

**KAPPA ALPHA ORDER
NATIONAL ADMINISTRATIVE OFFICE**



**“CHAPTER ADVISING”
A GUIDE FOR AN ALUMNI ADVISORY COMMITTEE**

From the *Kappa Alpha Laws*

R9-231. Alumni Advisory Committee

(a) The Province Commander shall appoint for each active chapter in his province an Alumni Advisory Committee of no less than three (3) KA alumni. Members of the Alumni Advisory Committee shall periodically attend the meetings of the chapter and advise the chapter officers and members upon matters of chapter affairs when they deem such advice to be of the best interest of the chapter or the order, or when requested to do so by the chapter, the Province Commander, Staff, or by a General Officer of the order. The Alumnus Advisor shall serve as chairman of the Alumni Advisory Committee. Adopted January 8, 1989.

Part 3. Alumnus Adviser and Alumni Advisory Committee

9-231. Appointment. Each Province Commander shall appoint for each Active Chapter in his province an alumnus member to be Alumnus Adviser. The Alumnus Adviser shall periodically attend the meetings of the chapter and advise the chapter officer and members upon matters of chapter affairs when he deems such advice to be in the best interest of the chapter or the Order, or when requested to do so by the chapter, the Province Commander or any other officer of the Order.

9-232. Visits and reports. The Alumnus Adviser shall report from time to time, in his discretion or upon request, to the Province Commander of the province in which his Active Chapter may be located with respect to the affairs of the chapter, its officers, its members or its activities.

9-233. Call of special meetings. The Alumnus Adviser shall have the authority to call special meetings of the Active Chapter or of its Prudential Committee.

9-234. Audit of chapter books. The Alumnus Adviser shall have authority to audit the chapter books monthly or at any time he deems such action is necessary.

9-235. Province Commander's representative. The Alumnus Adviser shall be the Province Commander's personal representative and may exercise such of the Province Commander's authority over the chapter as the Province Commander may expressly delegate to him in writing. A copy of the writing delegating such authority shall be filed with the Executive Director and given to the chapter.

9-236. Alumni Advisory Committee. The Province Commander shall annually appoint for each Active Chapter in his province an Alumni Advisory Committee consisting of not less than three (3) alumni members. Members of the Alumni Advisory Committee shall periodically attend the meetings of the chapter and advise the chapter officers and members upon matters of chapter affairs when they deem such advice to be in the best interest of the chapter or the Order, or when requested to do so by the chapter, the Province Commander, Executive Director, or by a General Officer of the Order. The Alumnus Adviser shall serve as chairman of this Alumni Advisory Committee. *Adopted by 67th Convention, 1997; amended by the 69th Convention, 2001 and the 70th Convention, 2003.*

11-111. Duties of alumni members. Alumni members of the Order are expected to collaborate with the Order, and its Active Chapters, to further its objectives, intention and purposes and to preserve and maintain its traditions and national reputation, and are urged to participate as much as possible in chapter activities to manifest their continuing interest in the Order. They are also expected to furnish to Active Chapters for their consideration the names of young men they deem eligible for membership who are matriculating in colleges and universities at which the Order has Active Chapters and otherwise to assist them in rushing activities.

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INTRODUCTION

First of all, thank you. Thank you for offering your time, expertise, life experience and interest to our undergraduate brothers. We offer the deep appreciation of the order for your willingness to assist, and hope that you will reap a great deal of satisfaction from your work with the undergraduates.

Whether you are joining a committee of many assisting a chapter, or are part of a newly-formed three-man committee just beginning to learn about advising, the job you have undertaken is perhaps the most important in the order because of the on-site work and follow-up which it can provide. The ability to offer consistent support and advice through the years has proven to be the single most effective external influence acting on our undergraduates. In contrast to the transitory and nomadic life of the undergraduate, you represent stability, maturity, and continuity.

The information found in this guide is the result of years of experience. We hope that it serves to answer questions that you might have about your responsibilities, to orient you in your duties and activities with the chapter, to give you information about Kappa Alpha Order, and assists you in your work in building a stronger and greater Kappa Alpha Order.

In addition to this guide, you have a number of resources to draw from. Talk to your Province Commander, the College/University Administration, Associate Directors for Chapter Services who visit each chapter, other staff members in the Lexington office, advisors of other chapters on your campus, and other alumni in the area. No single person or guide can contain all of the answers, but with these resources you should be able to tackle any problems you might come across.

As you work with our brothers, please know that our best wishes go with you. Kappa Alpha is greater because of you.

QUALIFICATIONS

There is really only one prerequisite to membership on a chapter's Alumni Advisory Committee - that the person have ample time to devote to the interests of the chapter. In fact, there is no requirement that a member must be a KA! As long as the committee has at least three KAs as members, the Executive Council regulation is fulfilled. Obviously, however, it would certainly be prudent for a majority of the committee to be initiated members.

A committee member must be able to devote a reasonable amount of time to the chapter. Not only should he be available to the officers and members of the chapter when they seek advice, but he should attend as many of the chapter meetings as possible and take the initiative in offering advice when it seems desirable to do so. The mere presence of the advisor, although he may take little part in the chapter meeting, has a most salutary effect.

Although the committee member may find that he cannot attend every chapter meeting, a requirement might be that he attends at least one regular- chapter meeting each month. It is clearly understood that the advisor cannot spend all of his time with the chapter, nor is this recommended. Obviously, though, a portion of his time must be given to the chapter if he is to be effective.

In addition to this general qualification, certain personal traits are essential if a committee member is to be successful. First of all, the advisor must have a genuine desire to serve Kappa Alpha Order and promote a positive fraternal experience for the chapter members.

He must be fair-minded, just, tactful, and considerate of the feelings of others. He should be firm, however, when any situation arises that demands direct action.

Patience, too, is a characteristic that a committee member must have in high degree. It will often seem that the same problems and difficulties recur each year and the chapter seems to learn nothing. It must be realized that the chapter membership is constantly changing and the Alumni Advisory Committee, therefore, starts at almost the same place with the beginning of each school year.

APPOINTMENT

The Province Commander annually appoints the Chairman of the Alumni Advisory committee and its members. Depending on the chapter and/or Province Commander, the active chapter may be able to **suggest** members to the Province Commander, who then appoints at his discretion, but the active chapter cannot appoint members. The Chairman of the committee may also want to make recommendations to the Province Commander for his consideration.

Until January of 1988, alumni involvement in chapter affairs was usually limited to one person serving as Alumnus Advisor. In an effort to decrease the time and work commitments on that single person, and to make available to the chapter more resources, the Executive Council voted to make the Alumnus Advisor chairman of an Alumni Advisory Committee. The Alumnus Advisor remains the contact person for the Province Commander and the National Administrative office, but is aided by other members.

Composition of the Committee

One of the reasons for instituting the committee system was to provide more resources for the chapter to utilize. For example, a committee could be composed of a lawyer, a contractor, an accountant, a college/university administrator, and a parent.

The accountant would be able to aid the Number VI in his duties as treasurer. Together, they could evaluate the financial policies of the chapter and, if necessary, update them for incorporation into the chapter bylaws. Perhaps he can provide some direction to the members of the Prudential Committee and help them apply some "real world" techniques to the chapter's policies. It often aids the chapter to have an objective opinion available when it comes to finances.

The contractor could assist with maintenance and repair of the chapter house. Though he should not be expected to do the work himself, he may be able to supervise the chapter in minor construction work. Certainly, his contacts with hardware stores, lumber companies, and the like could prove advantageous.

The services of a lawyer are always in demand. This member will be able to preview employment contracts, housing contracts for brothers living in the house, aid in crisis situations, and help the Risk Management Specialist educate the chapter. The opportunities for his involvement are numerous.

The school staff member can assist with getting grade reports, acquiring speakers and other resources available through the school, etc. The parent might be a liaison with a Mother's or Dad's Club.

As previously mentioned, there is no requirement that committee members be KA alumni (as long as at least three are on the committee). Certainly, the majority of the members should be

KAs, but it makes sense to include other people, non-KAs, who may be able to provide assistance to the chapter. These might include:

- Faculty advisor - Can concentrate on assisting with the chapter scholarship program.
- Fathers - Chairman of the chapter's Dad's Club could be a member and coordinate between the two. Non-Greek Dads can be initiated by the chapter.
- Women - Chairman of the Mom's Club could be a committee member, as could female faculty/staff, community leaders. They add an extra dimension to the committee's thinking.
- NIC Fraternity alumni - alumni of other fraternities should not be overlooked. They may have dealt with a problem in their fraternal experience that others have not, and can bring a fresh approach to the committee.
- University representative - Perhaps the Greek Advisor or other Student Life person could sit on the committee. Helpful in understanding the resources available through the school.

Diversified representation on the Alumni Advisory Committee will only serve to strengthen it and provide the undergraduate members with a larger pool of resources and knowledge. Anyone willing to help the chapter may be a good candidate for membership on this committee.

Sometimes the greatest involvement and aid comes from members who have no specialized knowledge but are keenly interested in the chapter and care about what happens to it. That dedication can be a tremendous asset.

Duties

The philosophy behind the Alumni Advisory Committee is simply to avoid mistakes. It is unfortunate that one of the easiest things in the world for an active chapter to do is to rest on its laurels and abandon the attempt to better itself. On too many occasions a chapter has had a good year, perhaps even won a Samuel Z. Ammen or Marshall Award for Chapter Excellence, only to find itself two or three years later struggling to survive. Only then does the group wake up and say, "What happened?"

In the case of the award-winning chapter, the Alumni Advisory Committee functions as a backstop to continually challenge and push the chapter. It may be that some of the ideas and thoughts in this guide are already performed by such an advanced chapter, so a more hands-on approach may not be required. In other cases, where the active chapter is merely surviving or is only average, a hands-on effort may be needed. Yes, we want the men to learn from their experience, and we want their fraternity chapter to be a laboratory for leadership, but we also want to make that laboratory as effective for the men, and those that will come after, as we possibly can. You and your committee have the latitude to decide just how hands-on you should be.

In general, the duties of the Alumni Advisory Committee are as follows:

- Advising the chapter on all aspects of operations and assisting with officer transition.
- Making monthly checks on the finances of the chapter.
- Verifying that all reports are duly sent to the National Administrative Office.
- Reporting at least once each academic year on the progress of the chapter to the Province Commander.
- Attending Province Council and Convention whenever possible.
- Attending as many chapter meetings and events as possible.
- Attending New Member Education sessions and participating as appropriate.
- Encouraging the chapter to develop and maintain a good alumni relations program.
- Offering any assistance to the Housemother and/or Resident Advisor- in her/his relationship with the chapter.
- Constantly emphasizing the importance of maintaining high morals, high academic standing, and strong discipline.
- Communicating with any visiting National Administrative Office staff members, especially during the annual visit from the Associate Director for Chapter Services.
- Assisting in the planning and conducting of chapter and New Member retreats.

Reports to the Province Commander take many forms, and may largely depend on what the Province Commander prefers. It may be a telephone update, or possibly a letter detailing the chapter's activities. In any case, simply make sure that the Province Commander is kept abreast of the chapter's situation.

SUGGESTED ADVISOR POSITIONS

*please see the appendix for an example of a duty list of for an AAC.

The following is a list of suggested positions for the AAC and some of the responsibilities that such positions could assume. The list of responsibilities under each advisor's description can be easily overwhelming for one individual to assume, but don't be scared off by them. Keep in mind that these are not expectations set in stone, simply ideas that may be utilized if given the right amount of time. So take these positions and the suggested duties and organize your Alumni Advisory Committee so that it covers all of the necessary areas of chapter operations within a framework your committee decides upon.

Chairman

The AAC Chairman has many of the same responsibilities as the Chairman of any group, the major charge being the overall supervision, organization, and delegation of work.

Additional responsibilities might include:

- Chair the AAC meetings.
- Ensure that members are performing their duties and assist when possible.
- Suggest replacements to the Province Commander to fill vacancies on the committee when they occur.
- With the appropriate chapter officer, act as the official alumni representative of the chapter/colony.
- Promote a healthy working relationship between the AAC and chapter.
- Be contacted in case of an emergency at the chapter.

It has been said that a good Chairman is measured by the work he gets out of others. His job is not to perform as the whole committee, but to see that the members are completing their duties. When the committee is running well the responsibilities of the Chairman becomes simple: chair the meetings and work with, organize, and motivate the other members.

"Morale of the troops" can be an important factor in determining the productivity of -the group. Many Alumni Advisory Committee Chairmen and House Corporation Presidents get together and plan joint socials for the AAC and House Corporation members. This helps the members of these important groups get to know each other better.

The AAC Chairman can help keep members motivated in many different ways, but one often forgotten is family relations. It is important that the spouses and families of AAC members are included when planning social events for the committee. Remember that it is not only the AAC member that gives of his time -- the families of committee members sacrifice quite a bit by allowing "their" member to participate. So it is appropriate to extend occasional thank you letters and tokens of appreciation to spouses and family members of AAC members.

Secretary

The Secretary has the responsibility of maintaining communication within the committee, and between the chapter and the committee.

The Secretary's only responsibility is to help the group maintain a reasonable level of communication. Below is a list of additional responsibilities that he can also assume:

- Prepare a committee phone list.
- Take the minutes at each meeting.
- Following each meeting, distribute the minutes to AAC members and other key individuals.
- With the chairman, prepare an agenda for each meeting.
- Send out monthly meeting announcements.
- Assist in keeping officer notebooks updated.
- Keep the AAC by-laws (if applicable) updated.
- Continually strengthen the communication lines between the committee, the alumni, and the chapter.

The Secretary should prepare a phone list for all members, the chapter, Greek Advisor, Faculty Advisor, Province Commander, etc. The phone list should contain the address and number for all AAC members, the chapter officers, Kappa Alpha Headquarters, the House Corporation Chairman, the Greek Advisor and any other significant individuals.

Financial Advisor

The Financial Advisor works closely with the Number VI and the Prudential Committee. An advisor with a good understanding of accounting and finance is a valuable asset to any chapter. The Financial Advisor's only required tasks are to oversee the chapter's finances, to see that the AAC's review of the chapter budget takes place, and insure that the chapter files all necessary reports with the National Administrative Office in a timely fashion. Below is a list of additional responsibilities that the Financial Advisor may assume if mutually accepted by both the chapter and the Financial Advisor:

- Assist in preparing the chapter budget.
- Ensure prompt payment of bills.
- See that the Number VI is maintaining good financial records.
- Ensure that chapter expenditures are within budget.
- Provide advice on the investment of idle funds.
- Provide advice on fund raising and fund raising campaigns.
- Check the chapter financial records once a month to ensure accuracy and completeness.
- Assist in the collection of delinquent accounts.
- Assist in documentation for tax purposes and IRS review.
- Work and meet with the chapter's accountant.

Assisted by the Financial Advisor, the Number VI should prepare a complete financial report for each AAC meeting, and may include any report available from any professional accountant with whom the chapter works.

Perhaps the one area that many chapters are deficient in is financial operations. A lack of clearly articulated by-laws, no enforcement of dues collection, lack of a budget, no control on spending by committee chairmen, failure to follow the simple directions with the National Reporting System – all rapidly put a chapter in financial straits.

Scholastic Advisor

The Scholastic Advisor's only assigned responsibility is to be available to the chapter and the scholarship chairman for consultation. Using the order's Scholarship Training Packet Supplement, he may want to work with the chapter scholarship chairman and design a scholastic program. Below is a list of additional responsibilities that he can assume if mutually accepted by both the chapter and the AAC members:

- Counsel the scholarship chairman and committee in developing and executing the program.
- Supervise the scholarship program of the chapter.
- Assist in the enforcement of the standards and policies of the chapter and of Kappa Alpha.
- Work with the chapter and alumni in establishing and running a financial scholarship program.
- Keep the AAC notified of chapter's scholastic status.
- Work with the Faculty Advisor (if not the same person) on scholarship programming.
- Push the chapter to adopt academic standards:
 - a. Higher requirement for initiation.
 - b. Minimum GPA to retain active status.

It might be wise for the individual who serves as the chapter's Faculty Advisor to be the Scholastic Advisor also.

Membership Education Advisor

The position of Membership Education Advisor is really the only one that **must** filled by an initiated member of Kappa Alpha. His goal should be to encourage the chapter's development through the use of a constructive, written New Member education program, the goal of which is to help the New Member s become not only quality undergraduates, but quality alumni members as well.

The Membership Education Advisor will work closely with the New Member Educator in devising the New Member program and seeing that constructive activities are undertaken. He may:

- Oversee the planning and implementation of the pre- initiation program.
- Make sure that the New Member education program is written and followed.
- Foster new and innovative ideas for the program.
- See that the chapter is educated on the benefits of assimilation as compared to hazing.
- Prevent hazing in any form. Hazing is strictly forbidden in Kappa Alpha.
- Insure that all members are benefiting from a continual education process.
- Arrange for alumni participation in the New Member education process.

The goal of the New Member education program is to help develop quality Kappa Alpha brothers and, ultimately, quality alumni. It is not, as some chapters believe, to develop "good New Member s."

Note, however, that the title of this position is **Membership** Education Advisor, not merely **New Member** Education Advisor. The scope of this job goes far beyond just New Member education – this Advisor is responsible for the programs that assure the ongoing social, academic, and fraternal enrichment of **all** members.

For example, many chapters invite guest speakers once a month to educate the members on a variety of topics. The Membership Education Advisor and Community Relations Advisor typically work closely together in this area. These guests not only help members learn something new, but help boost the chapter's public image as well. Possible guest speakers and topics include:

- A BACCHUS, GAMMA, or other representative who can discuss alcohol awareness.
- A chapter alumnus who can discuss chapter history and the importance of alumni involvement.
- The university historian or Greek Advisor who can speak on university history. Include the history of Greeks on campus.
- A housemother, faculty member, or an alumnus (or wife) who can speak on etiquette and dress.
- A campus placement office representative who can speak on career planning and interviewing techniques.
- A university counseling service representative who can speak on study skills, test-taking skills and time management.
- A student services representative who can speak on changing sex roles and date rape.
- The city's mayor or police chief who can speak on the Greek system's responsibility to the local community.
- A university student services representative who can speak on campus organizations and how to get involved.
- The Greek Advisor who can speak on the need for Greeks to work together. Other chapters could be invited to attend.
- A fire department representative who can discuss fire prevention and how to react in case of a fire. This can be accompanied by a house safety check.

- A representative from the Red Cross or American Heart Association who can teach first aid and CPR.

Rush and Recruitment Advisor

Rush is the lifeblood of the Order. The Rush Advisor should assist the undergraduate rush chairman in planning and implementing all facets of the rush process.

The Rush Advisor's only assigned responsibility is to be available to the rush chairman for consultation. He may:

- Collect names of potential members through alumni contacts, letters and phone calls.
- Hold a yearly rush seminar.
- Approve all chapter rush letters, posters and all other rush publicity.
- Help motivate members for rush.
- Help arrange the attendance of appropriate alumni at rush functions.
- Help locate good speakers for rush events, (e.g. local Kappa Alpha personalities, former leadership consultants, Greek Advisors, faculty, university personnel).

The Rush Advisor should assist the chapter in holding at least one rush seminar per year to teach the undergraduates the techniques of rush and instill confidence in their efforts. The Rush Advisor can conduct this seminar himself or arrange for the Rush Chairman, Greek Advisor, Province Commander, National Administrative Office staff member, or some other person to lead or assist with the seminar.

As you can see, the Rush Advisor has quite a bit of responsibility. Sound planning and total group involvement are essential to a good rush. One or two men from the chapter – the chapter's "good rushers" – cannot do the work by themselves. It takes each member working in cooperation with the rush chairman.

Alumni Relations Advisor

This member of the AAC helps the chapter maintain quality communication with alumni, Kappa Alpha's most precious resource. His duties may include:

- Assist the chapter in publishing an alumni newsletter.
- Ensure that the chapter alumni records are continually updated.
- Keep the Kappa Alpha Headquarters up-to-date on address changes of alumni.
- Help coordinate Convivium activities.
- Locate key alumni and reintroduce them to the chapter.

Few people will disagree that a good alumni relations program starts with a good alumni newsletter. The newsletter lets both local and chapter alumni know how the chapter is doing, but more importantly helps them keep in touch with fellow alumni. Unfortunately, many chapters do

not keep in mind that the newsletter is for the alumni, not the undergraduates, and it should contain information of interest to the alumni.

Community Relations Advisor

As the title implies, the Community Relations Advisor assists the chapter with its community relations program. Good rapport with local officials and the media can prove invaluable. Good relations with the university, the community and chapter alumni can help when a problem or a crisis situation occurs.

A good practice is to invite a few of the "important" people to dinner with the chapter once a year. In fact, many chapters use this regular dinner in conjunction with their guest speaker series. The Community Relations Advisor can work with the Membership Education Advisor in this area.

Good community relations start with community service. The Community Relations Advisor can help see that the chapter is planning regular service projects during the year.

Risk Management/Social Programming Advisor

A Risk Management Advisor can aid the chapter in managing risk in all areas. He can see that the chapter understands and is in full compliance with the Kappa Alpha Order Risk Management Policy. Additional areas of interest could be in assisting the chapter with social programming.

This advisor may work with the Membership Education Advisor to bring in speakers on local liquor laws, lawyers to speak on the penalties of driving under the influence, or hold a session each year to go over the Kappa Alpha Order Risk Management Policy, etc.

Additional Suggested Positions

If the resources are available and there is a need, the Alumni Advisory Committee may establish any additional positions it sees fit in order to further aid the chapter. This is common, especially when there are an abundance of alumni who are willing to provide the chapter with assistance and support. Some additional positions that may be developed are:

- **Legal Advisor** – Assist both the chapter and the AAC with any questions regarding legal matters.
- **Parent's Program Advisor** – Assist in planning programs for the parents of the chapter's associate members and brothers. Make sure that parents are receiving copies of the chapter newsletter.
- **Ritual Advisor** – Be in attendance at initiation ceremonies. Aid the officers in ritual rehearsal. Ensure that the Ritual remains a solemn practice. Help with a formal or informal review of the Ritual with the newly initiated men.

What Makes a Successful Committee Member?

- First and foremost is his love for Kappa Alpha and his belief in the ability of the fraternity experience to give young men the opportunity to better themselves. He must bring to this important position the zeal, enthusiasm and willingness to do the work that it demands.
- Character and ideals must be beyond question. No matter how good his other qualifications are, he will fail if he cannot be looked up to as an example.
- He should have the confidence and respect of both undergraduates and alumni.
- He should have a youthful spirit, regardless of his age, and a deep interest and faith in youth.
- He should have sufficient time, energy, enthusiasm and inclination to spend with the chapter to properly carry out his duties and responsibilities.
- He should be an organizer and a motivator and be willing to enlist the support and assistance of others in accomplishing his and the chapter's objectives.
- He should be willing to give freely of his time whenever he is needed.
- He should keep abreast of changes in university policies.
- He should know the Order and its method of operation.
- He should be able to express himself clearly and forcefully when the occasion requires.
- He should be a good listener and possess good judgement.
- He must encourage enthusiasm. A wise counselor will seek to direct enthusiasm and not curb it.
- He should expect to be misunderstood and misinterpreted, and not retaliate but work toward understanding.
- He must be ready to take a stand on issues, and especially be fearless to promptly advise against violation of the Order's Constitution, bylaws, customs of the Order, or risk management policies.
- He must have a tactful approach, for most achievements will be accomplished by persuasion and not by decree.

WHAT ARE SOME COMMON PROBLEMS?

The alumni committee members are in the best position to judge how the chapter is doing. Since the committee members attend active and New Member meetings and other chapter events, yet are somewhat removed from the daily operations, the advisors are able to provide an informed, yet objective, review of the chapter.

Unfortunately, it is easy for even the best of chapters to falter from time to time. So, what type of "warning signals" should you look for? Briefly, these are some of the **general** symptoms:

- Lack of strong leadership – Elections turn into popularity contests. Officers are elected because they look like officers but have no real ambition to lead. Once in office, these officers try to keep everyone happy and not "rock the boat."
- Lack of Discipline – Signals include lengthy chapter meetings, constant disciplinary problems with the university or community that go unresolved at the chapter level and extensive physical damage to the chapter house. Does the chapter discipline its members, or are the men willing to brush aside indiscretions?
- Breakdown in Communications – Do the chapter officers command the respect of the chapter? Are they trusted to make good decisions in Executive Committee meetings, or are all decisions brought before the chapter for vote? Do brothers and New Members enjoy good conversation, or are they reclusive? How often are members of the Alumni Advisory Committee contacted and informed of chapter activities?
- Rationalization – How many times have you heard the chapter say "We're unique!" Does the chapter readily excuse their lack of success in rush by claiming that they sought quality rather than quantity? Are they blaming the university, other fraternities, or a poorly maintained chapter house for their failures? If so, the chapter needs to face the real problems and solve them.
- Apathy – Most chapters will identify this as a major problem. Apathy is **not** a problem, merely a symptom that other things are wrong (misguided New Member program, ineffective leadership).
- Arrogance and autonomy – Usually the opposite of apathy. The members take pride in their autonomy from the university, the order, other fraternities, and sometimes even their alumni and Alumni Advisory Committee. Assistance in these "perfect" chapters is neither asked for nor wanted when volunteered.

There are also a number of **specific** items that can be regarded as "warning signals":

- High Accounts Receivable – This typically reflects weak leadership and a poor understanding of the financial operations of the chapter. The end result is typically massive year-end financial shortages or a lack of social activities, closing the kitchen, individual

assessments, deferring payment of national New Member and initiation fees, etc., which only prolongs the problem and destroys chapter morale. Do the chapter bylaws adequately address payment of dues? If so, are they enforced? Has the chapter taken action against members for non-payment of dues?

- Irregular use of the Ritual – Over the long run, the strongest chapters in the Order are those that consistently practice the ritual and regularly remind their members of the obligations of membership. Is the procedure for chapter meetings as outlined in the customs of the Order used? Are portions of the ritual read at each chapter meeting? Does a Council of Honor program exist, and is it active?
- National Dues/Insurance – The Alumni Advisory Committee should insure that all New Members and initiates are reported to the National Administrative Office promptly and that all are fees paid. Misappropriation of the fees paid by members will cause prolonged problems for the chapter, both financially and in terms of chapter morale. Are the funds collected for payment of these fees being used to pay for socials, etc?
- Poor Record Keeping – The chapter has lost track of all manuals, report forms, previous correspondence, etc. Financial records have been misplaced, or do not exist. The chapter has no record of previous New Members or initiates, having lost the chapter register. If the chapter is constantly complaining that it does not have the necessary report forms, or if the officers say "I didn't know I had to do that," the chapter may need your help in organizing a proper record keeping system and/or assistance in completing the various reports of the National Reporting System.
- House Occupancy and Maintenance – These two warning signals typically go hand-in-hand. Poor maintenance will lead to low house occupancy. Is the chapter having a hard time filling the house? Does the condition of the chapter house reflect pride in them?
- Poor Alumni Relations – Does the chapter blame all of its problems on alumni? Is money all the members want from alumni? If so, this is a case of rationalization.
- Social Activities – Do the social events show some "class?" Are they creative? Do they revolve around the use of alcohol? Does the chapter comply with the provisions of the Order's risk management policies? Is the chapter violating this policy by hosting open functions, or utilizing common containers of alcohol? Much can be learned by merely paying attention to the topics discussed in casual conversation between chapter members.
- New Member Retention – If the chapter initiates less than 75% of its New Members, there may be problems in the rush and/or New Member education programs. It may also be an early warning signal of perhaps a deeper problem such as poor chapter morale, or a poor fraternity experience after initiation.
- Scholarship – This should be the first priority for each student, but is often one of the lowest priorities in the chapter. Does the chapter provide a suitable atmosphere for studying? Is

there an active scholarship chairman with a written scholarship program? Are chapter members aware of scholarships available through the Order?

- Campus and Community Relations – Ask around campus and in the community to see what the image of KA is. What do the sororities on campus think of them? What image do we present to other fraternities? This may alert us to problems that we may not have noticed.

Obviously, it is impossible to list all of the symptoms that may alert you to problems in the chapter. However, if the Alumni Advisory Committee is quick to address these issues, the potential for long-term damage to the chapter is minimized.

Active Chapter Minimum Expectations

In an effort to continue our pursuit of excellence, Kappa Alpha Order has developed a set of “expectations” for active chapter operations. *The Active Chapter Minimum Expectations* will provide each and every chapter of Kappa Alpha Order with operational expectations. This program will aid chapters in the development of their goals and strategies. Through “*The Active Chapter Minimum Expectations*” program, chapter operations will be expected to break free and leave behind the “mediocrity” status of fraternity life.

This program sets a floor to operational expectations of a chapter. It is not the intention of this program to become a portion of the *Kappa Alpha Laws*, nor is it intended to modify the already successful *Crusade* program. Also, it is not intended to be an application process, or one that provides awards. The program is basically designed to give all of our undergraduate chapters a set of expectations for which they can strive and complete.

In turn, by creating this program and by chapters striving to meet their provided expectations, the membership will be achieving a level of excellence previously unattained. Consequently, through the following years, chapters can continuously raise the bar on their own achievements, thereby fully embracing the concept of *The Active Chapter Minimum Expectations Program*.

Five areas of Kappa Alpha Order chapter operations have been identified as areas that our active chapters must maintain a level of competence. These are: Ritual, Scholarship, Chapter Growth & Development, Finances, and Member Education. Each area has further been narrowed into one or two specific areas of focus. These facets of chapter operations and their subsequent quantitative expectations create the program.

Active Chapter Minimum Expectations

“Excellence is our Aim”

Ritual Proficiency and Usage

The active chapter will acquire and maintain a complete set of regalia and perform the initiation ceremony with a minimum of 75% memorization.

Academic Performance

The active chapter’s overall GPA from the most recently completed term will be above the institution’s all-men and/or all-fraternity average.

Membership Growth

The active chapter shall have a membership level of 30 or have a membership level higher than that of the average size of an IFC chapter on their campus, whichever is greater.

National Financial Status

The active chapter will remain solvent, submit a budget, and maintain a zero account balance with the Kappa Alpha Order National Administrative Office and all other creditors.

Membership Education Programming

The active chapter must attend or conduct 4 educational programs during the academic year for a minimum of 70% of its membership (actives and members-awaiting-initiation.)

Acceptable areas of education: **alcohol, drugs, fire-health-safety, time management, personal finance, ritual, *Kappa Alpha Laws*, leadership, and career development. This may include attendance at Province Council.**

THE ACTIVE CHAPTER

Alumnus Advisor and the Chapter Officers

Except when a chapter is placed under Alumni Receivership for disciplinary reasons by the Executive Council, the Alumni Advisory Committee should avoid taking sides during elections. Your assistance and advice may be asked, but it is usually best to remain out of chapter politics.

Immediately after the installation of the elected and appointed officers, the committee should call a meeting of all new and old officers to go over the duties and responsibilities of each officer, see that all chapter properties are passed along to the respective officers, and to give the new officers an opportunity to ask questions directed to the outgoing officers. The same procedures should be followed when committee assignments are made.

Prior to the regular chapter meeting the officers may hold an Executive Committee meeting to discuss the proceedings of the meeting and other topics deemed necessary. The advisor should make it a point to meet with the Executive Committee at least once a month.

Scholarship

Meritorious scholarship is an essential characteristic of a Kappa Alpha chapter. For the purpose of stimulating good scholarship, the Alumni Advisory Committee, in cooperation with the House Corporation, should insist upon the maintenance of quiet hours within the chapter house. The committee cannot personally "police" the chapter house, but should see that mature chapter members are given the responsibility of maintaining an atmosphere conducive to study at regular times throughout the week.

In accordance with the Scholarship Resolution of the Order, each active chapter may be subject to social restriction by the Province Commander if the chapter's grade point average falls below the all-men's average at its school. The extent of social restriction is decided by the Province Commander after appropriate consultations with the Alumni Advisory Committee, Faculty Advisor, Dean of Men, and Number I.

The Order's National Scholarship Chairman is available to assist you and the chapter in designing a scholarship program, and you may also utilize the Order's Scholarship Training Packet Supplement.

Finances

Regardless of the quality of a chapter's membership, if the financial operation of the chapter is not solid, the chapter is not sound. It would seem apparent that expenditures should not exceed income, but it is staggering how many chapters fail to recognize that fact. The most common

error made by a chapter is failing to maintain adequate financial records, so regular checks of the chapter books is a must.

Kappa Alpha Laws state that the Alumnus Advisor (i.e., the Alumni Advisory Committee) has the authority to inspect the chapter's financial records once each month. If at all possible, schedule the inspection at a time when accounts receivable are past due so that the exact financial condition of the chapter can be determined. To assist the chapter treasurer, it may be a good idea to let the chapter know ahead of time when you will be looking at the accounts receivables so that members will pay their balances or sign promissory notes.

The Alumni Advisory Committee may wish to review the chapter bylaws relating to finances and, if necessary, recommend that the chapter establish a stronger policy for dealing with delinquent accounts. For example, the chapter may pass a bylaw stating that members with accounts in arrears by 31 days, or members whose balance exceeds a preset limit and who have not signed a promissory note will lose social and intramural privileges.

Detailed information about chapter finances may be found in the Order's Chapter Finances Training Packet Supplement. The member of the Alumni Advisory Committee who will oversee this area of chapter operations should carefully review that information. However, perhaps the areas that most chapters neglect and which the Alumni Committee may be able to keep tabs on are:

- Assisting in reviewing individual accounts and collection of delinquent accounts receivable.
- Reviewing chapter accounts payable.
- Keeping up with Federal and state taxes required when the chapter has employees.
- Filing of Form 990 with the IRS if gross receipts exceed \$25,000 annually.
- Payment of dues & insurance and New Member fees to the National Administrative Office by dates due.

It would be wise to stress the importance of #4 above, seeing that the chapter files Form 990 with the Internal Revenue Service when gross receipts exceed \$25,000. A number of KA chapters have come up against stiff penalties for failure to file with the IRS. For more information, see the Chapter Finances Training Packet Supplement. In addition, a budgeting program has been developed to aid chapters with their finances.

Federal Tax Requirements

A Federal Identification Number (FID) is required for any chapter with employees, for filing a tax return or opening a bank account. If the chapter does not have a number, request one on Form SS-4, available at IRS or Social Security Administration offices. This number must be used on all correspondence with the IRS.

For information regarding the chapter's responsibilities as an employer, please request Circular E from the IRS. Specific information is not included in this guide due to annual changes by the IRS.

Prudential Committee

The Prudential Committee is the only standing committee that is required by *Kappa Alpha Laws*. The Number I chairs the committee and appoints four or five members, preferably from different classes to assure continuity and experience on the committee, to serve with him. The Number VI serves as an ex-officio member whose primary duty is to advise committee members of the financial status of the chapter or individual members coming before the committee. It should meet at least monthly and a complete record must be kept of the minutes of the meetings, especially when arranging member payment plans.

Any committee or officer authorized to use chapter funds should get budget approval from the Prudential Committee. In addition, the group acts as a review board for individual member accounts. If a member cannot remain financially current, it is the decision of the Prudential Committee to decide on alternate terms. This plan should be in written form and signed by the Number I and the member.

The Prudential Committee acts as a "review board" for members with financial problems to the chapter. The most important thing for the committee to remember is it does not matter how strong the "brotherhood" is, if there is no income the chapter cannot operate. Prudential Committee members have the unenviable task of balancing the needs of the chapter and the needs of the individual. It is often difficult for chapter members to understand that the committee has a higher level of responsibility to the organization than they do to the individual, as difficult as that task may be.

If a member cannot abide by the housing contract or remain current with other financial obligations to the chapter, the Prudential Committee should agree to new payment terms or action should be taken against the offending member. It is important that the Prudential Committee follow through with any threat of action against a member so that it will retain its real authority in the chapter.

It is the duty of the Prudential Committee to examine the records of the Number VI at regular intervals and to recommend the expenditure of funds.

Delinquent Accounts

There may be times when the committee is called upon to assist in the collection of delinquent accounts. Chapters have found that when a member faces the prospect of appearing before the Alumnus Advisor to explain his delinquency, he is less likely to be habitually delinquent.

It must be pointed out that in some instances actives find that they cannot meet their financial obligations to the chapter. The Prudential Committee should be empowered by chapter bylaws to

take action in special cases by working out a payment schedule that will not impose an undue burden upon the member.

Reports and Records

Complete and accurate financial records are a must in any chapter, for without these the chapter is unaware of its possibilities and limitations. Since chapter members and officers are with the chapter for a relatively short time, it is necessary that records of past income and expenditures be kept.

Historical records and documents are very important to the active chapter. Complete and accurate records should be catalogued and kept with the general files.

Ceremonies

Committee members should be familiar with the ritual of the Order so that they might assist in making the ceremony as effective and impressive as possible. It is suggested that a member, or all members, of the AAC be in attendance at each initiation. Should the AAC or the chapter need assistance in the matter of initiation, questions may be addressed to the Province Commander or a Ritual Advisor (obtained through the National Administrative Office.)

Invitations to local alumni for initiation should be extended by the chapter well in advance of the initiation.

The New Member Induction Ceremony should also be made as impressive and expressive as the initiation, and the chapter should be required to make it a special occasion. It is also desirable that as many alumni and parents of inductees as possible be invited.

Risk Management

This is perhaps the one area that has changed the most over the last few years, primarily because of the formation of the FIPG and FRMT, Ltd. An outline of the history of these groups and a copy of the policy itself can be found on Kappa Alpha Order's website at www.kappaalphaorder.org.

The Order's risk management policy deals with five main areas:

- Alcohol and Drugs
- Hazing
- Sexual Abuse
- Fire, Health and Safety
- Education

It makes sense to say that New Members should not be hazed, that men should not sexually abuse women, and that our chapter houses should be safe to live in. Unfortunately, common sense can be a scarce commodity around the fraternity house, so the Order adopted the risk management policy to address the issues.

Perhaps the most drastic changes occur in the Alcohol and Drugs section. For example, open campus parties where anyone off the street can walk in are now prohibited, as is the use of common containers (kegs, bowls of spiked punch, etc.) of alcohol. Chapters cannot use chapter funds to purchase alcohol, nor may a collection (passing the hat) be undertaken to purchase alcohol. Yes, it's quite a bit different from "back when I was in school ...", but it's a necessity. Again, for more information on the order's risk management policies see the Risk Management/insurance section on our website at www.kappaalphaorder.org. In fact, it might be a good idea to make that section mandatory reading for each member of the Alumni Advisory Committee.

NATIONAL ORGANIZATION

To understand the workings of an active chapter, it is important to also understand the basics of how the order works on the national level.

In the early years of Kappa Alpha, the Order's scope was limited to a handful of active members in a few chapters scattered from state to state. Since that time, Kappa Alpha has grown to include 129 active chapters and 108 alumni chapters. There are currently 5,200 undergraduate members in active chapters and over 80,000 living alumni across the nation and abroad.

The organization of Kappa Alpha on the national level has been constantly changing. In the beginning, Samuel Z. Ammen, even while an undergraduate, single-handedly controlled the activities of the Order as Knight Commander. However, growth of the order over the years has necessitated a more extensive National organization, now including volunteers and staff members from coast to coast.

Convention

The highest authority in the order is the Convention. Convened in odd-numbered years, the Convention is, according to Kappa Alpha's Constitution, composed of Former Knight Commanders, General Officers, Province Commanders, the National Undergraduate Chairman, and one delegate from each qualified active and alumni chapter in attendance. In this body is vested the "sovereignty and legislative authority of Kappa Alpha Order" (*Kappa Alpha Laws* 1-111).

Executive Council

The national organization is directed by the Executive Council. Elected by delegates from active and alumni chapters at each Convention, the seven-member Council serves Kappa Alpha much the same as a board of directors of a corporation. These men meet three times a year to make the major decisions affecting the future of KA.

Each Executive Councilor serves voluntarily, receiving no remuneration except expenses. Proven outstanding in their service to the order, these men may serve an indefinite number of elected two-year terms.

At the helm of the Executive Council is the Knight Commander. He serves as national president or chairman of the board. The Knight Commander issues charters and presides over the Convention. He also must make major financial decisions and, if necessary, suspend chapter charters.

Second to the Knight Commander on the Executive Council is the Senior Councilor. He serves as national vice president or vice chairman of the board. The remaining five members are called Councilors.

The national undergraduate chairman (NUC), an ex-officio member of the Executive Council, principally serves as the liaison between the Executive Council and undergraduate members. He also serves as the KA representative to our national philanthropy, the Muscular Dystrophy Association. The NUC is elected annually during the Undergraduate Conference at the National Leadership Institute.

National Committees & Advisors

From time to time, it is necessary for the Knight Commander to appoint National committees to study issues and make recommendations. Often, these are ad hoc committees, created to evaluate a single topic for a short while, which are then disbanded (such as the committee which, in 1988, met to make recommendations for the improvement of the Province Undergraduate Chairman system.) There are some committees, however, that are perpetuated over the years (such as the National Ritual Committee).

Three national committees required by *Kappa Alpha Laws* meet each year at the Convention. They are the Finance, Legislative, and Resolutions committees which, as matters are referred to them by the Knight Commander, debate issues and report their findings and recommendations to the Convention.

Province Level Organization

The United States is divided into 20 geographical regions called provinces. Each province is headed by an alumnus, called the Province Commander, who is elected by the undergraduate and alumni chapters each year.

Province Commander

The Province Commander serves in a volunteer-capacity, and his duties and responsibilities are numerous. Just as the members of the Executive Council are responsible for the operation of Kappa Alpha on a national level, the Province Commander oversees the functioning of the active and alumni chapters within his province.

To that end, the Province Commander is responsible for visiting each active chapter in his province at least once per academic year. Though his visit need not be as in-depth as that of an Associate Director for Chapter Services, he should be able to ascertain the strengths and weaknesses of the chapter and make some recommendations for improvement. As well, he should at all times be available to offer advice and guidance to the undergraduates and present a positive representation of Kappa Alpha to the province.

To aid him in the performance of his duties, the Province Commander may appoint a Deputy Province Commander and any other province officers he feels appropriate.

Another responsibility of the Province Commander is to hold an annual Province Council. This is a meeting of all the active and alumni chapters within the province, usually held in winter or early spring. The Province Council often serves as a miniature National Leadership Institute, offering educational workshops and group sessions on all aspects of chapter operations. Written notice of the time and place Province Council is to be held must be given to each active and alumni chapter by the Province Commander at least four weeks in advance.

The election of the Province Commander is held during this meeting. When voting, each active chapter has two votes, and alumni chapters receive one. The Commander's term of office is one year, though he may be re-elected indefinitely.

Province Undergraduate Chairman

Also held at the annual Province Council is the election of a Province Undergraduate Chairman. The PUC is an undergraduate from one of the active chapters in the province elected by the undergraduates to represent them at the province level. As part of his responsibilities, he may:

- Serve as a coordinator/representative for our national philanthropy, MDA. He may arrange a visit between the regional MDA representative and the chapters in the province. With the assistance of the National Undergraduate Chairman, he may gather and publicize information on successful projects within his province and nationally.
- Assist the Province Commander and National Administrative Office in the collection and transmission of information for *The Kappa Alpha Journal*.
- Assist the Province Commander in the planning and execution of the annual Province Council.
- Attend the annual Province Council and biennial Convention, and participate as a support staff member at the request of the Director of Educational Programming.
- Assist the Province Commander by ensuring that the chapters in the province are remaining current with the National Reporting System.
- Print a directory of chapters and officers for his province.
- Publish a newsletter with information collected from chapters in his province, the National Undergraduate Chairman and the National Administrative Office.
- Serve on various National Committees as appointed by the Knight Commander.
- Serve as liaison between the undergraduates and the Province Commander.

- Serve as a member of the Student Advisory Committee, which meets annually at NLI.

These are only some of the things a Province Undergraduate Chairman may do during his term of office. He will be limited only by his imagination and desire to work for the province.

National Awards Program

Each year, chapters submit applications for awards presented at their Province Councils. These applications cover the gamut of chapter operations--including scholarship, finances, leadership, committee structure, public relations and membership.

The application for the George C. Marshall and Samuel Z. Ammen awards is mailed to all active chapters in the fall semester and is due in December of each year. The application is also available on our website at www.kappaalphaorder.org.

Members of the Awards committee consider the applications and make recommendations to the Executive Council for awarding the George C. Marshall Awards for Chapter Excellence, the Samuel Z. Ammen Awards, and the Most Improved Chapter Awards, all of which are presented at Province Councils.

George C. Marshall Award:

Honors the top one to three chapters in the nation - based on accreditation received from the application and other resources.

Samuel Z. Ammen Award

Goes to chapters scoring in the top 15 to 20% in the country on the applications received. There is no limit to the number awarded.

Carl Albert Most Improved Chapter Award

Recognizes chapters who have made considerable progress during the past school year. No limit to the number awarded.

Kappa Alpha has a number of awards for academic achievement including:

Exceptional Scholastic Achievement Cup

Given to the one chapter with the highest aggregate grade point average.

The Scholastic Achievement Award

Given to chapters with superior grade point averages.

Other chapter awards presented annually at Province Councils include:

Communications Awards

These awards recognize campus, community, and fraternal communications throughout the calendar year.

Muscular Dystrophy Awards

Awarded by the Muscular Dystrophy Association and the Order. These awards are to recognize the chapter with the highest per capita funds raised, and to recognize the top three dollar-collecting chapters.

There are also many awards given during the year to alumni members across the nation:

The Award for Distinguished Achievement

The highest Kappa Alpha honor an alumnus can receive. This award is presented by the Executive Council and recognizes those alumni who have made unique and outstanding contributions in their profession and to their country. Past recipients of the Distinguished Achievement Award include:

Gen. George C. Marshall
Admiral Richard Byrd
Dean Rusk
Robert Woodruff
J. Caleb Boggs
Clark Clifford

J. Edgar Hoover
Gen. Lemuel C. Shepard
Carl Vinson
Ovid Pierce
John D. debutts
Dr. Frank Rose

Knight Commander's Accolade

This is the highest award the Knight Commander can bestow without vote of the Executive Council. This award recognizes outstanding service to Kappa Alpha Order. Only five such awards may be presented during the calendar year.

Kappa Alpha also recognizes alumni with **Certificates of Honor**, presented by the Knight Commander to those who have made outstanding contributions to undergraduate chapters, and **Certificates of Service**, which recognize service to the Order by staff and Province Commanders. The **Distinguished Public Service Award** is presented to alumni who have made outstanding contributions to their community, state, or nation.

Finally, anniversary certificates are available, which recognize the 25 and 50-year anniversaries of a member's initiation.

Operating within the framework of the Kappa Alpha Order, there are a number of organizations that provide the means for awarding scholarships, facilitating and promoting chapter housing, and funding educational programs for active and alumni chapters.

Fraternity Housing Corporation

At its inception in 1948, Fraternity Housing Corporation (FHC), a wholly owned subsidiary of Kappa Alpha Order, was in the business of buying and maintaining fraternity houses for local

chapters of Kappa Alpha order. However, in the mid 70's FHC experienced high operating costs as a result of inflation and maintenance (since FHC was an absentee owner, routine preventative maintenance was often overlooked).

After the mid 70's, FHC, with the concurrence of the Kappa Alpha Order Executive Council, decided that local ownership of the chapter houses offered more desirable benefits to the order and, particularly, the chapters. The alumni Housing Corporation, as direct owner and operator of the house, can exert proper control of the house operations and assure preventive maintenance.

To facilitate local ownership, FHC is now operating as a mortgage banker with funds allocated from the order's reserves by the Executive Council for the benefit of the local alumni housing corporations and their respective chapters. All loans approved by FHC must be ultimately ratified by the Executive Council. The Directors of FHC have been designated as the Loan Committee for the order.

FHC encourages the local alumni and chapters to first seek available local sources of financing (banks, savings and loan associations, mortgage companies, credit unions, university or college loans of matching funds, contributions and/or loans from alumni).

FHC has designed its application procedures to encourage the chapters that have a true commitment to ownership, however completion of the application procedures **will not** guarantee a loan. The requirements for funding are strict to insure investments of the Order's funds in financially sound chapters, and to ensure that thorough financial planning is undertaken by the local alumni and the chapter.

FHC, acting for the Order, will consider loans for the following purposes:

- Construction of a fraternity house (primarily a wrap-around second mortgage).
- Purchase of an existing house (primarily a wrap-around second mortgage zoned for use by a fraternity).
- Major additions and renovations.
- Major repairs to structural components of the fraternity house (i.e. boiler, plumbing, electrical re-wiring, roof).

FHC is unable to guarantee loans for other financial institutions.

The maximum amount of loans is limited by the annual appropriation authorized by the Executive Council for chapter housing.

The loans are payable in equal monthly payments of principal and interest. The rate of interest shall be comparable to the prevailing Federal Housing Administration rate, and shall be set by FHC at time of commitment.

The loan must be secured by a recorded mortgage on the property (such mortgage may be subordinated to existing or prime lenders).

As Fraternity Housing Corporation is going through a transition phase in its operations, it is not now feasible to outline a method of obtaining financial help from the Corporation in the securing of better housing for our chapters. It is the intent of FHC to work with and through local Alumni Housing Corporations. For information as to procedure, it is recommended that chapter officers contact Larry Stanton Wiese, Executive Director, at the National Administrative Office.

Kappa Alpha Order Educational Foundation

The Kappa Alpha Order Educational Foundation (KAOEF) is a 501(c)(3) registered organization with the Internal Revenue Service. As an organization which funds the educational programs of the Kappa Alpha order, KAOEF provides a vehicle for tax-deductible donations from alumni to be made in support of the Order.

In addition to providing funding for the programs of Kappa Alpha Order, the KAOEF also offers scholarships for students enrolled in institutions of higher learning. As of January 1, 1992, the Kappa Alpha Scholarship Fund, Inc., merged with the Educational Foundation. With this merger, the Educational Foundation will award approximately \$100,000 in scholarships annually. Applications for KAOEF scholarships are accepted beginning September 1 of each year, and are due around February 1 of the following year. Applications are available on the Kappa Alpha Order website (www.kappaalphaorder.org) beginning September 1, but if there are any questions please contact the Director of Development.

EDUCATIONAL PROGRAMMING

The Crusade

The Crusade is Kappa Alpha Order's total membership education program that encompasses a members whole time at college, not just his new member education. Every new provisional chapter is created now, as a Crusade chapter. They begin the intricacies of the program after they are chartered.

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. Sponsored completely by Kappa Alpha Order through the support of the Educational Foundation, The RoundTable experience is provided with no expense to attendees.

E. Fleming Mason Memorial Internship Program

The E. Fleming Mason Memorial Intern Program provides the opportunity to deserving undergraduates who have the desire to become better educated and informed, while gaining professional work experience and living in the Washington, D.C., area. The program, inspired and conceived by William H. 'Bill' Skipper, consists of a 45-day summer internship, which will enable interns to work in various government and business offices. At the midpoint of the program, the interns will meet with Skipper, the Knight Commander, and the Executive Director to discuss the program and job progress. The program will culminate with a weekend trip to Lexington, Virginia, for a tour of the National Administrative Office at Mulberry Hill, historic downtown Lexington, and dinner with the National staff. The internship provides the opportunity for undergraduate members to earn college credits, with the substance and specific objectives of the internship to be determined collaboratively between the internship administrator and the academic advisor at the student's educational institution.

Emerging Leaders Academy

The Emerging Leaders Academy provides our future leaders the opportunity to increase their knowledge base about basic chapter operations, leadership, and how to implement a positive change in their chapter. The Academy provides a different learning experience where we will bring the sessions out of the classroom and into the streets of Lexington. Imagine learning about the ritual in the very room Kappa Alpha Order was founded or learn more about Samuel Zenas Ammen at his gravesite. Participants will also have the opportunity to learn more about George C. Marshall at his museum. Can you think of a better place to learn more about Robert E. Lee than Lee Chapel? The Academy is an exciting new program available to any interested Kappa Alpha seeking to learn more about The Order for the betterment of their chapter.

Stewards of the Order

Stewards of the Order is an interactive ritual based workshop focusing on the symbolism and philosophy of the ritual, production of the initiation ceremony, and origins of our fraternity. The program reinforces the correct procedures and standards for the customs of the Order. A ritual proficiency exam will be given to interested members that seek to become an official “Steward”, which recognizes those individuals that have demonstrated proficiency in the esoteric work. Stewards are also authorized to give instruction in the customs of Kappa Alpha Order and direct initiation ceremonies.

Kappa Alpha Appalachian Trail Challenge

The **AT Challenge** will cover many areas of development. Communication, brotherhood, ritual application, teamwork, leadership, outdoor knowledge, and group dynamics are keys to this programs success. Finally, the education breakdown will include daily themes, personal contemplation topics, and group discussions each evening to bring each day to a close. Any initiated undergraduate brother, enrolled at their respective institution, is invited to apply. This first excursion will include 5-8 participants, with two facilitators. Brothers from across the nation will have the chance to network with brothers from other chapters. Chapter experiences and personal experiences will be shared along with specific teamwork events during the week.

Finally, this unique experience provides brothers from all over the nation the chance to learn about the Appalachian Trail itself. Basic camping and hiking education will be included. All of this personal development and leadership education will be shared along 25 miles of the most beautiful terrain in the country.

Number 1's Leadership Institute (NLI)

The Number 1's Leadership Institute is an intensive informational and educational retreat set at an upscale Christian conference center. The facility and premises are alcohol free t which provides a learning atmosphere for the intense two and a half day conference. The focus of the Institute is to educate and empower the Number 1's to understand their role and responsibility as the chapter's highest elected officer, recognize the tools and support systems provided, and to understand the standards and policies of operating an active chapter of Kappa Alpha Order. The educational format is designed for large group sessions that lead to facilitated small group council discussions. The topics range from the *Kappa Alpha Laws*, leadership, risk management, ritual, confrontation, officer transition, and goal setting.

Province Councils

Each spring, regional conferences occur throughout the country for undergraduates. Chapter leaders (all nine chapter officers are required to attend) and members, up to 40% of the total undergraduate population, annually convene on a campus in the province for a day of seminars, workshops and brotherhood. Educational sessions are offered for undergraduates centering on leadership, risk management, ritual, and membership education. A new core curriculum has been developed and our Educational Foundation has continually enhanced our budget so that we may provide more education to a broader base of undergraduates. During the spring term of 2006, 34% of the undergraduates within Kappa Alpha Order attended our province councils. Over 1/3 of our undergraduates received a standardized, core curriculum of education developed by our National Administrative Office and approved and presented by staff, national volunteers, and local leaders.

THE INTERFRATERNAL AND GREEK WORLD

As we have seen, Kappa Alpha Order is actually an umbrella organization covering many different entities. Within the infrastructure of the Order there are various organizations such as FHC and KAOEF which provide help in purchasing fraternity housing, award scholarships, and fund educational programs on many different levels.

Yet, Kappa Alpha is just one part of the entire Greek world. Just as Kappa Alpha Order is the blanket name for all of the various KA entities, the National Interfraternity Conference (NIC) is the assimilation of almost all National fraternities, approximately 63 across the nation.

The Fraternity Executives Association (FEA) is the trade association for professionals in the fraternity world, including the Executive Director and other staff members of each NIC member group. The Association meets each year to evaluate current trends in the fraternity world, and discuss those that are looming on the horizon.

The College Fraternity Editors Association (CFEA) meets in conjunction with the Fraternity Executives Association. This group consists of editors of Greek magazines (such as *The Kappa Alpha Journal*). Editors attend professional workshops and seminars dealing with all aspects of magazine production.

There are also many interfraternal gatherings at the undergraduate level. Each year there are four major interfraternal events. The Southeastern Interfraternity Conference (SEIFC) meets each February, as does the Northeast Interfraternity Conference (NEIFC). In March, the mid-American Interfraternity Conference (MIFCA), usually held in conjunction with the mid-American Panhellenic Conference (MAPCA), meets. Then, in April, the Western Regional Greek Conference (WRGC) has its yearly meeting. These conferences are usually attended by officers of your campus Interfraternity Council, and all Greeks are welcome.

RESOURCES

www.kappaalphalorder.org

www.loyalorder.org

www.kaoef.org

www.joinka.com

National Administrative Office Manuals & Guides for Chapter Operations

Manuals

Chapter Communications

Chapter Finance

Chapter Fundraising

Chapter Judicial

Chapter Meeting

Chapter Scholarship

Council of Honor

Project Outreach

Chapter Recruitment

National Undergraduate Chairman

Province Undergraduate Chairman

Brains Books and Brotherhood

Housing Corporation

Risk Management

Officer Transition

6-Week New Member Education

8-Week New Member Education

10-Week New Member Education

Guides

“A Lifetime Experience”

A Guide for Alumni Chapters

“Chapter Advising”

A Guide for Alumni Advisory Committees

“Action Before Attitude”

A Guide for Alumni Receivership

“The Apprentice”

A Guide for Provisional Chapters

“Earning Membership”

A Positive Guide to Brotherhood Development

Other National Resources

The Talisman, “Your life is henceforth in our keeping”- *For New Member Educators*

The Convivium

Court of Honor

History of Kappa Alpha Order

Hazing: The Fratricide of Brotherhood- *Given to every member awaiting initiation*

Recruitment Edition of the *Kappa Alpha Journal*

Parliamentary Procedure (Robert’s Rules of Order)

Awards for National Recognition Brochure

Province Commander Handbook

The Varlet

Kappa Alpha Laws

Contained in the appendix:

Suggested AAC structure #1

Suggested AAC structure #2

Sample AAC minutes for periodic committee meetings

Basic *KA Laws* regarding chapters/AACs

Risk Management Policy

National Administrative Office materials order form

SAMPLE # 1 Alumni Advisory Committee Structure & Roles

Positions, duties, and other information:

CHAIRMAN:

Duties: Supervision & Organization, general contact, link to national/regional organization, link to university. If chapter has issues/problems/questions about the AAC or alumni the Chairman is their contact. Advisor to the No. I

SECRETARY (AAC Vice Chairman):

Duties: AAC communication, schedule AAC members to attend chapter meetings, compile minutes, emails, correspondence, etc. concerning AAC involvement with chapter.

Advisor to the No. III (Recording Secretary);

FINANCIAL ADVISOR:

Duties: Advise on collecting dues, fees, fines and assessments, maintaining financial records, relationships with the Property Manager & Housing Corporation.

Advisor to the No. VI (Purser, aka Treasurer)

PUBLIC RELATIONS ADVISOR:

Duties: Advise IV, V on relations with school, community, alumni, etc., help with newsletter development, website, common correspondence, & events.

SCHOLARSHIP ADVISOR:

Duties: Work with Scholarship Chairman of chapter to develop functioning scholarship programmed designed to improved members' and chapter's academic performance.

MEMBERSHIP EDUCATION ADVISOR:

Duties: (Must be a KA Initiated Member); tied to New Member Education Committee, usually chaired by the No. II, AND to Ritual Committee, usually chaired by the No. IX (Marshall), after initiation, help chapter develop a Council of Honor program.

RISK MANAGEMENT ADVISOR:

Duties: tied to the No. VIII (Sergeant-at-Arms), could be an attorney; advise in matters of risk management education, arranging guest speakers; can also act as the chapter's legal advisor for chapter judicial issues and judicial education.

RUSH & RECRUITMENT ADVISOR:

Duties: advise the Recruitment Committee in securing potential new members, development of letters, publicity, posters, etc.

GENERAL AAC MEMBERS: Those alumni NOT participating in an advisor role will be requested to keep in touch with brothers (through email and phone calls) in an unofficial capacity. They can feel the chapter's pulse and report back to the general AAC if inconsistencies appear to be developing, or if unusual or inappropriate behavior appears to exist.

All members of AAC will attend chapter meetings on a bi-weekly basis. Schedule to be developed by the Secretary of the AAC.

SAMPLE #2 Alumni Advisory Committee Structure:
Positions, duties, and other information:

CHAIRMAN:

Duties: Supervision & Organization, general contact, link to national/regional organization, link to university. If chapter has issues/problems/questions about the AAC or alumni the Chairman is their contact. Advisor to the No. I

SECRETARY (AAC Vice Chairman):

Duties: AAC communication, schedule AAC members to attend chapter meetings (assess chapter meeting structure and help), compile minutes, emails, correspondence, etc. concerning AAC involvement with chapter. Advisor to the No. III (Recording Secretary);

FINANCIAL ADVISOR:

Duties: Advise on collecting dues, fees, fines and assessments, maintaining financial records, relationships with the Property Manager & Housing Corporation. Advisor to the No. VI (Purser, aka Treasurer)

MEMBERSHIP EDUCATION ADVISOR/RITUAL:

Duties: (Must be a KA Initiated Member); tied to New Member Education Committee, usually chaired by the No. II, AND to Ritual Committee, usually chaired by the No. IX (Marshall), after initiation, help chapter develop a Council of Honor program.

RISK MANAGEMENT ADVISOR:

Duties: tied to the No. VIII (Sergeant-at-Arms), could be an attorney; advise in matters of risk management education, arranging guest speakers; can also act as the chapter's legal advisor for chapter judicial issues and judicial education.

ALUMNI RELATIONS ADVISOR(S):

Duties: Will aid and assist the Number V and others in the development, promotion, and execution of alumni events, newsletters, and other related items. Will also work independently to update alumni of chapter news.

HOUSING ADVISOR(S):

Duties: Liaison for the chapter and University regarding housing/lodge. Will begin moving towards a housing corporation.

NUMBER I ADVISOR

Duties: Personal contact for questions, issues, ideas, and brainstorming, etc.

GENERAL AAC MEMBERS: Those alumni NOT participating in an advisor role will be requested to keep in touch with brothers (**through email and phone calls**) in an unofficial capacity. They can feel the chapter's pulse and report back to the general AAC if inconsistencies appear to be developing, or if unusual or inappropriate behavior appears to exist.

Names
Names
Names
Names
Names

All members of AAC will attend chapter meetings on a bi-weekly basis. Schedule to be developed by the Secretary of the AAC. The AAC will meet once a month on the first Wednesday of each month at 7pm in the President's Dining Room (unless otherwise noted).

SAMPLE AAC MEETING MINUTES

KAPPA ALPHA ORDER
University Name / Chapter Name
Alumni Advisory Committee

Alumni Advisory Committee Meeting Minutes

Meeting Date: July 30, 2006

Location: Tyler Haynes Commons, President's Dining Room

Attendance: Jesse Lyons, Joab Cotton, Mark Buss, Lit Maxwell, Jason Cording, Carlton Baker, Bill Confroy, Scott White, Joe Corley, Carter Keeney, Gray Turner, and Jason Guillot

The meeting was called to order at 2:00 PM by Jesse Lyons.

Jesse Lyons began the meeting with an explanation of the purpose of the Kappa Alpha Order (KAO) Alumni Advisory Committee (AAC) and a review of the history of the committee at the University of Richmond (UR) since September 2005. The overall objective of the AAC is to mentor the KAO provisional chapter at UR to re-acceptance by the university and enhance the long term health of the chapter by providing an ongoing alumni advisory committee into the future. Jesse reported that UR is moving toward requiring all Greek organizations to have an active alumni advisory committee. Joab Cotton added that this is consistent with similar actions taken by other universities around the country. Accordingly, one of the requirements for the KAO provisional chapter to be readmitted to the campus is the establishment of such an alumni committee.

Carter Keeney followed that while it is good to have alumni present at the meetings, what the chapter really needs is for more alumni to be involved one-on-one with the officers. The officers also need for the AAC members to be available at times to meet with them individually to provide assistance sometime before the chapter meetings. Jason Cording echoed the need for strong personal alumni involvement at the beginning of the school year.

Jesse then listed the currently assigned roles for AAC members.

Chairman	Alan Saunders
Secretary/Vice Chairman	Joe Corley
Financial Advisors	Mark Buss and Jay Gates (unconfirmed)
Membership Education	Joab Cotton
Risk Management Advisor	Carlton Baker (temporary)
Alumni Relations Advisor	Lit Maxwell, Bill Confroy, and Scott White (unconfirmed)
Housing Advisor	Mark Buss as Financial Advisor (Lit Maxwell will contact 2 local attorneys who are Eta alumni)

Advisors to Chapter No. I Alan Saunders and Bill Confroy

Other volunteer opportunities for AAC members:

- One for each of the other chapter officers
- Two to develop two planning retreats for chapter officers and AAC members
- Philanthropy and community service beyond the campus
- Academics
- Muscular Dystrophy Association liaison
- Public relations
- Convivium planning

The next item of discussion presented by Jesse was the schedule and conduct of AAC and chapter meetings. The AAC will meet monthly on the first Wednesday of each month at 7:00 PM beginning September 06, location to be determined. The meetings will be conducted in standard meeting format with call to order, roll call, reading of minutes, reports, unfinished business, new business, voluntary remarks, and closing. The No.1 will attend each meeting and other officers will be invited as appropriate. Each meeting will feature one or two topics of discussion and brainstorming relating to chapter operations as presented by the No.1. The topics will be presented at one meeting and discussed at the next.

The committee members then identified discussion topics for the next meeting

- Re-chartering, what needs to be done?
- Plans for the coming year
- Set up goal-setting workshop
- New member education, Council of Honor
- School calendar

Jesse provided copies of the newest edition of “The Apprentice: A Guide for Provisional Chapters” and reviewed some of the resources available to AAC members for additional information. The major resources include the KAO website, KAO national officers and board members (Larry Weiss, Shawn Duncan, and Digger O’Dell), UR officials (Alison Bartel-Keller, Steve Bisese, and Louis Love), Randolph Macon College AAC members, and Province Council training (alumni track being developed).

Jesse outlined the annual chapter education program and voluntary opportunities. Chapter officer elections have been standardized nationally to November followed by the No. I Leadership Institute in January. Province Council meetings then follow for all chapter officers. Summer voluntary programs include the Appalachian Trail Workshop, Emerging Leaders Academy, and Knight’s Journey (two weeks in England). Membership developmental programs include the Crusade Chapter program and Court of Honor. Another important program is the Stewards of the Order which is directed toward re-establishing the original place of ritual in the Order. Informal sources for individual education are AAC members and senior chapter members.

The members then spent time reviewing the various chapter reports detailed in “The Apprentice and the requirement that the chapter maintain two separate checking accounts to avoid intermingling chapter funds with national office funds.

The members agreed that at least one alumnus must be present at each general chapter and officer meeting. All AAC members are encouraged to attend as many meetings as possible. Volunteers are as follows:

September 03	Lit Maxwell/Scott White
September 10	Joab Cotton
September 17	Jason Cording
September 24	Joe Corley
October 01	Mark Buss
October 08	Open
October 15	Open
October 22	Carlton Baker

The final order of business was the development of the **AAC Mission Statement**

“The Omega Omega Chapter Alumni Advisory Committee commits itself to provide active advice, assistance, and encouragement to the Eta Chapter members in order to successfully create and meet academic, personal, and chapter goals as established by the University of Richmond and Kappa Alpha Order.”

The meeting was adjourned and the members visited the chapter lodge for a survey of the premises.

Montford J. Corley
Secretary/Vice Chairman

Excerpts from the *Kappa Alpha Laws*:

HOUSING:

9-241. Chapter House Corporation. Each Active Chapter that occupies a chapter house or other property for which any contract for purchase, mortgage, or lease is required must be represented by a house corporation, and under no circumstances shall a chapter enter into a housing contract in the name of the Order. Such housing corporations shall be organized as a non-stock, non-profit organization under the laws of the particular state where the Active Chapter is located and shall have a slate of directors and officers who are alumni of the Order. The president and treasurer of the Active Chapter may serve as non-voting, non-office holding directors of the house corporation. Each chapter house corporation shall file its bylaws and articles of incorporation with the Executive Director. *Adopted by 61st Convention, 1985; amended by 64th Convention, 1991 (final sentence added) and by 67th Convention, 1997. The original Section 9-241 was repealed by the 61st Convention, 1985; the substance of this section was revived as regulation, R9-241. Amended by 71st Convention, 2005.*

9-242. Approval of Housing Contracts. No Active Chapter shall enter into any contract involving a consideration in excess of \$5,000 for the purchase, mortgage, lease, ownership, use, occupancy, improvement or repair of a chapter house, real estate or other premises unless such contract and all of the terms thereof shall be approved in writing by the Commander of the province in which the Active Chapter is located and by the Executive Director. *Adopted by 67th Convention, 1997.*

ALUMNI RECEIVERSHIP:

9-312. Alumni receivership. The Knight Commander or his designee shall have the power to place full authority of the charter of an Active Chapter in the hands of a receivership committee composed of alumni of the Order for deficiency in chapter operations or a violation of the constitution, bylaws, regulations or policies of the Order. That committee shall manage and govern an Active Chapter until the Knight Commander or his designee determines the deficiencies are corrected. *Adopted by 67th Convention, 1997. Amended by the 70th Convention, 2003.*

TITLE 11:

ALUMNI OF THE ORDER AND ALUMNI CHAPTERS ARTICLE 11-1 IDENTIFICATION WITH THE ORDER

Part 1. Cooperation with the Order

11-111. Duties of alumni members. Alumni members of the Order are expected to collaborate with the Order, and its Active Chapters, to further its objectives, intention and purposes and to preserve and maintain its traditions and national reputation, and are urged to participate as much as possible in chapter activities to manifest their continuing interest in the Order. They are also expected to furnish to Active Chapters for their consideration the names of young men they

deem eligible for membership who are matriculating in colleges and universities at which the Order has Active Chapters and otherwise to assist them in rushing activities.

11-112. Maintenance of personal records. All members of the Order are charged with the continuing duty of keeping the Executive Director informed of changes of address, occupation and other personal data of value for the archives of the Order and in reporting to that officer information and data coming to their knowledge regarding other members of the Order.

Part 2. Alumni Chapters and other alumni organizations

11-121. Alumni Chapters. Alumni Chapters may be established upon the application by 10 or more alumni members of the Order and the issuance of a charter by the Knight Commander to the applying group. Alumni Chapters shall have no power or authority to elect or initiate new members.

11-122. Qualification for Convention and Province Council representation. Every Alumni Chapter to be recognized as a unit of the Order and to be qualified for representation at Province Council or Convention shall from year to year comply with requirements as follows:

- (1) Hold at least one meeting in each calendar year.
- (2) Elect officers annually and report their election to National Administrative Office.
- (3) File an Annual Report of the activities of the Alumni Chapter in the prescribed form, on or before June 1, which Annual Report shall contain the names and current addresses of the officers of the Alumni Chapter and the names and current mailing addresses of all enrolled members of the Alumni Chapter.
- (4) Pay Annual Alumni Chapter dues in the amount set by the Executive Council, which dues shall be due and payable by June 1, and
- (5) Maintain a membership of at least ten enrolled members who have currently paid dues to the chapter.

An Alumni Chapter which has accomplished all of the foregoing requirements by June 1 shall be entitled to representation at Convention and Province Councils held prior to the next succeeding June 1. An Alumni Chapter which does not qualify in one year may qualify for the following year by completing these same requirements. An Alumnus may be a member of more than one Alumni Chapter, but only one Alumni Chapter may count him as an enrolled member for the purpose of meeting the requirements of (5) above and Section 1-123. Delegates of an Alumni Chapter to Province Council shall meet the same requirements imposed on delegates from Alumni Chapters to Convention. *Amended by 62nd Convention, 1987, 67th Convention, 1997, and 68th Convention, 1999; amended by the 69th Convention, 2001.*

11-123. Officers and operations. The officers of an Alumni Chapter shall be a President and a Secretary and such other officers as the chapter may prescribe. The Officers shall perform such duties as may be prescribed by the chapter except that the chapter Secretary shall review all bulletins and communications from the Administrative Office at least one meeting each year. Alumni Chapters may enact such bylaws and rules for their own internal government as are not in conflict with the laws and customs of the Order and may engage in social and other activities and in general in matters of business as they may decide. Any bylaws or rules so enacted shall be filed with the Executive Director. Alumni Chapters are expected to collaborate with Province

Commanders as requested and Province Commanders and their deputies shall cooperate with the Alumni Chapters within their provinces as may be appropriate or as requested. *Amended by the 71st Convention, 2005.*

RULES REGARDING CHARTERS:

11-124. Withdrawal and reactivation of charter. For cause, the Knight Commander may withdraw the charter of an Alumni Chapter with the consent of the Executive Council. Alumni Chapters which have been inactive for a period of one year or more may petition for reactivation of their charter by remitting the regular charter fee to the Executive Director.

COMMISSIONS:

11-125. Other alumni organizations. A group of less than 10 alumni members of the Order may associate themselves together as recognized units of the Order under regulations promulgated by the Executive Council and, under conditions specified therein, may develop into Alumni Chapters. Charters will not be issued to such units, they shall have no power or authority to elect or initiate new members and they will not be entitled to voting representation at the Convention. Alumni of a particular Active Chapter may organize themselves into associations for the assistance of an Active Chapter in its activities. Members of the Order attending colleges or universities where there is no Active Chapter of the Order may organize themselves into associations for social purposes and for other activities not inconsistent with the laws and customs of the Order. Members of the Order, Alumni Chapters and Active Chapters located in one state may organize themselves into state organizations.

11-126. Alumni Commissions. In addition to the alumni organizations specified hereinabove in this Title, any group of not fewer than five alumni of an Active Chapter of the Order which has existed may, in accordance with the provisions of Section 1-327 of the Constitution, be authorized to operate as a Commission for the formerly existing Active Chapter. Any group of alumni desiring to be so commissioned on behalf of a former Active Chapter may file a petition, in duplicate, for that purpose with the Executive Director and that officer shall submit the original of the petition to the Commander of the province in which the Active Chapter was located for consideration. That Province Commander shall present the petition with his comments to the Advisory Council for its consideration and action. The approval of the petition by the Advisory Council shall enable the Knight Commander to issue a letter of authorization to the petitioning group of alumni who will then be entitled to elect new members of the Order as specified in Section 1-415 of the Constitution.

CONVENTION:

11-127. Convention and Alumni Conference. A conference of representatives of the Alumni Chapters shall be held at each regular Convention to review activities of the Order affecting Alumni and may make recommendations to the Convention. The Chief Alumnus shall preside, or in his absence, the Deputy Chief Alumnus shall preside, over the Conference and he may invite other members of the Order to participate in the discussions of the Conference, but such

invitees shall not be entitled to voting privileges. *Adopted by the 63rd Convention, 1989; amended by 67th Convention, 1997.*

11-128. Chief Alumnus. The Convention Alumni Conference shall by a majority vote of the delegates of qualified Alumni Chapters participating in the Convention elect the Chief Alumnus for a two-year term to serve until the next Convention. In the event of a vacancy in the position of Chief Alumnus during the elected two-year term, the position shall be assumed by the Deputy Chief Alumnus. In the event both the Chief Alumnus and Deputy Chief Alumnus are unable to fulfill the duties of the office, the Knight Commander shall fill the position by appointment, which appointment shall be good for the remainder of that term. Any candidate for Chief Alumnus shall be an alumnus of not less than four years, and he may serve in the position for two elected terms. Duties and responsibilities of the Chief Alumnus, outside presiding in the Convention Alumni Conference, may be prescribed by the Executive Council. *Adopted by the 63rd Convention, 1989; amended by 67th Convention, 1997.*

ARTICLE 11-2 COURTS OF HONOR:

Part 1. Establishment.

11-211. Creation. The Commander of each province may petition the Executive Council to establish a Court of Honor in their respective province, which shall be designated the Court of Honor of such province. Any Court of Honor heretofore existing in any province may continue to exist, but it may not use the designation "Court of Honor" of such province of Kappa Alpha Order, or words of similar import, unless it conforms to the provisions of this Article. *Adopted by 67th Convention, 1997.*

11-212. Purpose. The purpose of the Court of Honor is to recognize and honor alumni for their continuing interest, support and participation in the Order, in its Active Chapters or in its Alumni Chapters, and to stimulate the growth and strength of the Order, its chapters and members. *Adopted by 67th Convention, 1997.*

11-213. Qualification for Membership. The members of the Court shall be loyal, interested alumni of the Order who shall have been alumni out of undergraduate school and not affiliated with an Active Chapter for more than three years, who have distinguished themselves by continuing service to and interest in the Order, its Active Chapters or its Alumni Chapters, or who have brought credit to themselves and to the Order in their public or private life. *Adopted by 67th Convention, 1997.*

Part 2. Operation and Officers.

11-221. Preceptor. The Preceptor shall be the executive officer of the Court and preside at all meetings and functions of the Court; provided, however, that the Province Commander shall be primarily responsible to the Knight Commander for proper and effective functioning of the Court. The Preceptor shall be appointed by the Province Commander or elected by the Court, according to the bylaws or traditions of the Court. *Adopted by 67th Convention, 1997.*

11-222. Registrar. The Registrar shall be appointed by the Preceptor; he shall keep the records of the Court and assist the Preceptor in the discharge of his duties. *Adopted by 67th Convention, 1997.*

11-223. Election to Membership. A Court of Honor may elect new members annually. The number of new members elected in any year shall be set by the active members of the Court. *Adopted by 67th Convention, 1997.*

11-224. Nominations. Each member of the Court, each Active Chapter, each Commission, and each qualified Alumni Chapter within the province shall be entitled to nominate one person for election to the Court. *Adopted by 67th Convention, 1997.*

11-225. Election Process. All nominations shall be submitted to a Membership Committee of the Court for its review of each nominee's qualifications. The Membership Committee shall submit a report of its determination to the Preceptor; and the Preceptor shall advise the Active Members of the Court of its action in each such case. The Active members of the Court shall elect, by secret written ballot, or by mail ballot, the new members of the Court. The vote required shall be prescribed by the bylaws of the Court or by its customary usage. *Adopted by 67th Convention, 1997.*

11-226. Induction. The investiture shall be at a meeting of the Court, at a Convivium or a meeting of the Province Council, in a simple, dignified induction ceremony conducted by the Preceptor. *Adopted by 67th Convention, 1997.*

11-227. Insignia. The insignia shall be known as the Provincial Cross and its form shall be prescribed by the Executive Council. *Adopted by 67th Convention, 1997.*

11-228. Bylaws. The Court if it so elects may adopt bylaws not to conflict with this section for its governance; provided, however, that any Court in existence on August 1, 1997, which has written bylaws that conflict with one or more provisions herein, may petition the Executive Council for permission to continue to operate under its existing bylaws, and the Executive Council may grant such permission by majority vote. Any petition filed pursuant hereto must have attached to a complete set of the bylaws for which approval is sought. Any amendments adopted by a non-conforming Court to its bylaws after August 1, 1997 must, however, be in conformity with this Article 11-2. If a Court adopts bylaws, that document shall be filed with the Executive Director. *Adopted by 67th Convention, 1997; Amended by 68th Convention, 1999, and the 71st Convention, 2005.*

Kappa Alpha Order Risk Management Policy

The Risk Management Policy of Kappa Alpha Order, adopted by the Executive Council pursuant to R16-118, mirrors that of FIPG, Inc., and shall apply to all entities and all levels of fraternity membership. It may be found as Appendix 401 of the Kappa Alpha Laws and includes the following provisions:

Alcohol and Drugs

1. The possession, sale, use and/or consumption of alcoholic beverages while on chapter premises during an official fraternity event, or in any situation sponsored or endorsed by the chapter, or at any event an observer would associate with the fraternity, must be in compliance with any and all applicable laws of the state, province, county, city and institution of higher education.
2. No alcoholic beverages may be purchased through the chapter treasury nor may the purchase of same for members or guests be undertaken or coordinated by any member in the name or on behalf of the chapter. The purchase and/or use of a bulk quantity of such alcoholic beverage, i.e., kegs, is prohibited.
3. No chapter members, collectively or individually, shall purchase for, serve to, or sell alcoholic beverages to any minor (i.e., those under the legal drinking age).
4. The possession, sale and/or use of any illegal drugs or controlled substances at any chapter house, sponsored event or at any event that an observer would associate with the fraternity, is strictly prohibited.
5. No chapter may co-sponsor an event with a distributor of alcohol, charitable organization or tavern (tavern defined as an establishment generating more than half of its annual gross sales from alcohol) where alcohol is given away, sold or otherwise provided to those present.
6. No chapter may co-sponsor or co-finance a function where alcohol is purchased by any of the host chapters, groups or organizations.
7. All rush activities associated with any chapter will be dry rush functions.
8. 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.
9. No member shall permit, tolerate, encourage or participate in “drinking games.”
10. No alcohol shall be present at any pledge/associate member/novice program or activity of the chapter.

Hazing

No chapter shall conduct hazing activities. Hazing activities are defined as: Any action taken or situation created, intentionally, whether on or off fraternity premises, to produce mental or physical discomfort, embarrassment, harassment or ridicule. Such activities may include, but are not limited to, the following: use of alcohol; paddling in any form; creation of excessive fatigue; physical and psychological shocks; quests, treasure hunts, scavenger hunts, road trips or any other such activities carried on outside or inside the confines of the chapter house; wearing of public apparel which is conspicuous and not normally in good taste; engaging in public stunts and buffoonery; morally degrading or humiliating games and activities; and any other activities which are not consistent with fraternal law, ritual or policy or the regulations and policies of the educational institution.

Sexual Abuse

The fraternity shall not tolerate or condone any form of sexually abusive behavior on the part of its members whether physical, mental or emotional. This is to include any actions which are demeaning to women and/or men, including but not limited to, date rape, gang rape or verbal harassment.

Fire, Health and Safety

1. All chapter houses shall, prior to, during and following occupancy, meet all local fire and health codes and standards.
2. All chapters must have posted by common phones emergency numbers for fire, police and ambulance and must have posted evacuation routes from chapter houses, common areas and sleeping rooms posted in said areas and on the back of the door of each sleeping room.
3. All chapters shall comply with engineering recommendations as reported by the insurance company.
4. The possession and/or use of firearms, archery equipment, fireworks or explosive devices of any kind within the confines and premises of the chapter house is expressly forbidden.

Special Events

Special events are defined as any event/function (1) where alcohol will be present, and the guest to member ratio exceeds three-to-one; (2) involving athletic events or competition; or (3) that involves any activity that is deemed to be potentially hazardous by the Alumnus Adviser, the Alumni Advisory Committee, the Province Commander, the Executive Director, or the Order's insurance broker. Any chapter wishing to host a special event must do the following:

1. Complete a comprehensive, written description of the event and forward it to the Province Commander and the Executive Director for review and approval. This information must be received by the Executive Director at least 30 days prior to the event; and
2. Purchase a \$ 1 Million Special Events Insurance Policy, available through the Order's insurance broker. Application must be made for this policy at least two weeks prior to the event. A Special Events Insurance Policy in a General Liability policy purchased to insure a specific function or activity and usually covers a period of less than seven days. If alcohol is to be present at the event, the policy shall include "host liquor liability" coverage. If the event is an athletic competition, the policy shall include "participant legal liability" coverage. The policy shall name Kappa Alpha Order, Inc., a Virginia Corporation, as an additional insured.

Education

Each active member and member awaiting initiation shall be instructed annually on the Risk Management Policy.

On-Line Chapter Reporting

(Instructions)

Step 1: Log on to www.kappaalphaorder.org/portal

Step 2: Read the disclaimer

Step 3: Enter your chapter's LOGIN ID

(These are controlled by the National Administrative Office; please call (540) 463-1865 to have them changed. They will be reset for every new Number I.)

Step 4: Click submit

Step 5: Familiarize yourself with the On-Line Reporting front-page.

- a. Review your chapter's financial information.
 - Last payment made by the chapter.
 - Date the last payment was submitted.
 - Outstanding balance (notice that if the balance is in parenthesis you have a credit with the National Administrative Office).
- b. Review the main message listing any important information.
- c. Explore the links available to the bottom right.

Step 6: Click on the desired report(s) to the right (see descriptions below).

*If you have any questions or would like to go over the new reporting system contact Michael Wilson, Director of Chapter Service at (540)460-1865.

Report 1

DUE SEPTEMBER 30

- Step 1: Verify the chapter information make any corrections or additions, if the information is correct simply move on.
- a. MAILING ADDRESS, where the chapter mail is sent via US Post Office.
 - b. SHIPPING ADDRESS, where the chapter mail is sent via UPS or Fed Ex (no P.O. Box).
 - c. CHAPTER INFO, type in any corrections or missing information.
 - d. ADVISORS, type in any corrections or missing information
 - Note that if there are corrections to the Housing Corporation President or members of the Alumni Advisory Committee; please contact the National Administration Office so this information can be verified.
 - e. ACTIVE MEMBERS, review the list of active members, any member who has left school (taken a leave of absence permanent or otherwise, failed to make the grades to remain in school, or are studying abroad) indicate by checking the box to the left of LEFT. If a member has graduated indicate by marking the box to the left of GRADUATED. If a member has transferred to another school indicate by marking the box to the left of TRANSFERRED.
 - f. PLEDGES, if your chapter has pledges that have depledged please mark the box under DEPLEDGED. If your chapter has pledges that have been initiated mark the date under INITIATION DATE. If the pledges have been properly deferred do not mark anything move to the next step.
 - g. MISSING MEMBERS, if there are active members who are not listed under ACTIVE MEMBERS, please add them by clicking add member. Repeat this step for all missing active members. If your chapter as missing pledges a Report 2 should be filled out for those individuals.
- Step 2: The totals have been automatically calculated for you. Double check the numbers to ensure a mistake hasn't been made.
- a. Total Members, this number is what you started with.
 - b. Alumni, any member that was marked LEFT, GRADUATED, or TRANSFERRED will be total here.
 - c. Pledges, total number of pledges remaining.
 - d. Missing Members is the total number of missing members added above.
 - e. Total Membership, this is calculated by taking the Total Members – Alumni + Pledges + Missing Members. So the formula is $(a - b + c + d)$.
- Step 3: Money owed from Report 1 is calculated for you.

- a. Annual Dues are found by multiplying \$85 per man listed in Total Membership.
- b. Insurance is found by multiplying \$160 per man listed in Total Membership. (Chapters that submit their Report 1 and a check to bring them to a zero balance by September 30, 2005 will receive a rebate check for \$15 per member. The chapter must pay the full amount and the rebate will be mailed back to the chapter.)
- c. Initiation Fees are calculated for all the pledges that appeared on the Report 1 that you indicated had been initiated by marking their initiation date.
- d. Total Amount due is automatically calculated by adding Annual Dues + Insurance + Initiation Fees. So the formula is (a + b + c).
- e. If Report 1 is filed after September 30, 2005 the chapter will be charged an additional \$5 per member listed in Total Membership.
- f. The amount the chapter owes can be found by adding the amount in the column marked Total Amount Due with the chapter's outstanding balance from the On-Line Reporting Front-Page.

(Example) Total Amount Due: \$15,000
 Chapter Balance: \$ 2,500

The check should be written for: \$17,000

If this amount is a credit then subtract it from the Total Amount Due.

(Example) Total Amount Due: \$25,000
 Chapter Balance: (\$ 1,000)

The check should be written for: \$24,000

- g. Fill in your name next to Report submitted by, this acts as a signature that you have accurately reported your chapter's information. Then click submit.
- h. Mail in a check to the address listed.

Report 2

DUE 48 HOURS AFTER INDUCTION

- Step 1: Choose your method of reporting. There are a couple of methods suggested for the on-line reporting of your new members.
- a. Take all of your new members, your number member educator, and yourself to a computer lab. There you can either log-in all the new members or give them the username and password to log-in themselves. (If you use this method please contact the National Administrative Office to change your password immediately.)
 - b. Set-up several computers in your chapter house or chapter room and have the new members come by during a scheduled time period where the new member educator and yourself are available and have them fill out their card.
 - c. Schedule individual times for the new members to stop by the Number I or New Member Educator's room and fill out their card.
 - d. Have them fill out the paper copies of the Form 2 and then the Number I and New Member Educator can enter them on-line. (Make sure they sign the card and you explain that you will be transferring their signature on-line.)
- Step 2: Enter the information.
- a. Full Name (Please use capital letters where applicable.)
 - b. The chapter designation will be entered for them.
 - c. Enter a permanent home address.
 - d. Date of Birth
 - e. Best email address to be reached.
 - f. Best telephone number to be reached.
 - g. Month and Year they entered college.
 - h. Date of induction as a new member.
 - i. Year in college when filling out the card.
 - j. Social security number
 - k. Mother's Full Name and Address.
 - l. Father's Full Name and Address.
 - m. Enter their university address.
 - n. List any relative that were or are member's of Kappa Alpha Order.
 - o. Read the terms and sign the statement.
 - p. If a new member so chooses they should sign the right for their parents to know they have joined your chapter.
 - q. The Number I needs to sign stating new members will not be hazed.
 - r. The New Member Educator needs to sign stating new members will not be hazed.
 - s. After the information has been double checked click submit.

Report 3
DUE FEBRUARY 15
THIS FORM MUST BE PRINTED AND MAILED

- Step 1: Fill in all chapter information in the blanks provided.
- Step 2: Enter the chapter's Year Ending Gross Receipts, as described. All monies that the chapter collects, excluding fundraisers for charitable organizations, should be totaled up and entered as the chapter's gross receipt.
- Step 3: Indicate whether or not the chapter filed an IRS form 990, required by all chapter's whose gross annual receipts that exceed \$25,000 for the year. This form is due to the IRS by November 15 each year. If necessary your chapter should contact an accountant to assist with their filing, for more information contact the National Administrative Office.
- Step 4: Enter the chapter's Federal Tax ID Number. To obtain or verify your chapter's Federal Tax ID Number contact the IRS at 1 (877) 829-5500.
- Step 5: Indicate whether or not your chapter has Fall and/or Spring Rush.
- Step 6: After you have verified the information is accurate enter your name and click print. This is the only option available and the form is not submitted electronically. It must be printed and mailed to the National Administrative Office to the address listed on the form.
- Step 7. Mail the Form printed to the National Administrative Office with a completed 990 if one was filed.

Report 4
DUE 2 WEEKS PRIOR TO INITIATION

- Step 1: For new members that have depledged indicate so by checking the box.
- Step 2: For those members who are being initiated fill in their initiation dates.
- Step 3: For any new member who hasn't depledged and is not being initiated do not make any changes. (For those new members please contact the National Administrative Office to report their deferment.)
- Step 4: Verify the number of initiates.
- Step 5: The total cost will be calculated for you at \$240 per initiate.
- Step 6: Have the New Member Educator and yourself sign where specified and click submit.
- Step 7: Mail a check to the address indicated.

Report 5

DUE ANYTIME THE CHAPTER HAS INFO

Please submit information for the *Kappa Alpha Journal* whenever you have something to report. You can mail or email your chapters events, accomplishments, and up coming activities as they become available. If you have questions contact the Director of Communications.

Report 6

DUE FEBRUARY 28

Members who paid National Dues and Insurance in the Fall will be indicated by a check mark.

- Step 1: ACTIVE MEMBERS, review the list of active members, any member who has left school (taken a leave of absence, failed to make the grades to remain in school, or is studying abroad) indicate by checking the box to the left of LEFT. If a member has graduated indicate by marking the box to the left of GRADUATED. If a member has transferred to another school indicate by marking the box to the left of TRANSFERRED.
- Step 2: PLEDGES, if your chapter has pledges that have depledged please mark the box under DEPLEDGED. If your chapter has pledges that have been initiated mark the date under INITIATION DATE. If the pledges have been properly deferred do not mark anything move to the next step.
- Step 3: MISSING MEMBERS, if there are active members who are not listed under ACTIVE MEMBERS, please add them by clicking add member. Repeat this step for all missing active members. If your chapter as missing pledges a Report 2 should be filled out for those individuals.
- Step 4: The totals have been automatically calculated for you. Double check the numbers to ensure a mistake hasn't been made.
- a. Total Members, this number is what you started with.
 - b. Paid Members are the members that were reported and paid for with Report 1 Fall Dues and Insurance.
 - c. Members Owing Spring Dues are those active members who did not pay Fall Dues and Insurance.
 - d. Pledges Owing Spring Dues are those new members who were not initiated in the Fall.
 - e. Missing Members is the total number of missing members added above.
 - f. Total Members Owing Spring Dues, this is calculated by taking the Members Owing Spring Dues + Pledges Owing Spring Dues + Missing Members. So the formula is $(c + d + e)$.
- Step 5: Money owed from Report 6 is calculated for you.
- a. Annual Dues are found by multiplying \$42.50 per man listed in Total Members Owing Spring Dues.
 - b. Insurance is found by multiplying \$80 per man listed in Total Members Owing Spring Dues.
 - c. Initiation Fees are calculated for all the pledges that appeared on the Report 6 that you indicated had been initiated by marking their initiation date.

- d. Indicate (in Convention years) how many members will be registering to attend. Convention fees will automatically calculate.
- e. If Report 6 is filed after February 28, 2005 the chapter will be charged an additional \$5 per member listed in Total Membership.
- f. The amount the chapter owes can be found by adding the amount in the column marked Total Amount Due with the chapter's outstanding balance from the On-Line Reporting Front-Page.

(Example) Total Amount Due: \$15,000
Chapter Balance: \$ 2,500

The check should be written for: \$17,000

If this amount is a credit then subtract it from the Total Amount Due.

(Example) Total Amount Due: \$25,000
Chapter Balance: (\$ 1,000)

The check should be written for: \$24,000

- g. Fill in your name next to Report submitted by, this acts as a signature that you have accurately reported your chapter's information. Then click submit.
- h. Mail in a check to the address listed.

Report 9

DUE BEFORE THE END OF THE SPRING SEMESTER

- Step 1: Verify the information for the Number I, Number II, Number VI, Rush Chairman, and if you have a chapter house that is owned by a housing corporation; make any corrections or additions, if the information is correct simply move on. (Make sure you enter summer mailing addresses.)
- Step 2: Type in the name of the person in charge of the house for the summer.
- Step 3: Enter the number of members planning to attend Convention for years in which one will be held.

Report 10

DUE DECEMBER 5

- Step 1: Verify the chapter information make any corrections or additions, if the information is correct simply move on.
- a. MAILING ADDRESS, where the chapter mail is sent via US Post Office.
 - b. SHIPPING ADDRESS, where the chapter mail is sent via UPS or Fed Ex (no P.O. Box).
 - c. CHAPTER INFO, type in any corrections or missing information.
 - d. ADVISORS, type in any corrections or missing information
 - a. Note that if corrections to the Housing Corporation President or members of the Alumni Advisory Committee are incorrect; please contact the National Administration Office so this information can be verified.
 - e. Click submit.