,*
- c. *have custody of the funds of the chapter,*
- d. *be responsible to the Number I for the safekeeping of all property of the chapter for which another officer of the chapter, exclusive of the I, is not responsible, and*
- e. *report to the chapter as often and in such detail as may be required by the chapter or the I, at least once a month, the status of each member's account with the chapter or with the Order, the accounts of the chapter, and such other matters as may be disclosed from the chapter's financial records.*

5. What is a prudential committee?

Title 9-225

- a. *Each active chapter of more than five members shall have a Prudential Committee composed of active members of the chapter excluding the VI.*
- b. *The Number I shall appoint and be chairman of the Prudential Committee.*
- c. *The committee shall supervise the financial affairs of the chapter so that expenditures shall not exceed income, prepare an annual chapter budget, consult with the VI and inspect his books, and advise the chapter on all financial matters.*
- d. *The committee shall procure from each member at the end of each school year written evidence, as in its discretion may be necessary and proper, of his indebtedness to the chapter or to the Order at that time.*

Case Study 5

The Situation

Jim and Bob just entered college at Paducah State University and were both outstanding students from Sheltonville High School. They have been in school now for five weeks and have just finished up with their first mid-terms. They both went through rush and received and accepted a bid from the Omega Pi chapter of Kappa Alpha Order on campus at Paducah State. They are currently in their third week of “pledging.”

Jim is enrolled in History 101, Math 102, Geology 101, Art 102, and Orientation 101. He has done very well since starting school in August and is glad that mid-terms are over, and is very pleased with the grades that he has received, four B’s, an A (which was a very nice surprise) and one C from Professor Stern in the Math department who never gives any freshmen a break.

Bob on the other hand is not doing so well with balancing the pressures of school and his social calendar. He also did not listen to his advisor, or his friends, when enrolling in classes and figured he was ready and smart enough to give himself a nice full load. He is currently taking English 101, Math 125, Biology 201 (with lab), Physics 101 (another lab), and Orientation 101. He recently received his grades back this last week and they were extremely disappointing, one B, two C’s, a D and an F. Before this week he had found himself partying about every night at school and definitely every weekend. He has been a great new member, but if he continues in his ways, he is in danger of not being allowed to come back to school next semester. If this indeed does happen, he will not be initiated into the fraternity and will be back at home next semester.

You additionally know that:

- 1.) Though Jim and Bob went to the same high school their relationship cannot be described as being best of friends. There is no animosity towards each other they just ran in different circles.
- 2.) Bob is the third generation to pledge Kappa Alpha Order. His grandfather and father were both KA’s.
- 3.) Bob’s big fraternity brother is a fifth year senior and is graduating this fall with a Bachelor of Sciences Degree in Animal Science.
- 4.) He is the first in his family to go to college and attempt a college education.

Case Study 5

As a Phase I class it is your job to put yourself in the New Member Educator's shoes and decide how the chapter can help Bob do better in the classroom. You must also think about ways that you as a new member class can help improve Bob's grades and keep him a part of your pledge class and enrolled in school.

Write down your thoughts as you answer the following questions. By answering the following, you are effectively working through the situation and working towards a rational solution.

- 1. What are the facts?**
 - 2. What are the problems?**
 - 3. What is the first thing to do?**
 - 4. What resources do you have as a new member class or as a chapter to help solve this problem?**
 - 5. What should you, as a new member, do to ensure that Bob stays in school and becomes initiated?**
 - 6. What is the chapter's responsibility to ensure that Bob improves his grades and gets initiated?**
 - 7. What can be done to ensure that this situation does not happen again to any member of the chapter?**
-
-

The following is an example of some possible solutions to this problem. There are many solutions to the problem that has developed in this situation. The most important thing to remember in this case is that help is available to members that are not achieving scholastic success.

1. What are the facts?

- a. *Jim and Bob are both first year students at Paducah State University.*
- b. *Jim and Bob just finished midterms.*
- c. *Jim and Bob both pledged Kappa Alpha Order.*
- d. *Jim is doing well in his classes and Bob is having a difficult time.*
- e. *If Bob's grades do not change the university will not allow him to return the following semester.*

2. What are the problems?

- a. *Bob did not listen to advice from others and took too many classes.*
- b. *Bob is having a hard time balancing his academic and social calendars.*
- c. *Bob is partying too much and not spending enough time studying.*
- d. *If Bob's grades do not improve, the university will not allow him to return to school for the next semester.*
- e. *If he doesn't return to school, he will not be initiated and have to live at home next semester.*

3. What is the first thing to do?

Find out what academic resources are available at the university and confront Bob about the reality of his situation. Bob needs to understand what is going to happen if his grades do not improve. Bob also needs to know what resources are out there for him to use.

4. What resources do you have as a new member class or as a chapter to help solve this problem?

- a. *One of the most immediate resources is Bob's big fraternity brother. He is a 5th year student at the university and has taken many of the classes Bob is currently enrolled in.*
- b. *Chapter scholarship program and scholarship chairman.*
- c. *Brains, Books, and Brotherhood, which is located in your Kappa Alpha Order CD-ROM*
- d. *University study skills labs.*
- e. *Older members of the chapter who have taken the same classes as Bob.*
- f. *Bob's family – father & grandfather are KA's and may serve as a way of motivation for the young man.*

5. What should you, as a new member, do to ensure that Bob stays in school and becomes initiated?

- a. *Express to Bob your concern about his present situation.*
- b. *Encourage him to study by making sure that he goes to all study halls. Make sure you take him to the library with you during the week when you both are not busy.*
- c. *Let the Number 1, New Member Educator, or scholarship chairman know about Bob's situation. This might be the best way to make sure Bob gets the help he needs.*
- d. *See if you can't talk to Bob's big brother about helping him with his academics.*

6. What is the chapter's responsibility to ensure that Bob improves his grades and gets initiated?

- a. *Provide academic/time management help. Make sure that he has plenty of time to study and that "pledging" is not the only thing that consumes his time.*
- b. *Provide study hours and a location in the library for him and the entire new member class to study.*
- c. *Ensure Bob gets a tutor for his classes; whether it is someone that is within the chapter or a professional tutor, the chapter needs to make sure they do not lose a new member to grades.*
- d. *Provide positive incentives for academic success*

7. What can be done to ensure that this situation does not happen again to any member of the chapter?

- a. *Teach academic and time management skills as a part of the New Member Education Program.*
- b. *Develop a thorough chapter scholarship program with positive incentives.*
- c. *Provide a quiet study area with consistent hours.*
- d. *Track new members' grades weekly.*

Case Study 6

The Situation

A few brothers of the Omega Alpha chapter of Kappa Alpha Order, at Mountain State University, were at the College Inn Thursday night enjoying each other's company and the overall college atmosphere. The bar was packed with plenty of women and the beer was available for its normally low Thursday rate. Conditions seemed more than good for a successful night out with the brothers. David was playing darts with Jim, Bill and Bubba. Travis and Paul were playing foosball, and Bob and Eric were making the usual rounds getting to know a couple of ladies they hadn't met before.

Everything was going as planned, until brother Jeremy Davis decided he needed to liven things up a bit. So he buys a round of shots for everyone in the group. Everyone takes the shot and he decides to order another round. This goes on for several rounds until they are all sufficiently soused.

Closing time arrives earlier than normal it seemed. When they all finally stumbled to the street, they remembered that they had driven to the bar that night and realized they were not capable of driving home. This didn't seem to bother Jeremy much as he began to brag that he drove better drunk. Bob and Bubba jumped in the car with him looking to get in from the snow that was beginning to fall.

Jeremy is driving fine and is doing his best to keep the car between the lines and is so intent to keep the speed limit to avoid unwanted attention from police that he blows a red light at the intersection of Main and 1st. Just so happens that Jane Smith is coming home from the night shift at the same time and the two cars collide.

Jane Smith's airbag deploys and saves her from flying through the windshield. Jeremy and Bubba avoid serious injury due to the air-bags in their car, suffering only a broken nose between them. Bob on the other hand was sitting in the back seat and was not wearing a seatbelt. He is thrown from the car and sustains series damage to the spine and the brain. After being rushed to the hospital, it is not certain if he will make it through the night.

You additionally know that:

1. Jeremy Davis is a brother that has been an active in the chapter for almost four years. He is 25 years old and began school after a stint with the military. He is scheduled to graduate sometime next year.
2. Jeremy is extremely active in KA, always pays his dues, and is one of the best brothers, except when he has had too much to drink.
3. Jane Smith is a single mother with two kids and this night job is her only source of income. Her job is such that any injury she might sustain could keep her from work and keep her from caring for her children.
4. Bubba is a senior this year and is about to graduate with honors. He already has a job lined up with Computer Technology Systems and will begin in June.
5. Bob is a varsity baseball player for Mountain State. He is the starting first baseman and is finishing up his junior year of baseball. He holds just about every record for the Bobcats and is expected to be drafted within the first five rounds of this year's amateur draft.

Case Study 6

As a phase group, your challenge is to serve not only as a brother of these two men, but also as an Executive Committee that must handle this situation and present to the Phase Commander in less than 20 minutes, a viable solution. You can pose any solutions that are currently practical at your chapter, conversely you cannot offer a solution that is impractical or improbable, for example, intervention from a higher power that keeps the car from starting.

Write down your thoughts as you answer the following questions. By answering the following you are effectively working through the situation and working towards a rational solution.

1. **What are the facts?**
2. **What are the problems?**
3. **What is the first thing to do?**
4. **What resources do you use in solving this problem?**
5. **What do you do to ensure the integrity of the situation and reputation of the chapter?**
6. **What, if any, measures are put into place to stop something like this from happening again?**

The Challenge

Things to Talk About

This case is meant to make you think about the consequences of your actions, not only as the offending brother, but also as a chapter that has not instituted policies to prevent from such instances. The lives of many more than the four involved in this accident have been forever changed. We as brothers need to ensure that we take preventative measures to ensure the safety of our brothers and the community in which we live.

1. What are the facts?

- a. *Jeremy was driving home under the influence of alcohol.*
- b. *Bob might possibly be living his last moments, even if he does live, it probably won't be the life of a professional baseball player.*
- c. *Jane needs a job to provide for her children.*
- d. *Thursday night is the night these brothers cut loose.*
- e. *Jeremy has a drinking problem.*

2. What are the problems?

- a. *Driving Under the Influence.*
- b. *Failure of the men to call a cab or find a sober driver.*
- c. *Jeremy is an alcoholic.*
- d. *The gentlemen are clearly intoxicated and this has obviously impaired their judgment.*

3. What is the first thing to do?

The first thing to do in this situation is the same as in any crisis situation. Use the chapter's crisis management plan. If your chapter does not have one, refer to the Risk Management TPS, for information on how to develop one. Ensure that the first person that is notified is the Number 1. Then the Number 1 should notify the alumnus advisor, the province commander, and then the National Administrative Office. You will need to speak with the director of chapter services or the executive director.

The chapter should have a meeting immediately. The members should meet to discuss not only how they are going to handle the situation, but every brother is entitled to know what is going on with his brothers. The Number 1 is the spokesman of the house. It is his responsibility to talk with the press and handle the situation, unless he feels another brother is more qualified.

The executive committee needs to also find out the condition of Ms. Smith and make provisions to provide for her well-being. The Number 1 will also need to call Bob's parents and notify them of the situation and lend the chapters' support as both the chapter and the parents go through this situation.

4. What resources do you use in solving this problem?

The resources you need to use are identified in the answer to question three. You must use your alumnus advisor, province commander, and the National staff. You also need to remember to use the Kappa Alpha Laws, and the customs of the Order to guide you in your decision process.

5. What do you do to ensure the integrity and reputation of the chapter?

Ensure that after you receive a statement from the province commander and the National Administrative Office that you make a public statement in the newspaper. The chapter also must come up with a plan on how to deal with not only the families of brothers Bob, Jeremy, and Bubba, but also of Ms. Jane Smith.

6. What, if any measures can be put into place to stop something like this from happening again?

This story illustrates how a tragedy might have been avoided had someone in the chapter truly acted as a brother's keeper. We did not join this fraternity to be someone else's mom or dad; but we are a part of this organization because of the friends and the bonds we have created. Within those bonds we have taken an obligation to befriend and assist a brother and to help him towards that path of virtue. In order to be a member of this Order, we must be there for our brothers, regardless of the activity. Below are some suggestions on how this situation could have been avoided.

- a. **Plan Ahead!** Men are creatures of habit, and college students are not immune to this fact. Thursday nights are always drinking nights for these brothers of Omega Alpha; therefore, there is no reason to not have a plan for a Designated Driver. Often brothers decide who will drive home the way these gentlemen did, after everyone is intoxicated. A Designated Driver is not the person who has drunk the least, but the brother who has not touched a drop. This position can rotate in the group on a weekly basis.
- b. **Call on Someone Else.** If you will not plan ahead, or are stuck in an unavoidable situation, have the brains to call a cab. The \$10 cab fare home is well worth saving a brother's life and future. Set up a "sober patrol" within the chapter. Create a system that includes a pager, or cell phone, and all the brothers are given a night to stay sober and man the pager and pick up brothers who need rides.
- c. **Education.** It is a word that not many of us as undergraduates enjoy, but it is the reason we attend college. In this situation learning about how to deal with situations like this before they happen is preferred to learning from experience. Make sure that brothers in the house that may have a drinking problem get help and receive the attention they deserve.
- d. **Discipline.** Create an environment within the chapter that drunk driving is not tolerated. If the chapter has measures that prevent a member to drive home drunk (i.e. "sober patrol," major offence trials for those who can not follow the laws of the land) then a brother has no reason to drive under the influence. This also develops a sense of accountability within the chapter and towards each brother.

Case Study 7

The Situation

The men of Omega Chi chapter of Kappa Alpha Order at Bayou State University became divided during the school year on their views about weekly chapter meetings and how they should be run. Brian, the Number I, made enemies due to the fact that the chapter's weekly meetings were running close to two ½ hours long. Kevin, who was a 3rd year active, had banned a group together to overthrow Brian and cause the chapter to go to an informal procedure at all meetings.

A special meeting was called and about 90% of the chapter was in attendance. Each side was allowed to voice their opinion and after about an hour of arguments, Brian realized he was standing alone and agreed to run all the meetings informally except for when a National Officer was present.

Omega Chi's weekly meetings lasted about 20 minutes each for the rest of the year and there was no order at all. About half way through the spring semester, Brian resigned as Number I and Jon, the Number II, was appointed. He had always been in favor of informal meetings and was being supported by almost the entire chapter due to the fact that he also thought initiation should be condensed and performed only once each semester in order to save time, regardless of how many men were being initiated.

Brian, who was totally burnt out, was allowed to go alumni and disappeared from interaction with the chapter totally. A few weeks later, the Alumnus Advisor showed up to a chapter meeting for the first time in over a year and he was utterly shocked. The chapter tells him to stay out of their business because he has never helped them in the past and therefore they don't want anything to do with him now.

The Alumnus Advisor storms out of the chapter house and contacts the Province Commander.

You additionally know that:

1. It is against *Kappa Alpha Laws* and the customs not to follow the official order of business during a weekly chapter meeting.
2. The chapter is currently on chapter development due to the excessive amount of money owed to the National Office.
3. Brian, the old Number I, was a very involved student on campus and was working hand in hand with the National Office on getting their bill down.
4. No money has been paid to the National Office since his resignation.
5. The Report 7 from the E&L visit shows that Omega Chi chapter only had 20% of the initiation memorized.
6. The Greek Advisor has given a final warning to the chapter for the condition and cleanliness of the chapter house and yard. One more violation and the chapter will be kicked off campus.
7. The Alumnus Advisor is a local attorney and is very busy with his work and hardly has the time to devote to the chapter.
8. Kevin, who caused the initial division of the chapter, has an outstanding bill of over \$500 and he is just riding out his final semester and will most probably skip out on his bill.
9. The chapter's new member retention rate for the year was a whopping 33% and they have dropped to the smallest fraternity on campus.
10. The scholarship scores for the chapter placed them 4 out of 6 on campus.

Case Study 7

As a phase group, your challenge is to put yourself into the shoes of the Alumnus Advisor and what he should do in this situation. You will need to produce steps that will help to solve the situation and bring the chapter back on track. The campus is still interested in keeping the chapter on campus to help keep a semblance of a Greek System. They do need the chapter to improve but at this time closing them and starting over is not an option. Use the next 30 minutes to answer the questions below and provide a viable plan of action to your Phase Commander.

Write down your thoughts as you answer the following questions. By answering the following you are effectively working through the situation and working towards a rational solution.

- 1. What are the facts?**

- 2. What are the problems facing the chapter?**

- 3. What is the first thing to do in order to increase chapter operations at Omega Chi?**

- 4. What resources are needed in solving the many problems the chapter faces at Omega Chi?**

- 5. What do you do to the members that are not willing to increase the organization of the chapter at Bayou State University?**

- 6. What, if any, measures should be put into place to stop something like this from happening again?**

The Challenge

Things to Talk About

The situation above illustrates how important it is to have chapter accountability in place and for the chapter leadership to enforce this accountability at all times. The chapter must learn to respect the customs of the Order and implement the ritual into all areas of chapter operation.

1. What are the facts?

- a. Omega Chi chapter was divided on their views of how to run chapter meetings early in the semester, but most have decided that they shouldn't follow the order of business at all since then.
- b. Apathy is a huge problem within the chapter and this is evident in the fact that the old Number 1 stepped down and every active in the chapter is content to have informal meetings from then on.
- c. A small group within the chapter led this overthrow of the old Number 1 and it is headed by an active who is indebted to Omega Chi.
- d. The alumni of Omega Chi are up in arms about the operations of the chapter and are ready to cut ties all together.
- e. *The active chapter has a lot of ill will toward the alumni because they think the alumni haven't ever helped before.*
- f. *The University is not happy with the chapter due to the condition of the house and that they are probably not visible on campus.*
- g. *Hazing is rampant within the chapter and this is obvious due to a 33% retention rate for the year.*
- h. *There is a lot of playing going on and not much work. The chapter finished 4th out of 6 fraternities on campus in scholarship.*

2. What are the problems facing the chapter?

- a. *Apathy throughout the chapter from top to bottom.*
- b. *Very little alumni relations and there is a lot of animosity between both groups.*
- c. *Hazing and a massive amount of drinking throughout Omega Chi.*
- d. *Poor University relations.*
- e. *Blatant disrespect for the customs of the Order.*

3. What is the first thing to do in order to increase chapter operations at Omega Chi?

Utilize the National office and the alumni of Omega Chi and perform a chapter operations retreat with the officer corps of the chapter. Cover extensively chapter operations, develop ways to increase accountability within Omega Chi, re-emphasize the importance of following the customs of the Order and making the customs of the Order more accessible to the chapter on a daily basis and re-explain the importance of following risk management to a tee. During the retreat, develop a chapter scholarship program that the men of Omega Chi will buy into and develop an incentive-based program to further increase the effectiveness of the scholarship program. The National office and the alumni of the chapter must set a time frame for completion of the goals that were developed during the retreat and then re-evaluate from that point.

4. What resources are needed in solving the many problems the chapter faces at Omega Chi?

- a. *Utilize the resources from the National office in the form of extra ELC visits and educational workshops at the request of the chapter.*
- b. *Create a voluntary alumni oversight committee to help the active chapter officers in every area of chapter operation (recruitment, finances, ritual, etc.) and offer advice and ideas on a weekly or monthly basis.*
- c. *Have the alumnus advisor and the Number 1 meet with the Greek advisor at least once a month to increase relations with the University.*

5. What do you do to the members that are not willing to increase the organization of the chapter at Bayou State University?

- a. *If active chapter members are not willing to increase the organization of the chapter at Bayou State University, then the National office and the alumni of Omega Chi should consult with the University and request a membership review to take place within the chapter. Active members that are unwilling to change should be put on involuntary alumni status and requested to leave the chapter totally until they graduate from the University.*
- b. *A "commitment to excellence" plan should be enacted after the membership review with a list of goals and requirements to be completed under alumni supervision before Omega Chi chapter is released from its probation.*

6. What, if any, measures should be put into place to stop something like this from happening again?

- a. *A voluntary alumni oversight committee should stay in place within the chapter from here on out to consult and guide the actives in the right direction. This will keep apathy away from the chapter and will increase accountability on a daily basis.*
- b. *The National office must continue to perform educational workshops with Omega Chi every fall that will better prepare the chapter for the upcoming year.*

Case Study 8

School: Kentucky Southern College
Chapter: Gamma Rho Alpha
Consultant: Albert Wrong

Chapter Size: 64
Active Chapter: 44
New Members: 20

GPA	Fall '04	Spring '05	Cumulative for '05
Active Chapter	2.18	1.78	1.93
New Members	1.45	1.30	1.37
All Mens' Average	2.68	2.74	2.71
All Fraternity Average	2.54	2.64	2.69
Active Chapter Rank:	15/15	New Members Rank:	15/15

The Gamma Rho Alpha Chapter at Kentucky Southern College, scholarship is ranked last among the fraternities on campus, both actives and new members. Out of the 44 Active members 23 men fell well below the chapter standard of a 2.0 GPA requirement. Thus, 23 men are on academic suspension for the Fall 2004. Out of the 20 new members, only 7 meet the requirements to remain socially active. The rest of the new members will not be able to attend social activities for the fall semester.

The men of Gamma Rho Alpha are very social during both semesters. As a result, the chapters' academic standard fell well below the requirement to have a formal rush according to the Interfraternity Council by-laws. Since formal rush is one of the chapter's blood lines, they are permitted to open bid after the formal recruitment period. The chapter is placed on academic probation for the next semester. The men of this chapter can have only one social event during this semester.

The men of Gamma Rho Alpha need to establish a new scholarship program. The Number 1 has just been replaced, due to his failure of duties. The new Number 1 wants to turn the chapter around academically, but the active chapter won't like the new guidelines. He wants the chapter to establish by-laws concerning academics.

The brothers are doing the same things that got them here in the first place. A couple of brothers who did exceptional in GPA were appointed as scholarship chairmen. Their feat is to help solve the academic problems of the chapter.

The Situation

Case Study 8

As a phase group, your challenge is to serve as the Executive Committee of Gamma Rho Alpha chapter and to present a viable solution to the phase commander in less than 20 minutes. You can pose any solutions that are currently practical at your chapter.

After you have worked through the questions and discussed the issue as a phase group, develop a written scholarship program that this chapter can use to help it improve in academics. What are some things that your chapter uses that are successful and what are some new things that your chapter might try in the future.

Write down your thoughts as you answer the following questions. By answering the following you are effectively working through the situation and working towards a rational solution.

1. How should the Number 1 communicate to the chapter?

2. How should the Number 1 get the chapter by-laws passed through the chapter concerning academics?

3. What do the newly appointed scholarship chairmen do to help the chapter strive towards improving the chapter grades?

4. What is the first thing to do?

5. What resources do you use in solving this problem?

The Challenge

Things to Talk About

This situation illustrates how important it is for the chapter to have a written scholarship program in place.

1. How should the Number 1 communicate to the chapter?

The first thing that the new Number 1 should do is hold a special meeting or a chapter retreat immediately. Get everyone in the chapter on the same page. There are many issues that the chapter is facing and everyone needs to be clear about where the chapter is currently and where the chapter needs to go in the immediate future.

2. How should the Number 1 get the chapter by-laws passed through the chapter concerning academics?

Hopefully after the chapter retreat the Number 1 can get these new chapter by-laws through the chapter. If not he will have to rely on his executive committee to bring up the new by-laws and gain some support by individual brothers from the executive committee.

3. What do the newly appointed scholarship chairmen do to help the chapter strive towards improving the chapter grades?

Evaluate the chapter's current scholarship program and individual member's grades.

4. What is the first thing to do?

The first thing to do is gather as much information concerning scholarship. Ask other fraternities and sororities for their scholarship programs. This should help the chapter see how to develop a written plan of their own. Call the Kappa Alpha Order National Administrative Office for assistance as well as the chapter's Greek advisor. Set chapter and individual scholastic goals, team competitions, incentives, teacher evaluations and study files. (*Consult the Scholarship TPS*)

A) Identify the problem.

B) Create a successful academic program.

1. Create an environment for learning in the chapter house.
2. Investigate what scholarship awards are offered through the university.
3. Have a system of incentives and rewards for good scholarship.
4. Learn what academic assistance is available from your university.
5. Call the National Officers and staff.
6. Provide professionally prepared study aids to active members and new members.
7. Be prepared to provide curriculum advice.
8. Save time and difficulty by obtaining legal rights to university academic records.
9. Arrange an in chapter tutoring service.
10. Give special assistance to the new members.
11. Collect data that will assist in promoting good scholarship in the new member class.

5. What resources do you use in solving this problem?

Here are a few resources to get you started, Kappa Alpha Order National Administrative Office, Greek advisor, Faculty advisor, Alumnus advisor, and the Scholarship TPS.

Phase III Resources

QUEST FOR LEADERSHIP

The following books and website are listed to help with Honor Bound

Publications of Kappa Alpha Order -

The Gauntlet: time management planner that is given to every member

The Sword: Documents goals and progress of each phase

Quest for Leadership TPS: This training packet supplement offers ideas and suggestions for implementing Phase III.

History -

Lee The Last Years: explores Robert E. Lee's legacy after the Civil War by Charles B. Flood (Crusade Library)

Management

First Things First: time management and self help book by Franklin Covey (Crusade Library)

The One-Minute Manager: this book can help dramatically alter your life by helping you manage your life by K. Blanchard and Spencer Johnson (Crusade Library)

Leadership

Principle Centered Leadership – Values and leadership that offers insight to help develop people and organizations by Franklin Covey. (Crusade Library)

Robert E. Lee on Leadership – Discover the secrets of a magnificent leader learning about his leadership style and how you can apply them today by H. W. Crocker (Crusade Library)

The 7 Habits of Highly Effective People - Franklin Covey provides 7 principles to solving personal and professional problems. (Crusade Library)

DUTIES OF YOUR OFFICE

PHASE IV COMMANDER. The Phase IV Commander shall serve as the administrator of *The Journey Beyond* phase of *The Crusade*. He will ensure the members are researching career opportunities, exploring the various facets of citizenship and community awareness; he will lead discussions of the various topics; preside at all meetings of the phase group; serve as the resource manager; ensure that all the participants are receiving all the services and supplies that they are entitled to; he shall have a thorough understanding of the *Kappa Alpha Laws* and customs of the Order; privately counsel with and advise the participants concerning their progress: and exercise, in fraternal spirit, a general supervision and control over all of the business and workings of Phase IV. Additionally, he is responsible for helping his phase group to interact with the alumni of the chapter.

THINGS TO DO

{ } Schedule phase group meetings

{ } Introduce yourself to the Faculty Advisor

{ } Call and introduce yourself to the Alumnus Advisor

{ } Read through *The Standard, The Sword, The Gauntlet*

{ } Read *What Color is Your Parachute?*

{ } Read *The Resume Handbook*

{ } Create an Action Plan for Phase IV

{ } Set your expectations for the participants in writing and cover them in the first meeting

THINGS YOU WILL NEED

{ } *The Standard**

{ } *The Gauntlet**

{ } *The Sword**

{ } Books on career related topics and resumes

*If you are missing any of the items supplied by the National Administrative Office(marked by a *) please call (540) 463-1865.*

The Journey Beyond Expectations

The Journey Beyond

The last phase of *The Crusade* has been designed to allow you to gain the skills necessary to begin your career beyond college. The following expectations have been developed to allow you to gain those tools necessary for your journey beyond graduation. Once again, there are expectations that must be completed individually, within Kappa Alpha Order, and within your campus and community.

INDIVIDUAL

- Maintain a semester or quarterly GPA of at least 2.5
- Develop a resume, or complete a model graduate/law school application, or write a short article on yourself outlining your accomplishments during college
- Address career-related topics within your phase groups

KAPPA ALPHA ORDER

- Attend 80 percent of all chapter functions
- Attend a meeting with the university's Career Services Office to cover the following sessions on resume writing, interviewing techniques, internships, networking organizations, career development.
- Attend a presentation with the alumni office of your university/college to transition into an alumnus.
- Attend an alumni presentation – “KA for Life” – the importance of involvement after graduation
- Attend a Personal Finances session covering topics including banking, credit, insurance, investments, retirement planning, etc.
- Attend a session led by alumni focused on the importance of the following in the workplace: ethics, professionalism, etiquette, charitable giving and community service, etc.
- Host a networking reception for its members and alumni
- Continue to hold a leadership role within KA

COMMUNITY

- Participate in 33 hours of community service outside of KA
- Remain active in a university organization outside of KA
- Attend a city council meeting or an open session of court
- Register to vote

Progress Chart

Phase IV: The Journey Beyond	Member Names																		
Maintain a semester or quarterly GPA of at least 2.5																			
Develop a resume, or complete a model graduate/law school application																			
Attend two guest speakers: 1) career development 2) importance of charitable giving																			
Address career-related topics within your phase groups																			
Attend 80 percent of all chapter functions																			
Attend an alumni presentation – “KA for Life” – the importance of involvement after graduation																			
Participate in a career related scenario based learning exercise within your phase group																			
Continue to hold a leadership role within KA																			
Participate in 33 hours of community service outside of KA																			
Remain active in a university organization																			
Attend a city council meeting or an open session of court																			
Register to vote																			

ACTION PLAN – PHASE IV

PHASE IV GOALS

- Maintain a GPA of a 3.0
- 100 % participation in phase
- Continue to be active in another campus organization
- Attend one meeting for Phase I, II, and III – to help with discussion and to express the importance of Kappa Alpha Order.

Meeting 1

- Set personal goals for the year (Academic, financial, physical etc...)
- Set phase goals
- Resume due by next meeting
- Register to vote

Meeting 2

- Attend guest speaker on interviewing skills
- Participate in a career related scenario based learning discussion (Mock Interview)
- Resumes or applications turned in. Commander submits them to an outside source for review.

Meeting 3

- Invite the Alumnus Advisor to speak on a career-related topic

Meeting 4

- Attend an alumni presentation - KA for Life- the importance of involvement after graduation

Meeting 5

- Attend guest speaker on the importance of charitable giving (MDA representative)

Meeting 6

- Attend city council meeting or session of court
- Award **Crusade Completion Certificates** at the next chapter meeting

Phase IV Helpful Ideas

Below are ideas and suggestions for making Phase IV enjoyable as well as productive. Some feel that Phase IV is one of the most important phases as it helps you make the transition to the real world.

Requirement – Attend two guest speakers. One speaker should address a career development topic such as dressing for success, interview skills or a career of interest to you. The second speaker should address the importance of charitable giving.

How to make it fun –

- ❖ For the dress for success portion attend a men’s clothing store with the phase members where a professional can show brothers what is acceptable dress and so brothers can try the clothing on and see how they look. If the chapter has a large enough budget they could have the Phase IV chairman and the Crusade Commander select an outstanding member of Phase IV and buy them their first suit for the business world.
- ❖ Attempt to have an alumnus that has an interesting/out of the ordinary job come in and discuss his career path. This could show brothers that just because something is not the norm that you can be successful no matter what your ambitions are.
- ❖ Talk to the Director of Career Services at your school and see if they, or one of their associates, would be willing to come in and do an interviewing presentation and possibly sit down with the brothers and conduct some mock interviews. This may also be a good time to have the brother’s resumes critiqued.
- ❖ The second speaker should address the importance of charitable giving. This could be going to your nearest MDA office and having a representative speak to the brothers about what donations mean to MDA and how they continue to function because of generous donations. Another idea may be to contact your local MDA office and see if you could get the name of a local family whose child has muscular dystrophy and invite them to the chapter house for dinner. This would give the family an opportunity to speak about what contributions,

like the one's Kappa Alpha gives, help provide treatment and equipment for their child.

- ❖ Do an etiquette dinner with a sorority's senior class. This dinner could consist of the brothers making dinner (which they will do in the real world) for the ladies and having an individual who is well groomed on table manners and dinner etiquette make a presentation on the do's and don't of a professional dinner environment.

Requirement- Address career-related topics within your phase groups.

How to make it fun-

- ❖ This could be as simple as going to a laid back dinner with your phase group and just discussing the successes and difficulties that people are having with finding a job after graduation. Chances are that almost everyone in your phase is going through the same thing and it will make it easier if people know that they aren't alone in their situation. This could also give people ideas on what they can improve on in their job search.

Requirement- Attend an alumni presentation – KA for Life – the importance of involvement of after graduation

How to make it fun-

- ❖ This could include your alumni advisor or an active alumnus coming in and discussing how much he gets out of giving back to the active chapter even after he is done. This may also be a good time to introduce an idea to get alumni to donate to the chapter before they even graduate and set them up on a donation plan to give after they graduate. This could be similar to The Loyal Order. You could call it the Senior Give KAcampaign. That way even if the senior sets up a plan that he will donate \$5 a month by the end of the year that would be \$60 and their name could be put in the chapter newsletter as an outstanding donor. This gives them a chance to get involved as alumni before they even graduate.

Requirement- Attend a city council meeting or an open session of court

How to make it fun-

- ❖ Find something that the phase finds interesting and attend a city council meeting and speak on behalf of the town about it. This could be as simple as the placement of a stop sign that you find hazardous or how to fix the crime in the area. Anything that your group feels is important to the community they could discuss with the city council. Not only could this improve the community but it will also improve the image of KA among city officials.

Requirement - Register to vote

How to make it fun-

- ❖ Start a voting drive on your campus. This could be a good way to not only get your phase registered to vote but also get the campus involved to make a difference. This could also count towards your phase members 33 community service hours. This could also help get KA's name out on campus.

Develop a Resume

Directions: Have each member of The Journey Beyond phase cover one or two chapters of the crusade library book, *The Resume Handbook*. The chapters are short and can be read and prepared for presentation in 30 minutes or less.

The following chapters are listed below:

- ❑ Chapter 1 – Looking for a New Job : _____
- ❑ Chapter 2 – The Basic Principles of Resume Writing : _____
- ❑ Chapter 3 – Stating Your Accomplishments : _____
- ❑ Chapter 4 – The Best Resumes We’ve Ever Seen : _____
- ❑ Chapter 5 – The Five Worst Resumes We’ve Ever Seen : _____
- ❑ Chapter 6 – Presentation : _____
- ❑ Chapter 7 – Using the Internet : _____
- ❑ Chapter 8 – The Art of Networking : _____
- ❑ Chapter 9 – Advice for Job Seekers : _____
- ❑ Chapter 10 – Cover Letters : _____
- ❑ Chapter 11 – Personal Promo Letters : _____
- ❑ Chapter 12 – Following Up : _____
- ❑ Chapter 13 – Other Job Search Methods : _____

NOTE:

You may want cover three or four chapters at a time and have meetings every two weeks or so. The presenter should be prepared to cover his chapter, if he is unprepared, you must be able to facilitate a discussion on his chapters – be prepared. If a member is unprepared, find out why, develop a course of action and help him accomplish the expectation that has been placed before him.

Address a Career Related Topic

Each member of The Journey Beyond phase is expected to address a career-related topic. The following is a list of possible suggestions.

- ❑ Visit the campus office responsible for career planning and placement and spend at least 30 minutes becoming familiar with the resources of that office.
- ❑ Take the Strong Campbell or another career exploration instrument (typically available at career counseling center or via Internet).
- ❑ Read a career development book (Ex: What Color is my Parachute) and make a 15 minute presentation to other phase members on the valuable information you gained from the book, or write a paper about the book for one of your classes.
- ❑ Locate a member of the faculty, the community, or an alumnus who is willing to serve as your mentor for your career path. Spend at least three hours over the course of an academic term learning from your mentor.
- ❑ Complete an internship exploring one career of interest to you. This internship can be through a formal internship program or self-created with the help of a faculty member. Examples of a self-created internship include volunteering in an emergency room or running errands for a lawyer or businessman.
- ❑ Meet with a faculty member to identify professional publications relevant to your chosen career field. Read at least three of those publications and discuss them with the faculty member or another person sharing your chosen career.
- ❑ Attend the meetings of at least two organizations that might provide you with experiences and networking opportunities relevant to your major and career interests. Possible organizations include the Rotary Club, Kiwanis Club, or Lions Club. Contact your local Chamber of Commerce for more suggestions.
- ❑ Attend a workshop on job search strategies.
- ❑ Spend at least 60 minutes on the Internet becoming familiar with career and job search information available on the World Wide Web, and make a 10-minute presentation to the chapter or one of your classes on the valuable information you gained. Another option is to write a paper about your search for one of your classes.
- ❑ Invite a financial representative to speak on investing, 401K, or retirement options.
- ❑ Ask the chapter's alumnus advisor, or province commander to address the chapter or phase group on career-related issues and Kappa Alpha.

Conduct a Mock Interview

Ask members of your Alumni Advisory Committee to participate on a mock interview board and have one of your sessions serve as an interview and an after action review.

- ❖ As the phase commander, cut out some entry level executive ads from the newspaper or other sources. Create a mock position announcement, distribute this announcement and then ask your phase members to respond accordingly.
- ❖ Additionally, provide a copy to the interview board members. You will need to present them with a list of facts about the company.
- ❖ The phase members should complete the following:
 1. Turn in a cover letter and resume.
 2. Arrive at the mock interview in appropriate attire and on time.
 3. Members should have researched the company and should be prepared to answer questions.
 4. Members should also be prepared to ask questions about the position, benefits and other related issues.

Remember that the value of this exercise is to prepare your phase members for a real interview. These interviews should be as realistic as possible. Prior planning and concentrated efforts are required to effectively set up this interview board.

Try to have the interview after hours at one of the committee member's place of business or in a formal room on campus.

The after action review should be candid and informative, ensure the board members cover the positive and negative aspects of each interview and all phase members should be prepared to take notes.

Don't forget to thank the interview board members in writing for helping you with the interview.

Interview Tips

Directions: Facilitate a discussion based on the following interview tips. Ask for examples and be sure to involve members or alumni who already have strong interview experience.

- **Research the company.**
It is important to know facts and figures as well as general information about your prospective employer.
- **Dress appropriately.**
Remember, first impressions are crucial. It is customary to consider the nature of the position you are applying for and to dress accordingly. If you are unsure, dress somewhat more formally than what you think is expected. A dark-colored conservative suit is typically considered appropriate. Do not forget to pay attention to small details like polished shoes and neat hair.
- **Be on time.**
Punctuality is imperative. Learn directions to the interview location ahead of time and plan to arrive 5 minutes early.
- **Radiate enthusiasm.**
Shake hands firmly.
Be relaxed.
Maintain eye contact.
SMILE.
- **Sell yourself.**
Allow the interviewer to control the interview. However, look for opportunities to sell your skills. Correlate your qualifications and experiences with the requirements of the job. Use your answers as opportunities to give examples of how you have grown on the job. Make it clear to the interviewer why you are the right person for the job.
- **Follow up with a thank-you note.**
This should express your gratitude for the opportunity to learn more about the potential position. It is also your opportunity to briefly emphasize the positive aspects of the interview.

Phase IV Resources

THE JOURNEY BEYOND

The following books and website are listed to help with The Journey Beyond.

Publications of Kappa Alpha Order -

The Gauntlet: time management planner that is given to every member

The Sword: Documents goals and progress of each phase

Resumes –

The Resume Handbook – How to Write Outstanding Resumes & Cover Letters for Every Situation: The handbook is a practical and comprehensive guide to resume preparation that features thirty-two of the best resumes ever written. Rosenberg and Hizer (Crusade Library)

Job Search –

What Color is Your Parachute?: Considered the best job search book in the world, the book helps people learn how to job search. Richard Bolles (Crusade Library)

JobhuntersBible.com - the site is designed as a supplement to the *What Color is your Parachute* book.