

Sigma Tau Gamma Fraternity
Chapter Management Program
MEMBERSHIP DIVISION MANUAL

For the

VICE PRESIDENT OF MEMBERSHIP

and

Recruitment Committee
Path of Principles Committee
Ritual Committee

Property of

Sigma Tau Gamma Fraternity, Inc.

P. O. Box 54

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Sigma Tau Gamma Fraternity

Chapter Management Program

The Principle of Leadership calls us to perform our leadership duty, no matter what our position in our chapter. Your first chapter duties may be to vote thoughtfully and responsibly in chapter meetings and to serve on a chapter committee. These responsibilities are not to be taken lightly. As you progress in your membership you may be called upon to serve as a committee chairman or even a chapter officer. Your ability to perform in these higher offices will rest upon the skills you have built along the way. The Principle of Leadership demands that we accept personal responsibility for the whole Fraternity, doing whatever is needed to fulfill our role. In an elected office, the responsibility becomes even greater. We are entrusted with the care of others. More than this, we are entrusted with not just the now, but with the history and future of our chapter. We must do what is right, whether or not it is popular.

Elected Officers and Divisions

There are four divisions in the chapter management program each administered by an elected vice president. The vice presidents are equal. However, in the absence of the president, there is a line of succession. It is: 1) Executive Vice President, 2) Vice President of Membership, 3) Vice President of Programs, 4) Vice President of Finance. Most other positions come under the administration of one of the divisions. Members filling these positions are generally appointed by the officer in charge of the division, with the advice and consent of the chapter.

Appointed Offices

There are many important leadership roles in the Fraternity. Every office is important. Most are functional offices to which members are appointed. Sometimes, service in one of these offices is a prelude for advancement to an elected office. Just as often, a member will find that an appointed office fits his talents perfectly, and it is in this role that he makes his greatest leadership contribution to the Fraternity. Often a member will serve in more than one role. For example, a member serving as chapter secretary will likely also serve as a member of a recruitment committee and perhaps even as a big brother in the fraternal education program, thereby fulfilling three important chapter functions. The quality of a member's service in an appointed office is the key criteria of suitability for elected office.

Advisory Board

Sigma Tau Gamma has long understood the value of strong advisors. They provide continuity in spite of annual turnover of the Executive Board. Advisors serve as mentors, coaches, and trainers for our chapter officers and members.

A strong chapter seeks advisors. A full Advisory Board consists of an Alumni Advisor, who is an alumni member of Sigma Tau Gamma, chosen without regard for chapter affiliation; a Faculty Advisor, employed by the university that serves as host to the chapter as a member of the faculty or staff; and a Membership Advisor, Programs Advisor, and Finance Advisor, each of whom may be a member of Sigma Tau Gamma, a faculty or staff member of the host university, or a respected member of the community, parent, or friend of Sigma Tau Gamma.

The Alumni Advisor is typically, but not necessarily elected to serve as Advisory Board Chairman. His primary contact is the Chapter President. The Faculty Advisor works primarily with the Executive Vice President and the executive division. The Membership Advisor, Programs Advisor, and Finance Advisor work primarily with their respective vice president and division.

A campus Greek Advisor may also serve as a member of the Advisory Board and works primarily with the Chapter President and Executive Vice President.

The Advisory Board shall meet monthly with the Executive Board. A member of the Advisory Board shall attend the weekly meetings of the Collegiate Chapter.

Judicial Board

The Chapter Judicial Board is composed of three undergraduate members, an alumnus member and a chapter advisor. The undergraduate members (together with one alternate) are elected each semester. The Chapter Judicial Board resolves questions of interpretation of the chapter by-laws and has original member discipline jurisdiction.

When considering issues of interpretation of chapter by-laws, the Chapter Judicial Board must be careful to avoid any decision that places the chapter in conflict with the Constitution, Laws or Policies of the national Fraternity. The publication Constitution & Laws and Policies is available from the Fraternity Headquarters. It is the definitive source for this information. Care should be taken to reference the most recent edition of this publication.

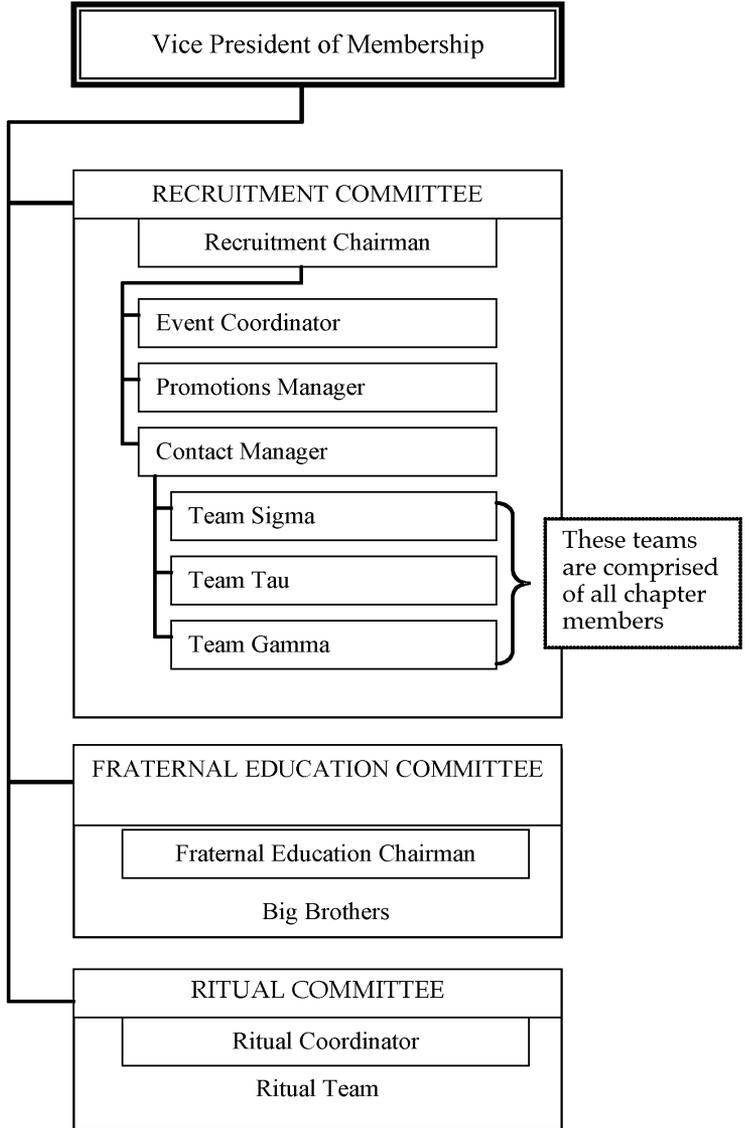
The Judicial Board Manual contains the *Due Process Procedures Policy Statement*. This statement describes exactly how to proceed with issues of member discipline. If the Judicial Board fails to follow these procedures as stated, appellate boards will be forced to reverse its decisions.

It would be unfair to elect Judicial Board members after an issue of interpretation is raised, or after a member is charged with a violation requiring Judicial Board action. Therefore, Judicial Board member must be elected at the beginning of each semester.

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MEMBERSHIP DIVISION



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VICE PRESIDENT OF MEMBERSHIP

The Vice President of Membership is an elected officer of the chapter and a voting member of the Executive Board. As the chief administrator of the Membership Division he is responsible for the process of bringing new members into the Fraternity. The Vice President of Membership has authority to appoint the chairmen and members of the committees in the Membership Division with the advice and consent of the full chapter. His leadership team includes the Recruitment Chairman, Fraternal Education Chairman and Ritual Chairman.

The addition of new members is vital not only to the survival and prosperity of the chapter, but also to the concept and quality of brotherhood. The Membership Division leadership team is perhaps the most important leadership team in the chapter.

McCune Metrics Goals

The McCune Metrics standards are the measures of chapter excellence. They are set to give every chapter an equal opportunity to achieve McCune Distinguished Chapter recognition, no matter where they stood at the beginning of the year. This is particularly true of the Membership Goals.

Recruitment Goal

The McCune Metrics goal for all chapters is to recruit a number of associates that equals at least one-half the chapter size. For example, if a chapter finished the previous year with 40 members (before deducting graduates and those that left school) the goal for the next year is to recruit at least 20 associates.

This may seem like a high goal. It is. But, it is also necessary to maintain your chapter's strength. The statistics tell us that every chapter will lose about half its current members over two years. If you think about it, you will see that this rule probably applies to your chapter. Add up all the members that graduated, transferred or just dropped out of school over the last 24 months. It will be close to half of the membership from two years ago.

Path of Principles / Initiation Goal

Once recruited, associate members must complete the eight week Path of Principles Program to be fully initiated as new members. The goal here is to initiate at least 90% of the recruitment goal. Again, in our example, if the goal is to recruit 20 associates, then we need to initiate at least 18 of those associates to achieve the goal.

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RECRUITMENT COMMITTEE

The Recruitment Committee is responsible for organizing and promoting the recruitment of new members into the chapter. Recruitment is the lifeblood of the chapter and one of the most important brotherhood growth experiences. It is central to the Principle of Value. Recruitment is the responsibility of every chapter member.

The Recruitment Chairman should be a brother who is able to meet others well, express the value of the Fraternity and encourage every chapter member to be a recruiter. He needs a high level of motivation and energy. He needs to be focused and confident. He must think ahead, plan ahead and understand that success is the result of hard work.

Every member of the chapter, from the president on down, is a member of the Recruitment Committee. However, the Event Coordinator, Promotions Manager, Contact Manager and Team Captains assist the Recruitment Chairman with the membership recruitment drive organization and management.

Recruitment Chairman – serves as a part of the Membership Division management team and leads the recruitment effort. No office in the chapter is more important. He must be a relentless leader of men who can visualize a successful effort, plan ahead, teach recruitment skills, push for real effort and demand results. A person who does this job well is destined for life-long success.

Event Coordinator – assists the Recruitment Committee with the development of a recruitment calendar. He then arranges and manages the details of each event. Even the smallest events involve many details. To assure success, the Event Coordinator obtains the assistance of other chapter members. Some of these chapter members assist as a function of their role in the chapter organization. For example, the Food Service Manager can handle the details of serving food for a recruitment event. The House Manager may manage the details of cleaning the house in advance of an event, and so on. Where a task does not lend itself to the mission of an existing chapter committee, the Event Coordinator can recruit a temporary volunteer to see to those details.

Promotions Manager – assists the Recruitment Committee with the development of a promotions and marketing plan for the recruitment drive. He then manages the implementation of the plan. All of us are familiar with mass marketing. That is because we are the constant targets of such marketing. But, television and radio advertising are not economically available to fraternity chapters. And, while we can and should make use of other forms of advertising, such as the campus newspaper, posters and T shirts, the heart of fraternity marketing success is in personal contacts. The Promotions Manager

should organize opportunities for casual contact with member prospects where they can become acquainted with the chapter's members, and where chapter members can offer invitations to recruitment events. Examples of such opportunities are eating meals in campus cafeterias, pickup sports games, non-fraternity organization meetings and contacts in residence halls. Such opportunities can and do happen by chance, but the successful chapter multiplies these opportunities with a plan of action.

Contact Manager – assists the recruitment committee with the organization of recruitment teams. Every chapter member is assigned to a team. Each team has a target group of prospective members and is responsible for establishing a recruitment contact with at least twice as many prospects as there are members in the team. A recruitment contact is defined as at least three face-to-face interactions during which the prospect is invited to investigate what Sigma Tau Gamma has to offer. (A member may have to contact four or five persons in order to establish one valid contact with a qualified prospect.) It is a numbers game, and the Contact Manager knows this. That is why he takes seriously the job of tracking contacts. The Contact Manager needs assistant contact managers in each team. The Contact Manager also assists the Recruitment Chairman and Promotions Manger with training the chapter's members so that they will know what to say when they do make their contacts.

Team Captains – are perhaps the most important members of the Recruitment Committee. Recruitment only happens when a member meets a prospective member and invites him to join. Mr. Sig Tau, Earl Webb, who served the Fraternity in a variety of leadership positions over more than 60 years, said; "I have seen many recruitment schemes over many years, but there is only way to recruit that works. That is face to face." Team captains are the leaders directly responsible for making that face to face contact happen.

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FRATERNAL EDUCATION COMMITTEE

The Fraternal Education Committee is responsible for providing a course of education that will prepare new members to be chapter and campus leaders. It is among the most important functions in the Fraternity. The future of the Fraternity depends on what new members learn during this time. While it is important to learn things like the Greek alphabet and the history of the Fraternity, it is much more important to learn about what makes the Fraternity work and how to contribute to that process. As one can see by perusing this manual, there is much to learn. Since new members are eager to learn, it is the best time to build the foundation of knowledge required for them to contribute future leadership to the chapter.

Fortunately, the Fraternity offers an excellent course of education that is ideal for educating new members and will continue to serve them throughout their time in Sigma Tau Gamma. It is the ***Path of Principles Program***.

The Fraternal Education Chairman should be a brother who is respected in the chapter for his leadership experience, teaching ability and dedication to the Fraternity. Often chapters select an upperclassman who has experience as an elected officer.

Big Brothers assist the Fraternal Education Chairman.

Big Brothers – are personal coaches for new members. New members should have an opportunity to request, on a preferred choice basis, their own big brother. However, it is the responsibility of the Fraternal Education Chairman, in partnership with the Vice President of Membership, to select big brothers based on dedication to the Fraternity as defined by their commitment to our Principles. Big brothers must be fully committed to the Path of Principles Program, and to cooperation with the Membership Division leadership team. Renegade big brothers have no place in Sigma Tau Gamma.

Fraternal Education Chairman – serves as a part of the Membership Division management team. He understands that the Path of Principles Program is a vital link in the process of recruiting new members. He also understands that fear of hazing is the number one deterrent to membership recruitment.^(a) Therefore he plans and conducts an open and transparent Path of Principles Program that no student on campus can interpret as being involved with hazing. He guards against any activity or behavior that can accommodate hazing. He knows that his best course of action is to use the prescribed Path of Principles Program, which provides the needed instruction together with the opportunity to set appropriate standards and expectations for new members.

a) Charles Schroeder, Ph.D.,

“The Future of Fraternity Membership,” University of Missouri, 2000.

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RITUAL COMMITTEE

The task of bringing new members into the Fraternity is not complete until they have been conducted through the Ritual of Initiation. The Sigma Tau Gamma Initiation Ritual is, like all rituals, a play. It is a play with a message. The performance of the Ritual is pointless unless those being conducted through the Ritual receive the message. More than this, the message must grow in meaning for those who perform the Ritual.

The Ritual Chairman is not a player in the Ritual play. He is the director. Appointed by and responsible to the Vice President of Membership, the Ritual Chairman is charged with organizing and directing a Ritual Team. The quality of the Ritual, and by consequence the quality of the message, is determined by the amount of practice of the Ritual Team.

The Founders of Sigma Tau Gamma had strong beliefs about the purpose of the Fraternity. Those beliefs are contained within the ceremonies of our Fraternity Ritual. These ceremonies are a lasting expression of what we believe as members of Sigma Tau Gamma. A member that fully understands the Fraternity recognizes that the Ritual should be lived everyday. The Ritual should become our personal ritual, habit, patterns, and actions. Each chapter should be familiar with the following:

Association Ceremony: This public ceremony, held near the beginning of the Path of Principles program, elevates candidates for membership to the status of associate.

Initiation Ceremony: This ceremony, held at the end of the fourth week of the Path of Principles program, elevates associate members to the status of brother, giving them full membership, voting, and meeting rights (excepting the authority to hold office).

Fourth Degree Ceremony: This public ceremony, held at the end of the eighth week of the Path of Principles program, completes the initiation process for new members, granting them authority to hold office in the chapter.

Chain of Honor Ceremony: This ceremony, held before or after the chapter meeting at the end of each semester, gives the chapter an opportunity to recognize members that are graduating and officially recognize them as alumni members.

Eternal Light Ceremony: This public ceremony, held after the death of a member, is a time to remember and reminisce about our departed brother.

The Meeting Ritual: This Ritual is used to open and close a formal meeting of the Fraternity, including all chapter, alumni association and national meetings.

Installation of Officers: This ceremony, conducted at a formal meeting, is the swearing-in ceremony for new officers.

Ritual Chairman

Responsibilities

- Facilitate ritual use to open and close meetings.
- Maintain a complete set ritual equipment, including clean stoles.
- Organize and direct the conduct of the Fraternity's rituals.
- Teach the ritual using training and practice.
- Give "Ritual Lesson of the Week" at each chapter meeting.

Resources

- Manuals of Ritual
- Ritual Kit
- Ritual Stoles

Goals

Activities Planned to Achieve Goals

Activity	Due Date
<hr/>	<hr/>

Budget

Item	Income	Expense
<hr/>	<hr/>	<hr/>
TOTAL		<hr/>
NET INCOME LESS EXPENSE		<hr/> <hr/>

_____ date _____

Sigma Tau Gamma Fraternity

Chapter Recruitment Preparation Seminar

In many ways, recruiting new members is similar to selling. Successful sales organizations hold regular skills training seminars and weekly sales meetings. Even highly successful individual salespeople rely on sales training seminars to sharpen and renew skills. As professional salesmen do, we should be enthusiastic about creating and making use of opportunities to enhance our sales (and recruitment) skills.

Most of our undergraduate brothers are not planning a professional sales career. But, no matter their professional goals, building sales skills will enhance their careers. After all, one must first sell himself in order to obtain the best career opportunities. And we must be able to recruit coworkers in order to leverage our career beyond the individual contributor level to the manager/owner/entrepreneur levels.

Recruiting is a life-enhancing skill. It is a skill each brother can and should learn in Sigma Tau Gamma.

AGENDA

Getting Started:

1. The room should be arranged in a way that participants can interact with each other while at the same time see the facilitator at the front of the room.
2. Ask the men to move as close to the front as possible.
3. The Facilitators begin by briefly introducing themselves. They should explain their role within the national organization or chapter alumni association, and also mention their job and family life.

What Are We Selling?

1. Each chapter has its own personality and its own strengths. These traits are unique from chapter to chapter and from year to year. The chapter our alumni remember as undergraduates is undoubtedly different today. Don't allow memories of yesterday to cloud our judgment of today.
2. To aid in identifying our chapter's strengths, and therefore the product we are selling, we will borrow concepts from Appreciative Inquiry. Appreciative Inquiry (AI) is a collaborative search to identify and understand the organization's strengths, its potentials, the greatest opportunities, and people's hopes for the future. Instead of the traditional approach of focusing on how we fix what is wrong, AI asks what is right and how do we build on it?
3. We begin this process by asking the **Four Generic AI Questions** (ask every member to participate and to express or write their response):
 - a. **Best Experiences:** Recall a time when you felt most alive, most engaged, most involved or most excited about your involvement in our chapter. Describe the event in detail.

- b. **Values:** What are the things you value deeply, about our chapter?
 - c. **Core Life-Giving Factor:** What do you think is the core, life-giving factor of our chapter? What is it that, if it did not exist, would make the chapter totally different than it currently is?
 - d. **Three Wishes;** If you had three wishes for your chapter, what would they be?
4. Next we put it all together using the **Four D Process:**
- a. **Discovery:** The questions and discussion during this part of the process should focus on the positive core of the chapter. In this process, the best thing is to generate anecdotes that everyone can share. This phase should result in some sort of unplanned change; more of the planning will be accomplished later in the process.
 - b. **Dream:** This is a time where the chapter can brainstorm and think outside the box in order to escape some of the negativism that has been instilled in the past. At this point the chapter can use a post-it board to write down all of the positive things they can do.
 - c. **Design:** Decide what the organization needs to look like to build the desired future. You must set down the goals that must be completed in order to create the change that is needed to be more successful as a chapter.
 - d. **Delivery/Destiny:** This is the culmination of the process. The chapter's time is spent learning and innovating. This involves individual changes necessary to meet the chapter's goals. This should give us our product! After all, our product is not just what is, it is also our vision for the future.

Campus Environment

At this examine the campus environment for recruitment. During this discussion look at IFC rules, university rules and recruitment methods used by other chapters on your campus. It is important to keep this discussion as positive as possible. We may find that there are significant hurdles because these rules. It is our job to help the chapter realize they can turn these negative situations into something positive. If the IFC has ridiculous rules, our chapter members should be motivated to run for IFC office and do their best to change the rules.

Recruitment Structure Checklist

1. Motivation:
 - a. What methods are used to motivate members to recruit?
Are these incentives positive, negative or both?
 - b. Brainstorm examples for incentives: positive and negative
 - c. Does everyone have a job during recruitment? What are these jobs?
 - d. Is everyone given a job description and a list of expectations?
2. Organization:
 - a. Does the chapter have a written plan with a timeline for completion of tasks throughout the year?

- b. Who is involved in developing the plan? Individual officers, Executive Board, the chapter as a whole, etc.?
 - c. When is the plan updated? Annually, when needed, each semester?
 - d. Are advisors, campus administrators, and Headquarters Staff involved in the creation and development of the plan?
 - e. Is the chapter divided into teams with a designated leader for each team?
3. Skills:
- a. Does the chapter give training in communication skills?
 - b. Who conducts this training?
 - c. What recruitment skill training does the chapter conduct for members?
 - d. Who conducts this training?

The Case for Membership:

1. Taking the knowledge we have so far the chapter should collectively write a case statement on the value of chapter membership.
2. Create a three to five bullet point recruitment pitch based on the case statement.
3. Develop a list of typical objections and answers to those objections.
4. Create a three to five bullet point recruitment pitch based on objection answers.

Identify the most exciting thing the chapter does from the chapter strengths

1. Use this activity as the lead for a recruitment brochure.
2. Create the brochure copy based on the Case for Membership.
3. Identify how the chapter can graphically layout the brochure in a professional manner and production of the brochure.
4. Create a bid card or commitment letter (similar to letters of intent for sports recruitment).
5. Create an ad for the campus newspaper (In all of these marketing pieces make it fun, interesting and tasteful.)

Plan recruitment structure and activities (refer to checklist):

1. Recruitment structure- member assignments and responsibilities (written).
2. Recruitment activities- calendar, times, locations, promotion, assignments.
3. Recruitment budget and spending authority.

Target Market:

1. Have each member give five names of men they know who attend their university but are not members of a fraternity (include name, phone number, e-mail and instant messenger name).

2. Develop a list of men that chapter members know are coming to the university from their home town or high school, also include any legacies that will be going to their university (include the same contact information as above).
3. Develop a master prospect roster with a tracking mechanism.

Home stretch:

1. Plan a welcome event and launch the Path of Principles program.
2. Plan and set the date for the formal association ceremony with guests.
3. Plan and schedule the date for the initiation ceremony and celebration at the conclusion of the first four weeks of the Path of Principles program.

Recruiting Second Semester Freshmen:

1. Believe that second semester freshmen will join!
Sure, they may already have their social groups set. But, they may want to join with the whole group. So, if you convince the right guy, he will bring his friends in with him.
2. Do your recruitment on campus.
Past President Charlie Marr says that Sigma Tau Gamma is *selective* not *exclusive*. What is the difference? Exclusive organizations attempts to keep others out. A selective organization welcomes new members, however it has standards. The marketing problem is that many students don't know the difference. As a result, they are reluctant to come to our house or to off campus events. We have to go to them.
3. Try an unexpected creative idea. This idea may get your creative juices flowing. Consider sponsoring a Putter and Mudder event in the student center.
 - a. Set up a putting game (you can rent them) with prizes.
 - b. Make only freshmen eligible.
 - c. Don't charge.
 - d. Use items with school insignia as your prizes.
 - e. Make a cup of coffee (or soda) the consolation prize and visit with your prospects while they are enjoying their cup of coffee.
 - f. Promote your game with a nice big sign.
 - g. Recruit some coed friends to help you draw in prospects.
4. Be positive. Every student is not a prospect. But, every student may influence a prospect.
5. Stand firm against IFC rules that limit open, unrestricted contact with prospects. Such rules violate NIC standards and the values of our nation.
6. Give prospects the Path of Principles new member program outline. They will respect you for setting your expectations out in writing right up front.
7. Try a reverse bid card. Let prospects fill out a form that is a non-binding expression of interest. Then follow up.