

DELTA CHI

BRIEF

We, the members of the Delta Chi Fraternity, believing that great advantages are to be derived from a brotherhood of college and University men, appreciating that close association may promote friendship, develop character, advance justice, and assist in the acquisition of a sound education, do ordain and establish this Constitution.

The Delta Chi Associate Member Education Program is designed to facilitate the assimilation of new members into the chapter, while giving them the necessary knowledge to function as leaders within the chapter, campus, and community.

The future of the chapter depends on a well-organized associate member program that emphasizes interaction between the associates and the members. It is important to realize that current members want to ensure that the new men will be beneficial to the chapter. We therefore need a commitment on the part of the entire chapter for the program to be successful.

Since people support that which they help create, having members involved in the design of the program is essential. **Remember, it is the chapter's membership education program.** If the associate member counselor (AMC) treats the associates or the program as his, it will hinder the assimilation process and may lead to some of the members taking matters into their own hands, using impromptu activities that are usually hazing-oriented. Try to provide as many constructive avenues as possible for interaction between the chapter membership and the new men.

It is important that each chapter design its specific program to meet the needs of its members. In concert with this premise, the program should achieve certain goals including: orienting and assimilating new members into the chapter, cul-

tivating friendship and brotherhood, instilling chapter unity, promoting scholarship, and developing leadership and personal skills that will better prepare each associate member for his college and fraternal experience.

As fraternity men, we have a unique place and opportunity in society to offer a supplemental education beyond the formal curriculum of the college or university. We are in a position to aid and augment the development of the individual at this critical time in his life.

- Where else can a student enjoy the benefit of the experience, guidance, and wisdom of a senior in his major?
- Where else can a person develop so totally in one place: socially, morally, academically, and culturally?
- Where else can the opportunity for leadership be so quickly available and so all-encompassing?
- Where else can an individual experience such diversity of interest and activities that he and others plan and organize?
- Where else can an individual enjoy the experience of friendship and brotherhood that runs across campus, state, and national borders?

We have been entrusted with a very special privilege. We have the opportunity and responsibility for advising, guiding, assisting, and developing young men. What we do and how we do it will greatly affect their character as well as their fraternal and collegiate experience. It is the responsibility of the associate member counselor, and ultimately all of the members, to see that the chapter lives up to the fraternity's high ideals. **The future of the chapter depends on it.**

SECTION I

ASSOCIATE MEMBER COUNSELOR

A chapter's success is the product of many factors, one of the most critical being the education members receive as associates. It is the duty of the associate member counselor (AMC) to coordinate this program. When possible, he should not be conducting the entire program himself. The AMC has to tap the potential of initiated members and key alumni, then coordinate their efforts according to the program developed and adopted by the chapter. The number one characteristic of a great associate member class is a great chapter membership, both undergraduate and alumni, serving as appropriate role models. With that kind of support, the AMC's job becomes even easier.

The opportunity presented to the AMC is a special one. Few people are given the responsibility at such an early age to help lead a group of men into an affiliation that will have a profound effect on their development as individuals. The selection of the AMC is an especially important one, because he will play a key role in the cultivation of the chapter's next generation of leaders.

Organization and consistency are keys to being successful. Associate members will respond to members and the chapter's program in much the same way that the members approach the task of facilitating their assimilation into the chapter. If the chapter is well organized, the associate members will be organized. If the chapter members are enthusiastic, the associate members will get excited about the Fraternity. If the chapter members show that they are knowledgeable regarding the Fraternity, the associate members will work to become just as knowledgeable. In short, the associate member class is a reflection of the chapter.

PREPARATION AND DUTIES OF THE AMC

1. Reread all new member education materials (including the *Big Brother* and *Pre-Initiation BRIEFs* and evaluation forms from the last associate member class) as soon as possible after election or appointment.
2. Hold a chapter retreat, or at an already scheduled retreat, take sufficient time to update the associate member program. "What the group helps create, the group will support."
3. Select members to serve on your committee if applicable. Committee structure and committee members' responsibilities will be explained later in this **BRIEF**.
4. Well in advance, order associate member pins and *Cornerstones* and pick up any other materials necessary for your program.
5. Write up a schedule for all events during the entire education program. Pay special attention to the pre-initiation period.
6. Compile, type and have all materials required during the program ready to hand out as men affiliate.
7. Familiarize yourself with the anti-hazing policies of The Delta Chi Fraternity, your institution and any relevant state laws.
8. Brief all members on their responsibilities and follow up on their performances.
9. Urge chapter members to set proper examples.
10. Be prepared for each associate member meeting with a written agenda.
11. Announce in advance any changes in the schedule or program.
12. Assist big brothers who are falling behind in their responsibilities.
13. Communicate frequently with the chapter on the class progress.
14. Send a letter and a copy of the associate member program to the parents of the associate members.

POTENTIAL SHARING OF RESPONSIBILITIES

The AMC wears many hats, so to speak. He is an educator, leader, adviser, friend, and mentor rolled into one. Sometimes, particularly with larger chapters, specific roles can be shared or even delegated to other active members and key alumni. This can either be accomplished on a simple, informal basis or by forming an actual committee. The factors that will influence this decision would normally be: the size of the associate member class, the availability of others willing and able to help and even the willingness of the AMC to acknowledge that involving others might be of benefit to the program.

Areas that might be delegated to members or alumni include: fraternity / Greek history, chapter operations (refer to *Chapter Management BRIEF*), scholastic development (refer to *Scholarship BRIEF*), big brother coordination (refer to *Big Brother BRIEF*), community service and activities, special events / guest speakers, recruitment (refer to *Recruitment BRIEF*), etc.

Even though the specific areas may be separate, it is important the entire chapter works closely together. The AMC has a considerable task coordinating the chapter's efforts for an optimal program.

ORGANIZING THE ASSOCIATE MEMBER CLASS

The idea of "learning by doing" should be one of the primary ideas of any membership education program. Associate members should be given the responsibility of running their own class so that they will be better prepared to run the chapter in future years.

The AMC should only instruct and advise the associate members on the outline, rules of order, etc. If the associate members are allowed to run the meetings, productive group interaction will occur, and valuable education about meeting management is gained. The first-hand experience that may be gained from allowing members to run their own meetings far outweighs the minor mistakes that may be made because of their inexperience.

FORMAT FOR AN ASSOCIATE MEMBER MEETING

The best design involves one meeting per week that is divided into two parts: a business meeting and an educational session. The business meetings should be run entirely by the class officers with input from the committee only when its advice is necessary. Activities, projects, finances, etc., should be discussed at this meeting. The educational portion of the meeting should include instruction on fraternity history, guest speakers, and instruction on chapter operations. Initiated members should be encouraged to attend the educational sessions (depending on the topic) but should be observers and leave the meeting management to the associate members.

ASSOCIATE MEMBER CLASS OFFICERS

The best way to teach associate members about the operations of the chapter is to have them mimic those leadership positions and have them meet with their active counterparts. Depending on the size of your associate member class, the following are recommended positions and job descriptions of associate member executive committee members.

President - Should preside over all class meetings. He should have the meeting agenda pre-planned and approved by the AMC and the other class officers. He should know Robert's Rules of Order and run the meetings accordingly. He should see that all members of the associate member class are carrying out their responsibilities. He should also meet with the chapter "A".

Vice President - Should be in charge of parliamentary procedure and know the chapter by-laws. He should know Robert's Rules of Order and help control the meetings accordingly. He should also meet with the chapter "B".

Secretary - Should be in charge of taking roll and the minutes of the meeting (post a copy in chapter house or at chapter meeting for those chapters without housing). He should also meet with the chapter "C" and assist him in getting the Personnel Record form information collected and the forms signed by the associate members once the "C" prints them.

Treasurer - Should be responsible for the timely collection of class dues and payment of its approved expenses. It is recommended that the chapter "D" work closely with the class treasurer to insure the proper maintenance of financial responsibility and records. It is a good idea to require any checks written by the class treasurer on its own account to have two signatures. The second signature should be that of the class president.

Corresponding Secretary - Should carry on all outside correspondence for the class. Organize the associate members to contact alumni with letters, cards, phone calls, etc. He should also meet with the chapter "E".

Sergeant-at-Arms - Should assist in keeping order in the associate member class meetings. Assist other class officers in the enforcement of by-laws, rules and regulations of the chapter and associate member class. He should also meet with the chapter "F" and be in charge of communications - phone calls, reminders of events, etc.

Activities Chairman - Should be in charge of service projects as well as social functions. Organize athletic contests, social events, and any other group projects. He should also meet with the social chair to discuss risk management and FIPG policies as well as brainstorm for social and community service ideas.

SECTION II: BUILDING NEW TRADITIONS

Throughout the new member education program, it is essential to consider how to assimilate the new members and to consider creating programs that will aid in their development. By creating a positive environment and experiences for its associate members, a chapter can ensure the interest in, and commitment to, the chapter.

Positive experiences and opportunities for constructive involvement give members and associate members alike an additional reason to value membership in the fraternity. By focusing on value, rather than endurance, we will improve the experience of our members and the quality of our chapters.

ASSIMILATION

The ASSIMILATION approach makes the following assumptions about the purpose of the associate member program:

1. Group norms are far more important in determining the behavior of an individual than whether someone is supposedly “good” or “bad.” With rare exceptions that will quickly show themselves, almost everyone has the potential to become a contributing member. While we often talk in terms of people being “good” or “bad,” in reality everyone has both good **and** bad characteristics. Thus, what really matters is a program that calls on the strengths rather than the weaknesses of the individuals involved.
2. It is the chapter’s responsibility to see that associate members receive the necessary environment, experiences, education, and examples to help them become effective members. Help associate members get to know the rights, responsibilities, and realities of being an active member. Encourage them to serve on committees, attend and vote in chapter meetings, and participate in goal setting and the achievement of chapter goals.
3. The key to a successful program is a chapter membership that provides a proper role model for the associates. The associates, in their desire to fit in, will quickly emulate the actions of the chapter. Make sure to “walk the talk” instead of using the “do as I say, not as I do” approach.
4. Associate membership should be challenging, but with the emphasis on achievement and learning and not physical and/or mental trials.
5. The program should be based on mutual respect, trust, honesty and the concept of assisting the associates in their efforts to reach their fullest potential both as individuals and as members in Delta Chi.
6. The process of becoming an initiated member should be enjoyable; the excitement and anticipation should build **toward** initiation, not **away** from associate membership.
7. People learn best when they are motivated. Internal motivation is more effective than external motivation (i.e. “I want to learn” as opposed to “You’ve got to learn or else”). Help make it fun to learn.

DEVELOPMENT VS. "TRADITION"

Success of each associate member is the responsibility of the whole chapter.

Developmental programs encourage all members, brothers and associates, to take part in the educational process. Traditional programs believe that the brothers leave everything up to the AMC.

Understands and is able to apply the material, instead of simply memorizing:

Which is better: to have a brother who knows the history of Delta Chi, how to run a chapter, and knows what it takes to achieve success or to have a brother who is versed in trivial information (i.e., What is the zip code of the International Headquarters?)

Chapter activities involve the **whole** of the membership:

Developmental programs incorporate the associate members in all facets of fraternity life. They attend chapter meetings and are involved in the decision-making, goal-setting, and planning processes, encouraging them to take a vested interest in the future of the chapter. Traditional programs shelter and isolate the associates, leaving them less prepared to assume leadership responsibilities and decreasing any sense of chapter unity.

Chapter unity is stressed:

Developmental programs stress chapter unity, which lends itself to solidarity in the chapter. When you meet brothers at a Regional Leadership Conference or an International Convention would you want to say, "Our chapter unity is great" or, "Our associate member class unity is great"? The benefit is for the greater good.

Emphasis is on the individual rather than the group:

This is very similar to chapter unity vs. associate member class unity, except that the chapter needs to realize each person is an individual with his own goals, needs, strengths, etc. If the chapter taps into the unique skills and characteristics of each associate member, it will cause an individual to feel valued and feel that his actions are appreciated by the group.

Striving to keep up the development of brothers after initiation:

"Personal Growth Through Brotherhood" means that the individual will continue to grow, as he remains involved. Developmental programs challenge brothers to stay involved and improve themselves well after initiation. In traditional programs you may hear brothers say after initiation, "You've finally arrived," or "You've made it." When these seemingly positive remarks are made at initiation, the older brothers are really telling the new brothers that initiation is the end of the road.

Self-respect, confidence, acceptance, pride, and understanding are prime motivators:

Developmental programs use support, challenges and education to motivate people. Traditional programs may appear to produce results through fear and intimidation (hazing), yet they come with too many negative side effects and their impact is often short-lived. Is a person more likely to do a good job if he feels supported or if he is threatened? Positive reinforcement is always more productive than negative conditioning.

WHAT IS HAZING?

"Hazing is defined as any action or situation created, whether on or off fraternity or campus premises, which produces mental or physical discomfort, embarrassment, harassment, anxiety or ridicule, no matter how good the end result or intent."

These definitions are stated in general terms for a reason. Had they been stated in specific terms, it would have been virtually impossible to encompass all hazing activities. In addition, a specific definition of hazing that lists several activities passively condones any hazing activities that are not listed.

On page 76 of the *Cornerstone*, there are examples that serve as a guide to chapters as to what specific activities would be considered hazing. Remember, these are merely examples, and the omission of a certain activity from this list does not necessarily mean that it is not hazing.

If you are uncertain as to whether an activity is hazing but can answer "yes" to any of these questions, chances are that the activity in question is hazing:

- Is alcohol involved? (Delta Chi's Risk Management Policy expressly prohibits alcohol during any AM activity or program.)
- Does the activity cause emotional or physical abuse?
- Is there risk of injury or a question of safety?
- Do you have any reservations about describing or justifying the activity to your parents, to a professor, or to a University official?
- Would you object if the activity were featured in the school newspaper or on a local TV news program?

Throughout the associate member program, we should seek to educate and assimilate our new members into the chapter. In doing so, we strive to provide them with the skills to succeed academically and socially, thus enabling them to become leaders on campus, in the community and within Delta Chi. **Hazing directly contradicts this purpose.**

When we haze, mentally or physically, we are not only doing so illegally, we could be robbing future members of the positive values we cherish as Delta Chis. The result is pledges who react, not associate members who act. The result is pledges who obey, not associate members who create. In the end, you are left with pledges who simply get by and not associate members who look to excel. After all of this, with whom would you be more secure taking on the leadership of your chapter in the future?

If you have questions about whether a particular activity is hazing or would like some assistance to develop alternative ideas, you can contact the International Headquarters or your Greek Life Office for assistance.

COMMON RATIONALIZATIONS FOR HAZING

“HAZING IS AN EFFECTIVE WAY TO TEACH RESPECT AND DEVELOP DISCIPLINE.”

Respect is an EARNED commodity. If the chapter is engaged in doing things completely worthwhile and fantastically important, the chapter will not have time to pass laws requiring respect. Respect will be earned when opportunities to learn leadership skills, develop interpersonal skills, and form lifelong friendships are provided. Further, associate members will likely respect the efforts the brothers before them have put forth to ensure that the chapter is an environment that will foster, not hinder, their development in these areas. The following are ideas to teach respect and develop discipline without having to resort to hazing:

1. Form a committee of all upperclassman members. Have the committee set goals and projects for itself to accomplish. As the projects are completed and the goals are met, the associate members will be provided with senior role models to emulate and respect. Remember, lead by example.
2. Set guidelines in the associate member program to determine initiation eligibility. For example, study hours must be completed, set a minimum level of attendance at associate member meetings, encourage participation in the KEY Program, set a minimum level for chapter meeting attendance, and/or require a certain level of chapter event attendance. The key is to challenge the associate member to want to be better, not demand action through degrading or abusive activities.

Respect is earned through education and brotherhood. Respecting the power of the active members is NOT what they should be respecting. Brotherhood builds respect for the true purpose and vision of what a great experience a fraternity can provide.

“THESE EVENTS ARE A TRADITION AT OUR CHAPTER, I WENT THROUGH THEM, SO THEY SHOULD TOO.”

“Tradition” is never an appropriate excuse or justification for any act. For every positive tradition that is carried on, there may be an equal number of negative traditions that are perpetuated simply because they have been done in the past. One of the dangers of traditions is that sometimes they can stray away from their initial purposes. Instead of reinforcing character and values, they can contradict them. Do not rely on the past at the expense of your future. The following narrative provides an example of how a detrimental tradition can be established and perpetuated.

Human Nature?

Start with a cage containing five apes. In the cage, hang a banana on a string and put stairs under it. Before long, an ape will go to the stairs and start to climb towards the banana. As soon as he touches the stairs, spray all of the apes with cold water.

After a while, another ape makes an attempt with the same result – all of the apes are sprayed with cold water. Turn off the cold water. If, later, another ape tries to climb the stairs, the other apes will try to prevent it even though no water sprays them. Now, remove one ape from the cage and replace it with a new one. The new ape sees the banana and wants to climb the stairs. To his horror, all of the apes attack him. After another attempt and attack, he knows that if he tries to climb the stairs, he will be assaulted.

Next, remove another of the original five apes and replace it with a new one. The newcomer goes to the stairs and is attacked. The previous newcomer takes part in the punishment with enthusiasm. Again, replace a third original ape with a new one. The new one makes it to the stairs and is attacked as well. Two of the four apes that beat him have no idea why they were not permitted to climb the stairs or why they are participating in the beating of the newest ape. After replacing the fourth and fifth original apes, all the apes that have been sprayed with cold water have been replaced.

Nevertheless, no ape ever again approaches the stairs. Why not? “Because that is the way it has always been around here.”

“HAZING HELPS TO DEFINE THE LINE BETWEEN ACTIVE AND ASSOCIATE MEMBERS.”

The line between active member and associate member is being initiated. During initiation, the ideological base and foundation of the fraternity is fully revealed. You then share a common experience and bond with every Delta Chi in the world. When attempts are made to further draw distinctions between active and associate members, it creates an environment of inequality and resentment and completely misdirects the attention of the fraternity’s members from fulfilling their commitment to the fraternity. Instead, encourage interactions and friendships between associate and active members.

1. At a chapter meeting or retreat, pair up or create groups with active and associate members based on different characteristics like the first letter of their last name, major or field of study, hometown or geographic areas, month of birth or at random. The goal is to get different members to communicate.
2. At a chapter meeting or retreat, have the members and associate members separate. Then have group members list what they expect of themselves, the other members, and the chapter as a whole. Then bring the groups back together and discuss the lists. Once the expectations of the members are clearly stated, the chapter can work towards those expectations as a collective chapter instead of two groups.

“IF SOMEONE AGREES TO PARTICIPATE IN AN ACTIVITY, IT CANNOT BE CONSIDERED HAZING.”

Wrong. The courts have proven that the consent of the victim cannot be used as a defense in a civil suit. Even if an individual agrees to participate in a potentially hazardous action, it may not be true consent when considering the peer pressure and sense of expected obligation that new members often feel.

“IT HELPS BUILD PLEDGE CLASS UNITY.”

Associate members already have so much in common (being new to the chapter and /or the campus, the feeling of obligation to “prove” themselves) that they will naturally bond together. To take advantage of this predisposition you need to provide them with shared, positive experiences. While shared threats or negative external forces will also drive a group together, these oftentimes run unnecessary risks and are simply in opposition to the fundamentals of brotherhood. If your chapter has any “traditions” that are negative or inappropriate in design, take them one at a time and replace them with a well thought-out, positive activity. When a man affiliates, he affiliates to the chapter, not the associate member class. We must provide opportunities for interaction with all members. Remember, we want “good brothers,” not “good pledges.” When the mentality of “good brothers” is fostered, the result is a chapter made up of many associate member classes united as a single entity.

“BUT THE CHAPTER DOES NOT WANT TO CHANGE.”

It will be hard to convince some members to change. Change is quite often difficult, especially if gone about in the wrong way. Yet risking the future of your chapter because of resistance to change is accepting the potential loss of some good men and even your chapter. The most important thing to remember in approaching change is that many other chapters either have never hazed or have already made the transition away from it. Resources are available to help. Information about facilitating change is located in the **Appendix**.

WHAT CAN I DO TO AVOID HAZING IN MY CHAPTER?

The best way to avoid hazing is to design a **meaningful** associate member program that does not contain any hazing. You eliminate/avoid bad habits by adopting good ones. Analyze what needs certain members are trying to meet by using hazing tactics, and show them non-hazing activities that can meet those same needs. Here are some needs you will probably find within your chapter’s membership: 1. A desire to have the new associates care about Delta Chi as much as the brothers do, 2. A desire to help the chapter improve, 3. A desire to help the new associates

develop into productive brothers who will bring credit to Delta Chi, 4. A desire to have the associates (and the members as well) feel that their ultimate membership in Delta Chi was not just “handed to them”, 5. A desire to have fun, and 6. A desire on the part of the membership to be involved in the assimilation of the new associates into the chapter. All of these (and more) can be accomplished without hazing. There can, of course, be some unhealthy needs that hazing is uniquely suited for that simply need to be avoided. Even with the best designed program and intentions, hazing can find its way into a chapter. This is usually caused by a lack of understanding of the program, hearing of other fraternities on campus or even other Delta Chi Chapters that haze, or alumni from your own chapter who, for the lack of a quality program, had resorted to hazing and sincerely believe that only hazing can achieve the hoped for results that are listed above. Since hazing, in its various forms, has been in society for ages, it is simply going to take a continuous effort to keep it at bay. To say that hazing does not work is naive. It often does. But at what cost? And at what risk? And how can anyone say that it is consistent with the concept of justice (our Cardinal Principle) or human dignity? How can deception (What hazing chapter admits to its rush guests that they are going to be hazed?) be considered a precept of “fraternity”? Simply put, there is no right way to do a wrong thing. Every member has an obligation to ensure that his chapter upholds the principles upon which it was founded, as well as to protect his own dignity. If you are an active member, you took an oath to uphold the Constitution of Delta Chi, which specifically prohibits any form of hazing. It is important, if you have witnessed any hazing or sense a growing mentality in which hazing would be accepted, that you act before it is too late. In every case where injury or even death has occurred, “brothers” have said, “But it never went this far before” or something to that effect. That is the “slippery slope” of hazing. To get to the core of the problem and address the issue before it becomes one, it is important to focus on the following:

- **Awareness of your members:** Use case studies, news stories, and discussions of hazing practices to help inform members of the dangers and negative consequences of hazing.
- **The education of your members:** Use on-campus resources, attend leadership conferences, and utilize Delta Chi staff or your Greek Advisor to help educate members of your organization on ways to run a well-designed and meaningful associate member program. Show them the alternatives. Realize that their first reaction to anything different than what they had to experience will probably not be positive.
- **Detection of violations by your members:** Remember, the organization can be held responsible for the hazing actions of individual members, even if the organization as a whole is not involved.
- **Corrective action:** Do not overlook any hazing problems you find in your organization. It is crucial that those members who are found in violation of hazing policies be disciplined for their actions. Corrective action should be tailored to the incident, taking the severity and nature of the problem, alumni involvement, environment, and any other pertinent factors into consideration.

To ensure that your chapter is not catering to a hazing mentality, implement the following criteria into your associate member program:

1. There should be no restrictions (except possibly a Ritual room, if applicable) on where the associate members can go in the house, what entrances they can use, etc.
2. There should be an equitable distribution of daily and weekly chores among initiated and associate members alike, with mixed participation.
3. In addition to their weekly meeting, which is open to any initiated member, the associate members should be allowed to attend regular business meetings of the chapter (making exception for occasional Ritual meetings or confidential discussions concerning the associates).
4. Initiated and associate members should address each other in the same manner.
5. Avoid feeding the associate members incorrect information that may later make them look foolish. This type of action serves no other purpose than to undermine trust.
6. Avoid disrupting sleep patterns or study habits, and refrain from special “meals,” or causing meals to be missed.

Be courageous. Most people never speak up against hazing because of their fear of being ridiculed. Consequently, those who support hazing, although they are in the minority, are the ones who are heard. Keep in mind, if you are aware of hazing activities but do not act, then you are also at fault.

If you have witnessed or know about inappropriate activities taking place in your organization, it is important that you notify an authority able and willing to remedy the violation. Some possibilities are:

1. Your chapter advisor
2. Your faculty advisor
3. Your Regent
4. Your Greek Advisor
5. Delta Chi Headquarters
6. The police

Anyone can report an alleged hazing incident to the International Fraternity. However, the individual who files the report can specify that his or her identity shall not be disclosed to any person except the Executive Director and the members of the Risk Management Commission. For specific procedures of hazing investigations, refer to the Delta Chi Law By-Laws, Article V, Section 4, Sub-section 2.

Learning the hard way

As a final point to ponder, the best lessons are often taught by those who have learned from their own mistakes. The following is a first-hand account of the impact hazing can have on a chapter. Although it may be an extreme example, it is the result of a hazing mentality that was perpetuated into a dangerous tradition.

“In August, our chapter held a so-called ‘traditional’ pre-initiation period. We found out too late that we were playing with fire. Two of our initiates were hospitalized, suffering severe dehydration caused by over-work. One was placed in the Intensive Care Unit at the Memorial Hospital after his kidneys failed. The cause? Hazing.

But whoever thought that this could happen to us? We were merely carrying on the traditions left by our older members. We had been hazed, and therefore we assumed that it was our right, our duty, to do the same to our new members. Well, the tradition had to stop right there. We were placed on interim suspension until the University, the International Fraternity, and our chapter alumni could complete an investigation.

Among other things, the investigation determined that our chapter had held a pre-initiation period that included ‘pledge’ uniforms, repeated calisthenics, sleep deprivation, and a variety of other things. These were the traditions that our chapter had tried to keep alive. This is what some of our members had valued for so long. It all seems so ridiculous now.

Our chapter was placed on Level IV Corrective Action by Delta Chi, and the University suspended us indefinitely. We were devastated. How could they do this to us? What had we done wrong, except to carry on the traditions of our chapter? But deep down, we knew what we had done. We had hazed our new members, plain and simple. We had insensitively and unjustifiably hazed.

Our chapter had to complete a list of 14 sanctions from the University, as well as having social and intramural privileges revoked for the period of suspension. But beyond that, we knew the Associate Member programming had to change. After our first semester on suspension, we saw the benefits of a haze-free program. For the first time that any undergraduate member could recall, all 26 associates stayed for the entire semester of pledgship. After completing the University sanctions, our chapter was returned to probationary status as a University living group in June.

During the next spring semester, two University officials met with members of our fall Associate Member class and randomly selected chapter members and members of the executive board. This inquiry concluded that our chapter was successfully administering a hazing-free Associate Member Program and that our attitudes towards hazing had indeed changed. It appears that the turning point we had reached one and a half years earlier had actually improved a chapter that was floundering.

At the University’s recent Greek Awards Night, our chapter earned the Overall Chapter Excellence Award. This award recognized the best chapters in programming areas such as scholarship, membership development, risk management, and alumni relations. Our chapter was the only chapter rated high enough to win this prestigious award. We feel that our hazing-free program was instrumental in helping us achieve this goal.

The old mentality was that we could ‘build’ good brothers by hazing them. Now we see the difference. Now we know that membership development is an ongoing process that begins with recruitment and continues on through graduation. What’s more, with our new program stressing chapter unity and brotherhood, our members are much less apathetic. Our chapter is stronger now than it was before.

Our punishment was severe, but it was deserved. We knew what we were doing when we ‘went old-school’, in the words of a fraternity president. We knew what went on, and during that week in August, we closed our eyes to the expectations of modern society and turned our backs on our Fraternity’s Ritual, ideals, and standards. And we never thought anything could happen.

However, two images will be ingrained in my memory for life; the sight of my pledge brother, lying semi-conscious in a hospital bed, connected to a dialysis machine, and the sight of his mother with a look on her face that speaks to me still, that held more emotion than anything I could write to her. His look was one of a broken man, all the will sucked out of him. And his mother’s look asked: “Why did you do this? How could you do this to my son?” Those two images changed me more than any anti-hazing seminar ever could. In truth, we don’t know how the hazing developed to the point that it did. But we can’t let it happen again. Ever. We have come too far to ever go back.” - **Josh Newville**, Kansas ‘98

SECTION III: ASSOCIATE MEMBER RETREAT

A retreat is an excellent way of introducing the associate members to one another, to the fraternity and to the membership education program. The retreat should be held the first weekend after the associate member ceremony, if possible, and at a location away from the chapter house. It is simply a time for the new associate members to bond and discuss some goals for the chapter and their class. A retreat will help the natural leaders within the group emerge. The experienced and capable will begin to establish themselves, and the group should be prepared to hold elections at the next meeting.

Remember, the retreat is not a time for a detailed history lesson or a study session of the *Cornerstone*. The best results will come from a relaxed discussion. It should provide an atmosphere that is conducive for reflecting on the purpose of the Fraternity and each associate member's role in Delta Chi's future.

ATTENDANCE AND ORGANIZATION:

Who should attend? The associate members, the AMC and committee (facilitators), and special guests might be considered, depending on the size of the class (e.g., "A", "D", scholarship chairman, "BB" or alumnus). The number of initiated members should be few compared to the number of associate members. Picture an eight-man class with seven initiated members at the retreat. The number of members would intimidate the associates, and the results we want will never happen. Initiated members are there to aid in discussion or give a speech regarding the chapter and/or some special area of concern (e.g., "A" - talks about chapter organization, "D" - finances, "BB" or alumnus - alumni involvement, etc.), after which they could leave. **Remember that it is an associate member retreat and not a chapter retreat.**

The AMC and his committee should have an agenda set and written down before the retreat and presented to the associate members. They should also be informed of anything that will happen that day or weekend and what they will need to bring (e.g. sleeping bag, athletic clothes, lunch, etc). A sample agenda will be provided at the end of this section.

Exercises and activities for the retreat:

1. **Goal Setting** – Very important. Have a chalkboard or a piece of large paper so goals can be written down. Try to have an active member do the writing and you (AMC) facilitate. It is preferable to let them focus on brainstorming and discussion. Pick a topic and write it at the top of the paper or chalkboard. Then either have an open discussion session, or break up into smaller discussion groups to come up with possible solutions. A vote should be taken at the end to determine if everyone unanimously supports the solution.

Topics: attendance at fraternity functions, scholarship, service projects, fundraisers, chapter or house projects, sorority exchanges, finances, recruitment evaluation, why did you associate with Delta Chi, your concept of fraternity, benefits you expect to receive, what you can accomplish, etc.

2. **Recruitment Seminar** - Recruitment coordinator or member of the recruitment committee should facilitate this discussion. Explain the importance of recruitment and let them know that they should start to recruit immediately. Go over the basics of recruitment mechanics, the dos and don'ts, and set a goal for the class to bring in new men.
 - a. Have the associate members evaluate the recruitment program that they went through. Write down their suggestions and discuss them. The chapter might want to incorporate some of the ideas into the recruitment program. See Section XII in the *Recruitment BRIEF* for a sample evaluation form.
 - b. Role playing - Have the associates learn by doing. You should have some of the associates recruit people in front of the group, or they could get into small groups and perform a recruitment commercial in front of the class. Either exercise could be critiqued, discussed and a vote taken on the best performance.
3. **Case Studies** - Examples can be found in the *Chapter Retreat BRIEF*, or you can write your own. The class gets into small groups and a problem situation is presented to all the groups (same situation to all). Then they each discuss the problem and come up with a solution. Each group is to read its solution to the class. All are discussed and the best solution is picked; it could be a combination of a few (a compromise). Always have them work together, compromise, and come up with one idea that they will all support.

4. **Associate Member Composite** - Have each associate member bring a photograph of himself, and make an associate member class composite. Place it in plain sight in the chapter house or at the chapter meetings. This serves the following purposes: a) initiated members can use it to get to know the associates more quickly, b) associate members can use it to get to know each other faster (especially in large classes) and c) associate members feel more a part of the chapter when their pictures are on the wall and recognized. (This could be done anytime during the program.)
5. **Athletic Event** - Have some type of event to divide the working time: volleyball, softball, basketball, etc. Make sure to have members balanced on both teams avoiding an "us vs. them" situation.
6. **Food** - Allow time for a food break. Provide food or tell the associate members to pack a lunch.
7. **Pass the Candle** - At the end of the retreat, explain how and why you pass the candle, sit the associate members all in a circle and start it off as AMC. At the end of each speech, the man should say "Proud to be a Delta Chi," then pass it on.

SAMPLE AGENDA

- I. Introduction (9:00 a.m.)
 - A. AMC explains membership education program
 1. Pass out materials needed for program (notebooks, syllabi, etc.).
 2. Give assignment for next meeting if you are using this one as the first.
 - B. Explain the format for the day.
 1. Introduce guests and host(s).
 2. Go over agenda.
- II. Ice Breaker (9:15 a.m.)- Ask each associate member to stand, state his name, why he joined Delta Chi and something about himself. See the *Chapter Retreat BRIEF* for more ideas.
- III. Goal Setting Session (10:00 a.m.)
 - A. Scholarship - chairman or committee coordinator reviews chapter program.
 1. Allow the associates to set a goal for their class GPA.
 - B. Service Project - with assistance of the activities coordinator, class decides on its project.
 - C. House Improvement Project (if the chapter has a chapter house) - ask the class to discuss and then vote on two projects to be presented at chapter meeting for final vote.
 - D. Chapter Involvement - discuss what associate members need to be involved and participating in.
 1. Each associate member picks a chapter committee on which to serve.
 2. Have the class develop an associate member attendance policy. The associate members won't feel forced to do something if they set the rules themselves.
- IV. Lunch Break (12:00 p.m.)
- V. Recruitment Session (12:45 p.m.)
 - A. Talk about how they were recruited.
 - B. Recruitment commercials/role playing and review mechanics.
- VI. Case Studies (2:00 p.m.)- Divide into groups and solve the problem (you might use a case study similar to a problem the chapter is facing).
- VII. Athletic Event (3:00 p.m.)
- VIII. Conclusion (4:00 p.m.)
 - A. Review the associate member program.
 - B. Go over list of guest speakers and ask for additional suggestions.
 - C. Have the "BB" or alumnus say something to welcome the associate members to Delta Chi.
 - D. Review the goals the associate members just created.
- IX. Pass the Gavel (4:30 p.m.)
- X. Teach them an appropriate yell or cheer (5:00 p.m.) Let's teach proper values from the beginning. Also, remember that yells are usually done in a public forum and reflect on the chapter.

This sample agenda can be lengthened or shortened. It is important that you have an agenda written before you go to the retreat. Refer to the *Chapter Retreat BRIEF* for more ideas.

SECTION IV: ASSOCIATE MEMBER PROGRAM

To conduct an effective associate member education program, an essential element is organization. The first step is the establishment of a written program that encompasses the fraternity's ideals. The best way to ensure that it is organized is to complete a written program, with the support of the chapter and alumni, well before the initial associate member ceremony.

The active members have to not only support and be involved with the program but also have to live up to the ideals and expectations the program sets forth. Even the best programs fail without the support of the entire membership, including alumni. The brothers are to be role models. When there is a problem, the chapter should question the actions of the brothers. Is the chapter providing a quality experience? Are the brothers providing appropriate role models? Or are the associate members being told one thing while the brothers are doing another? Remember, only 30% (on average) of memorized information is retained, while active learning (i.e., leading by example and having the associate members take part in the chapter operations) produces much better results.

PURPOSE OF THE ASSOCIATE MEMBER PROGRAM

The purpose of an associate member program is to acclimate young men who, in all likelihood, have never been away from home for an extended period of time. Delta Chi may be their first experience outside of everything they grew up with that they were familiar with. It is the obligation of the chapter to make sure that the new member education program acclimates them to the world of Delta Chi.

How do you determine what kind of a new member education program to develop for the chapter? The first step should be to determine the goals and objectives of the new member education program. If your chapter has had great programs in the past, they should incorporate most of the following goals:

1. Teach members proper chapter etiquette (procedure at dinner, how to greet a guest, how to answer the phone, etc.).
2. Educate members of their responsibilities: financial (including individual and chapter), participation, behavior, scholarship, etc.
3. Educate members of the duties of the officers, the chairmen, and the committees.
4. Educate members about the chapter's relationship with the various support groups: the house corporation, ABT, Alumni Association, area Alumni Chapters, "BB", Faculty Advisor, Greek Advisor, Housemother, Headquarters staff, etc.
5. Give brothers a working knowledge of Delta Chi Law, chapter by-laws, and house rules.
6. Teach brothers about the International Convention, Regional Leadership Conferences, Senator Henry M. Jackson Leadership College, etc. and encourage them to attend.
7. Educate members on the basic structure, government and policies of Delta Chi.
8. Provide members with an appreciation of the history and traditions of Delta Chi.
9. Educate members on the Greek System and how Delta Chi fits into it.
10. Educate members on the role of a fraternity in the campus and the general community.
11. Ensure current members are well acquainted with all incoming members.
12. Encourage and maintain good attendance and participation at chapter functions (social, athletic, community service projects, meetings, etc.).
13. Expose members to the leadership of the chapter in order to gain an appreciation for the work that must be done to properly operate the chapter.
14. Ensure the brothers acquire a sense of brotherhood.
15. Provide a solid scholastic support system from which members can build upon.
16. Include all members in the New Member Education Program, providing good examples.
17. Instill a willingness to contribute to the chapter.
18. Ensure all brothers meet grade requirements.
19. Provide outside speakers for general chapter meetings.
20. Provide big brothers and ensure they are being responsive to the needs of their little brothers.
21. Make sure members are living up to the responsibilities and/or the privileges of membership in Delta Chi.
22. Have fun! Make Delta Chi a positive and enjoyable experience.

Is your chapter capable of identifying these goals in your new member education program? If the answer is yes, great. If not, then the chapter has some room for improvement. Some of these ideas may seem quite lofty, but a fraternity is about making us better men.

The obvious answer is with the brotherhood. The second most obvious answer is with the membership education program. Since you may not be able to answer all the questions above with a yes, it may be an indication that past programs have not been providing what they should or could. The true test of a membership education program is whether or not two years later the brothers who have gone through the program can answer the above questions in the affirmative. If not, then your chapter has been focusing on training good pledges instead of developing good members and, ultimately, good alumni.

SAMPLE ASSOCIATE MEMBER PROGRAM

Below is a sample outline for a solid eight-week associate member program. It can be shortened and/or customized to fit the specifications of your campus and your chapter traditions, as long as those traditions do not include anything that is or may be perceived as hazing. For more programming ideas, refer to the *Brotherhood BRIEF*, the *Chapter Retreat BRIEF*, the "Building Better Brotherhood" booklet included in the Chapter Operations Manual, and the Delta Chi web site (www.deltachi.org).

ASSOCIATE MEMBER CEREMONY

Introductory meeting of associate members and AMC one hour prior to ceremony.

1. Explain the Associate Member Ceremony.
2. Make sure everyone attending is wearing a coat and tie.
3. Make sure the associate members meet and become acquainted with each other before the ceremony.
4. Collect **all** associate member dues prior to the Associate Member Ceremony for immediate submission to the Headquarters.
5. Explain the Personnel Record (PR) forms, distribute information sheets to be filled out and explain that they are due at the first meeting so that the "C" can fill out and print the forms.

IMMEDIATELY AFTER THE ASSOCIATE MEMBER CEREMONY

- A. That night:
 1. Go out to dinner.
 2. Have a social event.
 3. Have a "brothers/associates only" event (include anyone who attends the ceremony, e.g., parents, family, advisors).
 4. Take photos for the class composite and have the associate members design and make the composite.
- B. Associate member retreat (see **Section III**, have before the first meeting):
 1. Review the Associate Member Ceremony.
 2. Explain that the associate members should attend all chapter meetings in order to understand how a chapter operates. The rights to speak and vote are optional.
 3. Explain that all the associate members should be on a chapter committee.
 4. Rush evaluation.
 5. Interaction lab (e.g., name games, introduction exercise).
 6. Hand out and discuss the chapter's goals so the associate members feel like they are part of the chapter. Also, hand out phone lists.
 7. Involve the brothers and associate members in a group discussion/goal setting (set goals for scholarship, community service project, fund-raising, etc.).
 8. Pass the candle/gavel (Topic: Why each person became a Delta Chi).
 9. Drawing exercises (See *Pre-Initiation BRIEF*).
 11. Learn and sing Delta Chi songs.
 12. Recreation.

WEEK I

THEME: Orientation

- A. At the first general business meeting following the ceremony, have the initiated brothers welcome the associate members.
- B. **GUEST SPEAKER:** Time management, studying, and test-taking skills (alumnus, faculty advisor or professor).
- C. Three choices for big brother.
- D. One page entrance paper dealing with an associate member's expectations of the chapter and himself, reasons for joining, and what he hopes to accomplish as a brother.
- E. "Welcome to Delta Chi." Discuss the Fraternity (e.g., history, FIPG, The Ten Basic Expectations of a Delta Chi, the chapter scholarship program) and answer any questions.
- F. Discuss parliamentary procedure.
- G. Explain the fellowship exchange matrix board.
- H. Hand out week-by-week program, if you failed to do so during rush.
- I. Turn in Personnel Record (PR) forms to the "C".
- J. Have associate members start thinking about being associate member class officers (explain what positions are available).
- J. **INFORMATION TO BE COVERED DURING WEEK I**
 - 1. Preamble.
 - 2. Big brothers write the associate members' parents.
 - 3. Greek alphabet.
 - 4. *Cornerstone*
 - a. Chapters one and nine
 - b. Parliamentary procedure
 - c. NIC Decalogue
- K. **ACTIVITIES**
 - 1. Dinner either before or after the meeting.
 - 2. Pick an activity from the *Brotherhood BRIEF*.
 - 3. Pick an activity to help the associate members learn the material in the *Cornerstone* from the Organization Advancement portion of the **APPENDIX**.
- L. Pass the candle/gavel. (Topic: What are your expectations of being a Delta Chi? Explain.)
- M. Sing Delta Chi songs- use song tape or music files from web site.

WEEK II

THEME: History of Delta Chi and The Ten Basic Expectations of a Delta Chi

- A. Recite Preamble together at the beginning of the meeting.
- B. Elect officers and have them run the rest of the meetings.
- C. Associate members receive their big brothers, and they are informed of their big brothers' responsibilities.
- D. **GUEST SPEAKER:** Alcohol & substance abuse (university staff or a person from a community agency).
- E. "A" and "B" review officer responsibilities and how the chapter functions.
- F. Break down preamble exercise (see the **APPENDIX**).
- G. Sign PR forms printed out by "C" and mail them into the International Headquarters.
- H. The "F" reads and reviews the FIPG program and policy.
- I. **INFORMATION TO BE COVERED DURING WEEK II**
 - 1. *Cornerstone*
Chapters three and four:
 - a. The significance of Sir Edward Coke as our spiritual founder.
 - b. Founding date and place of Delta Chi.
 - c. Eleven Founders (first, middle, and last names).
 - d. Date Delta Chi became a general (as opposed to law) fraternity.
 - e. Date Delta Chi abolished "hell week."
 - f. Fraternity flower and colors.
 - 2. First verse of the "Bond Song."
- J. **ACTIVITIES**
 - 1. Pick an activity from the **APPENDIX**.
 - 2. Ten members divide up The Ten Basic Expectations and give speeches describing each, as well as what the expectation means to the speaker.

3. A committee is established to develop a program on how to run a social event according to F.I.P.G.
 4. A committee is established to develop a community service project in which the whole chapter can participate.
 5. Each associate member chooses one or two **BRIEFs** to read and picks a few ideas that he liked from the **BRIEFs**. See **WEEK V** for presentation guidelines.
- K. Pass the candle / gavel. (Topic: What do you think the Founders intended Delta Chi to be like today? Is our chapter living up to that?)
- L. Sing the first verse of the "Bond Song" to close the meeting. Use song tape or files from web site.

WEEK III

THEME: Campus leadership

- A. Recite the Preamble together at the beginning of the meeting.
- B. **GUEST SPEAKER:** Campus organizations (Dean of Students, Greek Advisor, Student Government President).
- C. The "C" reviews his position (discusses the importance of record keeping and reviews the forms).
- D. The "D" reviews his position (budget development, financial operations and policies, and business-fraternity relationship).
- E. **INFORMATION TO BE COVERED DURING WEEK III**
 1. *Cornerstone*
Chapters five and six:
 - a. How are the general fraternity officers elected?
 - b. How are the Regents elected?
 - c. Length of terms for each of the above?
 - d. What is the location of the Headquarters?
 - e. How often are International Conventions held?
 - f. When do Regional Leadership Conferences occur?
 - g. Information on international officers and the Executive Director.
 - h. IFC Officers.
 - i. Greek Advisor.
 - j. Number of regions and states in your region.
 - k. Who is your Regent?
- F. **ACTIVITIES**
 1. Pick an activity to help the associate members learn the material in the *Cornerstone* from the Organization Advancement portion of the **APPENDIX**.
 2. Attend an IFC meeting and/or a student government meeting.
- H. Pass the candle / gavel. (Topic: Why is campus involvement important and how would it improve our image?)
- I. Consider planning a visit to another chapter, adhering to the procedure in the *Cornerstone*.
- J. Sing the first verse of the "Bond Song" to close the meeting. Use song tape or files from web site.

WEEK IV

THEME: Good taste

- A. Recite the Preamble together at the beginning of the meeting.
- B. **GUEST SPEAKER:** Etiquette and proper dress (housemother, alumnus, parent, or home economics teacher).
- C. Committee on FIPG presents its program.
- D. **INFORMATION TO BE COVERED DURING WEEK IV**
 1. *Cornerstone*
Chapter ten:
 - a. Introductions.
 - b. Shaking hands.
 - c. Table manners.
 - d. Conduct in the house and chapter hospitality.
 - e. Phone courtesy.
 - f. Walk out policy.
 2. Second verse of the "Bond Song."
 3. The first third of the chapter by-laws.
 4. Delta Chi Law, the Constitution.
 5. Remind associate members that collection of initiation dues is next week.

E. ACTIVITIES

1. The associate member class goes out to dinner with a sorority associate member class (Emphasize Chapter 10 with the class prior to dinner).
 2. Pick an activity to help the associate members learn the material in the *Cornerstone* from the Organization Advancement portion of the **APPENDIX**.
- F. Pass the candle/gavel. (Topic: Is the goal of fraternity to make us better people? Explain.)
- G. Sing the first verse of the "Bond Song" to close the meeting. Use song tape or files from web site.

WEEK V

THEME: Alumni

- A. Recite the Preamble together at the beginning of the meeting.
- B. **GUEST SPEAKER:** A prominent alumnus talks about the "Brotherhood of a Lifetime," how it has helped him, and the importance of staying involved.
- C. The "E" reviews his position (The importance of keeping alumni involved and the alumni newsletter).
- D. Update on the Community Service Committee, and vote on the project.
- E. INFORMATION TO BE COVERED DURING WEEK V**
1. *Cornerstone*
Chapter eight
 2. All five verses of the "Bond Song."
 3. The first verse of "Fovens Mater."
 4. "Delta Chi Sweetheart."
 5. The second third of the chapter by-laws.
 6. Delta Chi Law, the by-laws section.
 7. Collect initiation dues. Send initiation dues and PR forms in to Headquarters.
- F. ACTIVITIES**
1. Each associate member will stand at the meeting, attest that he has read the **BRIEFS** and describe two or three ideas he liked from the **BRIEFS** he chose in week II.
 2. Big brothers take little brothers out to dinner to discuss progress and concerns.
 3. Chapter serenades all the sororities to help the associate members learn the songs.
 4. Pick an activity to help the associate members learn the material in the *Cornerstone* from the Organization Advancement portion of the **APPENDIX**.
 5. Pick an activity to help educate the associate members on alumni involvement from the Organization Advancement portion of the **APPENDIX**.
- G. Pass the candle/gavel. (Topic: What will you do for the fraternity when you graduate?)
- I. Sing the first and second verses of the "Bond Song" to close the meeting. Use song tape or files from web site.

WEEK VI

THEME: Health, scholarship, values, and ethics

- A. Recite the Preamble together at the beginning of the meeting.
- B. **GUEST SPEAKER:** How gender roles are changing and the issue of date rape (Director of Family Services, Director of Women's Services on campus).
- C. **GUEST SPEAKER:** CPR and other First Aid (e.g., if a brother is diabetic). This would take three hours if properly presented and would probably require a separate meeting.
- D. "F" reviews his job and the importance of risk management.
- E. Complete a community service project with the whole chapter this week or next.
- F. INFORMATION TO BE COVERED DURING WEEK VI**
1. *Cornerstone*
Chapter seven
 2. Second verse of "Fovens Mater."
 3. The last third of the Chapter by-laws.
 4. Delta Chi Law, the Regulations section.
- G. ACTIVITIES**
1. Chapter softball or basketball game(s), depending on the season.
 2. Big brothers take their little brothers out to dinner as a group.
 3. Pick an activity to help the associate members learn the material in the *Cornerstone* from the Organization Advancement portion of the **APPENDIX**.

- H. Pass the candle/gavel. (Topic: What is your impression of fraternity and The Delta Chi Fraternity now?).
- I. Sing the first and second verses of the "Bond Song" to close the meeting. Use song tape or files from web site.

WEEK VII

THEME: Rush and Associate Member Program Evaluation.

- A. Recite the Preamble together at the beginning of the meeting.
- B. **GUEST SPEAKER:** A discussion on rush (rush chairman, alumnus, or salesperson).
- C. Hand out an Associate Member Program Evaluation. Due to the "A" (make a copy for the "BB") at the first meeting following initiation.
- D. Do a case study on rush and use as resources: the Greek Advisor, Headquarters, IFC Rush Chairman, *Rush Mechanics* **BRIEF**, *Rush Organization* **BRIEF**, rush chairman, and former rush chairman.
- E. **INFORMATION TO BE COVERED DURING WEEK VII**
 - 1. Make sure the matrix board is completed.
 - 2. *Cornerstone*
Chapter two:
 - a. Flat Hat Club, College of William & Mary, 1750.
 - b. Phi Beta Kappa, College of William & Mary, 1776.
 - c. Union Triad: Kappa Alpha, Sigma Phi, and Delta Phi.
 - d. Miami Triad: Beta Theta Pi, Sigma Chi, and Phi Delta Theta.
- F. Review rush evaluations.
- G. **ACTIVITIES**
 - 1. Possible visit to another chapter, adhering to the walkout policy in the *Cornerstone*.
 - 2. The associate member class develops a chapter yell/cheer/song.
 - 3. Pick an activity to help the associate members learn the material in the *Cornerstone* from the Organization Advancement portion of the **APPENDIX**.
- I. Pass the candle/gavel. (Topic: What would you change about the associate member program?)
- J. Close meeting with the "Bond Song" and "Fovens Mater." (Use song tape or download from the web site)

WEEK VIII

THEME: Pre-Initiation

- A. Recite the Preamble at the beginning of the meeting.
- B. Finish up business for the associate member class.
- C. Comprehensive exam.
- D. The associate member class performs its new chapter yell/cheer/ song.
- E. Pass the candle/gavel. (Topics: Where is Delta Chi headed locally and internationally? What is the role of an initiated Delta Chi?)
- F. Close meeting with all the songs the class knows.
- G. Later in the week:
 - 1. Make class paddle and paddles for big brothers.
 - 2. Pre-Initiation (see *Pre-Initiation* **BRIEF** for sample program).
 - 3. **RITUAL.**

APPENDIX: MEMBERSHIP DEVELOPMENT ACTIVITIES

The following selection of activities is coordinated with the overall goals of the associate member education program, as stated at the beginning of this **BRIEF**:

1. Help associate members further develop important life skills.
2. Reinforce the ideals and purposes of Delta Chi.
3. Establish an understanding of the Fraternity and the Greek System.
4. Foster chapter unity as opposed to the cliques fostered by "pledge class unity."

These activities (or similar ones) should be used to supplement the formal weekly schedule of meetings and assignments outlined in the Sample Associate Member Program.

BROTHERHOOD DEVELOPMENT

OBJECTIVE: Help the brothers and associates get to know each other.

ACTIVITY: Develop a fellowship exchange matrix board (see below).

1. Start with poster board listing all the brothers (in alphabetical order) along the top and all associate members (in alphabetical order) down the side with their big brothers in parentheses under their names.
2. Post in a common area with a magic marker attached by a string.
3. Whenever an associate member feels he knows a brother, he shades in his half of the appropriate box.
4. Likewise for a brother when he believes he knows an associate member, he shades in his half of the appropriate box.

Here's a sample fellowship exchange matrix board.

Member					
Associate	Ross	Steve	Tom	Vic	
Bill (Joe)					
Chuck (Al)					
Dave (Dan)					
Ed (Bob)					

Interpretation of the above:

Associates:

1. Chuck is working hard to meet the brothers.
2. Dave is not taking things seriously or does not fully understand the procedure.
3. Bill and Ed are somewhere in the middle between Chuck and Dave.

Brothers:

1. Ross is making an effort to meet the associate members (he could even be the AMC).
2. Tom is making an effort.
3. Vic is not making an effort.
4. Steve is probably setting too tough of a standard.

Advantages of this system:

1. Symbolizes **mutual** responsibility for becoming acquainted.
2. At any time, day or night, anyone may check on the assimilation of the associate members into the chapter.
3. If someone is concerned about the progress of an associate member, he may speak with the big brother.
4. Anyone can see who is not participating and talk to that member or associate.
5. The fellowship exchange matrix board provides a sound method of "getting to know each other," in which hazing is less likely to occur, because the responsibility is placed on both parties.

ACTIVITY: Have the associate members create their own composite. Photographs could be taken the night of the formal Associate Member Ceremony or provided by the associates at retreat. The composite is designed to help brothers and associate members to get to know the entire associate member class. It also helps build chapter unity by allowing the associate members to feel more like they are part of the chapter.

OBJECTIVE: **Build chapter unity.**

ACTIVITY: The associate members set a time aside to meet as a group or in small groups with the brothers, to get to know each other better by working on projects together.

ACTIVITY: Schedule regular **all-chapter** house clean-ups. Everyone helps, non-alcoholic refreshments are served mid-way, and a special dinner (barbecue, pizza, or something else fun and different) is arranged for after the clean-up. Team up associates and members for specific tasks.

ACTIVITY: Schedule intra-chapter athletic events (softball, water polo, golf, touch football, jogging clubs, weightlifting clubs, etc.) where the brothers and associate members can compete together or just work out together. Teams should consist of half associate members and half brothers. Have the defeated team buy pizza for the winning team. Another option is a "progressive" softball game in which the team starts out segregated, and each inning a certain number of associates and brothers switch teams to symbolize the merging of the two groups. In this variation, the big brothers buy the pizza.

ACTIVITY: Instead of a regular meeting of the associates, bring in someone one week from the university or the community who is well versed in facilitating interaction exercises. Spend the meeting time getting to know the others better and becoming more comfortable with open communication. Encourage big brothers to attend.

ACTIVITY: Have the associate members plan and hold a social event (in compliance with all applicable risk management policies) for the entire chapter.

ACTIVITY: Have a social event with the associate member class of a sorority.

OBJECTIVE: **Educate the associate members on information regarding the campus and what it has to offer: history, clubs and organizations (how to get involved), and other Greeks on campus.**

ACTIVITY: Bring in guest speakers from the university (e.g., Greek Advisor, Dean, Student Organization President, IFC/Panhellenic President) and have them discuss their organizations and/or the university.

ACTIVITY: Provide the associate members with a list of the different clubs and organizations and a description of what each does and how the associates can get involved (the requirements).

ORGANIZATION ADVANCEMENT

OBJECTIVE: **Create greater awareness of the ideals of Delta Chi and their applications for everyday life.**

ACTIVITY: With the AMC, an officer or an alumnus facilitating, break down the Preamble into its components; discuss each ideal separately, asking how it can affect us on a daily basis. Then look at the

whole statement - does it offer a "blueprint" for living? Associates should then develop a variety of activities for the chapter or future associate member classes that emphasize one or more of the components.

ACTIVITY: Encourage the associate members to pay attention to how the chapter operates, how they are treated, how they treat others, etc., and then to compare that behavior with the ideals of the Fraternity. Every so often, hold a discussion session where they can comment on their observations. Big Brothers and other interested brothers also should attend.

ACTIVITY: Ask a distinguished alumnus of Delta Chi or any fraternity/sorority to discuss how the Greek experience benefited his/her life and job skills and better prepared him/her for life.

OBJECTIVE: Demonstrate the importance of service to others.

ACTIVITY: The whole chapter works with an underprivileged family, a church or some charitable organization for a period of time; the chapter may even "adopt" the group for the entire term, year or permanently.

ACTIVITY: The associate members participate with the brothers in the chapter's regular community service projects.

OBJECTIVE: Develop organization and teamwork among the associate members.

ACTIVITY: Ask each associate member to join a chapter committee.

ACTIVITY: Give the associate members more responsibility. Let them make their own decisions and work toward solutions to their own problems. Possibilities include class officers helping with the organization and coordination of specific activities or a class treasurer collecting dues and passing them along to the "D".

OBJECTIVE: Encourage the associate members to learn and apply the material in the Cornerstone.

ACTIVITY: Make the requirements for initiation clear from the first day. Distribute an outline of the educational portion of the program, with clear recommendations for study and deadlines for knowing the material.

ACTIVITY: Hold a Delta Chi *Jeopardy* competition quizzing mixed teams of big and little brothers following the format of the *Jeopardy* T.V. game show.

ACTIVITY: Hold a Delta Chi *Family Feud* competition quizzing mixed teams of brotherhood family trees, following the format of the *Family Feud* T.V. game show.

ACTIVITY: Hold a Delta Chi Trivial Pursuit competition quizzing mixed teams of brothers and associate members following the format of the Trivial Pursuit board game.

ACTIVITY: Hold a College Bowl competition with mixed teams of big brothers and associate members. Quiz over fraternity material. The winning team is treated to dinner at a local restaurant.

ACTIVITY: Ten brothers divide up The Ten Basic Expectations of a Delta Chi and give speeches describing each, as well as what the expectation means to the speaker.

ACTIVITY: The associate members divide up into groups and take portions of the week's assignment to do presentations on it next week for the whole class.

ACTIVITY: Emphasize that the reason for learning the material is so the associate members can be effective fraternity men, **not** just so they can be initiated. To prove this, have the brothers periodically take the same test as the associates. If they are unwilling (or unable to pass the test), then they disprove the concept.

OBJECTIVE: Contribute to good academic performance and striving for academic excellence.

ACTIVITY: Screen potential associate members during rush for acceptable academic performance; enforce a minimum GPA of at least 2.0/4.0 to affiliate. Most Delta Chi chapters should set an even higher standard!

ACTIVITY: Monitor grades throughout the semester/quarter, making it clear that a certain level will have to be maintained.

ACTIVITY: Arrange tutoring for those who need it; have the tutor report progress to the associate member's big brother.

ACTIVITY: Require big brothers to have at least a 2.4/4.0 GPA (the same standard needed to be a chapter officer).

ACTIVITY: Ask a person from the university or your faculty advisor to discuss test-taking and study skills.

ACTIVITY: Consult the *Scholarship BRIEF* for more ideas and activities.

OBJECTIVE: Educate the associate members concerning the issues of alcohol and drug abuse as well as inappropriate social behavior.

ACTIVITY: Bring in speakers/counselors from the university to address the various issues. Have questions and answers at the end, and provide literature when available.

ACTIVITY: Have the brothers review F.I.P.G. with the "F" in relation to what is actually done by the chapter. Associate members meet in groups to discuss concerns and offer positive ways to resolve the problems of the chapter. A social contract or agreement could be written as an exercise for future use.

ACTIVITY: Have the associate members attend an open Alcoholics Anonymous meeting. It is estimated that at least 15% of college-aged people who drink alcoholic beverages are alcoholics. That means, for an average 50-man chapter, there are seven or eight alcoholics in the group.

OBJECTIVE: Educate the associate members on alumni involvement.

ACTIVITY: Always stress the importance of staying active as an alumnus. A key element of the membership education program deals with educating the undergraduates as to what the alumni experience can and should be. It is important to motivate undergraduates to continue their active involvement with Delta Chi beyond graduation.

ACTIVITY: Bring in an alumnus to talk about the various ways alumni can and do get involved. Included in his talk should be the work of the regents, vice regents, ABT, "BB", international officers and committees, house corporation members, alumni associations, and alumni chapters. Most importantly, he should stress that each alumnus stay in contact with the chapter or come back periodically for special events.

ACTIVITY: Adopt an alumnus. Have the associate members and their big brothers write to, call, or arrange to visit an alumnus. Try to match up hometowns or areas. Do this before a big event, so the associate members and their big brothers can invite the alumnus personally. Encourage them to continue the relationship after initiation and assign new alumni to the next class.

ACTIVITY: Allow a member of the ABT to discuss with the associate members the need for alumni involvement and how to treat an alumnus and his family while he is around. Role-play using different social surroundings.

OBJECTIVE: Educate the associate members on parliamentary procedure.

ACTIVITY: Have them read the section on parliamentary procedure in the *Cornerstone*, then discuss it.

ACTIVITY: Make sure the associate members have a full understanding of parliamentary procedure and are using it at their meetings.

OBJECTIVE: Use different resources to educate associate members and brothers alike.

ACTIVITY: Guest speakers. You should have guest speakers at least biweekly. Do not have just members of Delta Chi as guest speakers. Bring in outside people (the Greek Advisor can supply you with a

lengthy list). Brief the speaker on the type of audience. Give the speaker a time frame to work in and the general message you want conveyed. If you don't do research on the speakers or work with them, the result could easily be a poor or boring speaker. This can ruin the success of other speakers and your program. Topics to consider include: leadership development, time management, study and test-taking skills, date rape, alcohol and drug abuse. Always make the speaker feel important and thank him/her in writing for coming.

LEADERSHIP DEVELOPMENT

OBJECTIVE: Develop the skills and knowledge necessary to help run the chapter.

ACTIVITY: Allow the associate members to attend the business portion of the chapter meetings. The rights to speak and vote are optional. This practice not only gives them a feeling of belonging, it exposes them to meeting management and issues facing the chapter. Then they are already informed and can start being productive right away, instead of feeling like outsiders. Of course, they should not be present during any discussion about the associate members or ritualistic sessions. If, by excluding associate members from chapter meetings, your chapter does not want the associate members to see how disorganized the meetings really are, a great disservice is being done. The solution is to get organized. It makes no sense to continue mismanaging your meetings and having a detrimental impact on the chapter with the justification that at least the associates are not present to see it.

ACTIVITY: Allow each associate member to join a chapter committee of his choice. This helps involve the associates in the workings of the chapter faster and builds a sense of belonging. It motivates the associate members and can actually improve the quality of the committee system by bringing in a fresh perspective.

ACTIVITY: Hold rush workshops. Go over selling points, dos and don'ts, bidding process, and general mechanics. Stress the importance of rush. Use role-playing and rush commercials for practice.

ACTIVITY: Have each chapter officer come to the associate members' meetings and describe his job responsibilities to the whole class.

ACTIVITY: In addition to attending chapter meetings, the associate members should run their own meetings once they have held their own elections.

OBJECTIVE: Develop creativity and ability to reach consensus.

ACTIVITY: Each associate member is given a piece of clay; the associate members are told to work together to create an object that exemplifies loyalty or fraternity. This can be done twice, once at the beginning of the program and again during pre-initiation. Save the first sculpture and compare it to the second sculpture.

OBJECTIVE: Develop problem-solving skills and leadership ability.

ACTIVITY: Divide the associate members into groups of three to five men. Provide group members with a case study, and ask the group to discuss and solve the problem as if they were the officers of the chapter. The case studies are provided by the NIC Office through the Challenges and Choices Program.

ACTIVITY: Encourage associate members to enroll in one of the various leadership courses available on campus. Provide a list of such courses and how to enroll, for reference. The Greek Advisor or Faculty Advisor should have additional information on these courses.

OBJECTIVE: Contribute to personal development (e.g., CPR, how to balance a checkbook, the basics of proper dressing, picking a career, etiquette).

ACTIVITY: The Pyramid Exercise is an activity in which each person draws his own pyramid, with each level displaying different goals to obtain. The first level may consist of goals to accomplish this year, while the top level may consist of goals to be accomplished in several years. This does not have to

consist of just Delta Chi goals or just a college career. This is a chance for a man to do some general planning of his life that he can modify as his goals change. Encourage the associate members to share their goals with each other.

ACTIVITY: Bring in speakers on the different topics, provide resource materials, have question and answer sessions, role-play, etc.

ACTIVITY: With an individual who needs specific counseling on table manners, dressing, or similar topic, have his big brother and perhaps one other brother the associate is close to, have a private discussion regarding the issues. He shouldn't feel humiliated afterward, but rather appreciative that the Fraternity cares enough about him to discuss these subjects with him. This discussion definitely should **not** take place in a large group situation.

ACTIVITY: Consult the *Cornerstone* pp. 100-109, "The Essence of Good Taste."