The Alpha Kappa Psi Vision, Core Values and Guiding Principles should be the foundation for any chapter activity. As an officer it is important to educate other members about their significance. Let these guide you and be the foundation of decisions and discussions.

**Vision**

Alpha Kappa Psi is recognized as the premier developer of principled business leaders.

**Core Values**

- **Brotherhood**: Trust, respect, cooperation, companionship and aid to brothers is the expected norm.
- **Knowledge**: Education and experience is emphasized and shared.
- **Integrity**: All actions, whether in business or in life, are guided by honesty, ethics and fairness.
- **Service**: Sharing of time, talent and treasure with society and our fraternity is a priority.
- **Unity**: A common understanding of our vision and values that transcends chapter, generation and profession is utilized to anticipate and create the future.

**Tag-line**

Alpha Kappa Psi — Shaping People, Shaping Business

**Guiding Principles**

- **Building Brotherhood**: The esoteric quality we call “Brotherhood” is of vital importance though difficult to define. Our members, from the day they become brothers until the end of their lives, foster a great love of the fraternity and a fondness for brother members. While brotherhood manifests itself in a multitude of ways, at its center is a sense of duty and respect for both the fraternity and individual members. All activities and decisions that involve the fraternity are guided by a sense of stewardship and selflessness. Members are anchored by the need to do what is in the best interest of the fraternity as a whole and are not swayed by individual self-interest.

- **Lifelong Learning**: College is merely the beginning of business education. Our members share their knowledge and experiences openly with the people they work with, regardless of rank or position. In addition, they seek out opportunities to share their real-world experience with brother members, and in doing so they enhance the lifelong learning of those members.

- **High Ethical Standards**: While the business world offers many opportunities for success and advancement, it also requires us to make decisions about how we succeed. Our members understand the importance of making decisions and conducting business in a way that takes into account both legal and ethical considerations. Our members serve as role models through their consistently fair and ethical conduct.

- **Improving Communities**: Much is expected of those to whom much is given. Business professionals who seek to improve the communities in which they do business improve lives and develop goodwill. Our members actively give back to their communities through volunteer activities and monetary support.

- **Enhancing the Fraternity for Life**: College chapters serve as living laboratories for classroom concepts and professional conduct. In turn, lessons learned in the fraternity prepare members for success in the business world. Because they recognize the value and importance of our Fraternity, our members are united in their passion to build a legacy for the future. They support the fraternity through volunteer leadership and monetary gifts.
Where do I get help? Always start with the www.akpsi.org website. Several standard questions can be found there. If the question needs to be elevated to the next level, check with your chapter advisor, section director or regional director. If they are unable to help, they will direct you properly.

Chief Executive Officer | Steve Hartman, CAE  
*Ext 101*  
Contact [Steve](mailto:steve@akpsi.org) about:  
- Board Development  
- Operations, Fraternity & Foundation  
- Staff Concerns  
- Strategic Planning

Managing Director of Operations | Brian D. Parker, CAE, Indiana '93-Life  
*Ext 105*  
Contact [Brian](mailto:brian@akpsi.org) about:  
- Academic Team  
- Foundation Contributions  
- Licensing/Trademarks  
- Major Giving  
- Merchandising Programs  
- Planned Giving  
- Scholarships  
- Expense Reimbursement  
- Financial Statements, Fraternity & Foundation  
- Liability Insurance  
- MAPP  
- Risk Management

Managing Director of Student Services | Jessica R. Seitz, CAE, Auburn '02-Honorary/Life  
*Ext 103*  
Contact [Jessica](mailto:jessica@akpsi.org) about:  
- Academy  
- Case Competition  
- Certified Fraternity Volunteer (CFV)  
- Qualified Fraternity Volunteer (QFV)  
- Convention  
- Meeting Planning  
- PBLI  
- Volunteer Services

Director of Communication | Jennifer L. Adamany, San Diego '05-Life  
*Ext 106*  
Contact [Jennifer](mailto:jennifer@akpsi.org) about:  
- Branding  
- Communication Technology  
- The Diary  
- Marketing  
- Media Relations  
- Publications  
- Website

Director of Alumni Development | Jeffery D. Hughes, South Florida '00-Life  
*Ext 108*  
Contact [Jeff](mailto:jeff@akpsi.org) about:  
- Affinity/Royalty Partnerships  
- Alumni Awards  
- Alumni Chapter Expansion  
- Alumni Chapter Information  
- Alumni Development  
- Alumni Listings  
- Chairman’s Advisory Council  
- Life Loyal Program  
- Strategic Partnerships  
- Technology Issues/Concerns
Director of Education | Jason R. Pierce, CAE
Ext 102
Contact Jason about:
- Educational event design
- Evaluation and Assessment
- Event Speakers
- Learning and Leadership Development
- Learning Outcomes
- Skills-based learning

Director of Chapter Services | Melinda Rosenthall
Ext 116
Contact Melinda about:
- Annual Chapter Report
- Chapter Services
- Community Service
- Recruitment
- Show Cause
- Student Awards
- Student Chapter Expansion

Associate Director of Education | Mackenzie Lauka, Toledo '10 - Life
Ext 115
Contact Mackenzie about:
- Content Papers
- Curriculum and Instructional Design
- eLearnings
- Pledge Education Program
- Program Bureau
- RMT/Volunteer Education
- Road to Brotherhood
- Speakers Bureau
- Webinars
- Web-based educational reports

Chapter Services Coordinator | Liz Vickers, Stetson '11
Ext 119
Contact Liz about:
- Pledge Education Program Assessment and Evaluation
- Risk Management Administration
- Recruitment
- Retention
- Risk Management Probation
- Show Cause Probation

Communication Coordinator | Sean Kilgore
Ext 119
Contact Sean about:
- News Stories
- Press Releases
- Social Media

Chapter Educational Resource Coordinators
- **Area 1**: Alec Morand, Loyola Marymount '14
- **Area 2**: Cady E. Tabeling, Southern Indiana '11-Life
- **Area 3**: Basha Coleman, University of Tennessee, Knoxville '14
- **Area 4**: Allie Ochs, Ball State '14
- Annual Chapter Report Performance
- Chapter Event Planning
- Chapter Health Plans
- Membership and Officer Reporting
- Membership Concerns
- Recruitment
- Retention
- Risk Management Probation
- Show Cause Probation
**Member Service Representatives**
The Member Service Representatives are the "Voices of the Heritage Center." They are the customer service representatives who handle many day-to-day activities at the Heritage Center. The Member Service Reps can answer many of the general requests you may have.

**Member Services | Debby Orff**  
*Ext 110*  
Contact *Debby* about:  
- Charters  
- Initiate Certificates  
- Member Processing

**AKPsi Marketplace/Foundation | Hazel Collier and Stephanie Bentley**  
*Ext 111*  
Contact *Hazel* or *Stephanie* about:  
- Jewelry Orders  
- Merchandise Orders  
- Officer Updates

**Finances and Collections | Cathy Cole**  
*Ext 112*  
Contact *Cathy* about:  
- Accounts Receivable  
- Chapter Account Information  
- Chapter Collection Problems  
- Invoice and Statement Processing

**Administrative Assistance/Event Registration Services | Robyn Korkhouse and Stephanie Bentley**  
*Ext 104*  
Contact *Robyn* or *Stephanie* about:  
- Event registrations  
- Scholarship application
**Volunteer Fraternity Leadership**

**Fraternity Board of Directors (BOD)**
The fraternity’s board of directors is composed of nine alumni members elected by the Chapter Congress for terms of three years. The board in turn elects its officers who are the chairman, vice chairman, treasurer and secretary. The responsibility of the board of directors is to set policies and procedures that will guide the fraternity into the future. It acts as the supreme governing body of the fraternity between meetings of the Chapter Congress. It is charged with approving the fraternity budget, setting annual goals of the fraternity, overseeing the performance of the CEO and, most importantly, strategic planning. In strategic planning, the board takes input from members through a variety of sources and determines the fraternity’s core values, its vision for the future, or in laymen terms — what does Alpha Kappa Psi want to be known for? Further, it is charged with the responsibility of measuring how programs assist chapters and members to reach the vision. The board is the “big picture” strategic thinker of the organization much like the board of a corporation. The chairman of the board is the highest ranking volunteer in the fraternity.

**Management Team (MT)**
The Management Team is the volunteer operational arm of the organization. It is composed of the fraternity president, executive vice president, four area vice presidents and 16 regional directors. The Management Team is charged with the responsibility of servicing the chapters of the fraternity within the guidelines of policies and procedures set forth by the board of directors. The Management Team also manages a vast number of fraternity alumni volunteers, such as regional managers, section directors, chapter advisors, and chapter advisory boards. The fraternity president serves as the chairman of the Management Team, presides over meetings of the Chapter Congress and appoints operational committees. For a current list of officers and regional directors, visit [www.akpsi.org](http://www.akpsi.org)

- **The President and Executive Vice President** administer the important work of appointing, charging and monitoring committees; overseeing implementation of budgets, resource materials, and educational programs approved by the Board of Directors. The president may appoint a cabinet of volunteers for assistance (as approved by the Board of Directors).

- **The Area Vice President** is tasked with the administrative oversight of specific Regions/Regional Directors and for executing the tactical direction of Fraternity operations based on strategic guidance from the Board of Directors (BOD) while partnering with the Fraternity Staff.

**Foundation Board of Directors**
The Alpha Kappa Psi Foundation, founded in 1951, is a not-for-profit 501(c)(3) organization dedicated to promoting the ideals of AKPsi. Its mission is: providing resources for enhancing the educational experience of future business leaders. The governing body of the foundation is its board of directors. It is charged with the responsibility of setting polices, fundraising goals and plans, an operational budget, and the overall vision of the foundation. A professional staff oversees day-to-day activities. The foundation funds the Academy, All-AKPsi Academic Team, Case Competition award scholarships and numerous scholarships. So the fraternity can have quality speakers at its events (such as the Principled Business Leadership Institute or the College of Leadership), the foundation also underwrites expenses for many speakers through its Principled Business Leadership Fund.
**Foundation Scholarships**
Academy, Late June (all expenses paid):
The Academy is like no other Alpha Kappa Psi educational experience. It is an intimate, hands-on, challenging leadership development retreat. It is a unique program designed especially for those who demonstrate exceptional qualities for future business leaders. A limited registration cap and a remote location ensure that the experience is highly interactive. Through the generous support of Alpha Kappa Psi alumni, friends and Corporate America, the AKPsi Foundation pays all expenses for those attending the four-day experience.

Application deadline: Spring

**All-AKPsi Academic Team:**
The All-AKPsi Academic Team recognizes students who maintain excellence in academic standing while making positive contributions to their campus and community. The selection process measures an applicant’s ability to balance the pursuit of a degree with the development of leadership skills, interactive extracurricular participation, and a sense of social responsibility. From among the team members, one or more outstanding individuals receive the Top Scholar Award and are recognized with educational grants.

Application deadline: Fall

**Scholarships:**
There are more than 30 scholarships available to Alpha Kappa Psi members. Some of these scholarships may have certain requirements. Visit akpsi.org for a current listing of chapter and Fraternity-wide scholarships.

**Case Competition:**
Through the foundation’s Case Competition, students are introduced to the realities of decision making – including incomplete information, time constraints and conflicting goals – giving them first-hand experience in analyzing business situations. The competition was designed to stimulate students’ thinking by challenging their capabilities and preparing them for future managerial decision making.
Leadership defined: Leadership is the art of mobilizing others to want to struggle for shared aspirations. – *The Student Leadership Challenge* by Jim Kouzes and Barry Posner

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"I learned that a great leader is a man who has the ability to get other people to do what they don’t want to do and like it." - Harry Truman

**Characteristics of a Leader**

Are you a leader? Here is a brief list of leadership characteristics:

- Leaders are good teachers and great communicators.
- Leaders have stamina.
- Leaders do what they know is right, rather than what is popular.
- Leaders are good at managing time.
- Leaders do not condone incompetence, they replace it.
- Leaders are reliable and open-minded.
- Leaders are good listeners.
- Leaders act with integrity.
- Leaders inspire a vision.
- Leaders are trustworthy and able to trust others.
- Leaders subordinate their egos to the goals of the chapter.
- Leaders know how to run meetings.
- Leaders teach all members the basics of chapter operations.
- Leaders help establish realistic goals and set action plans for reaching these goals.
- Leaders successfully motivate members on the importance of reaching goals.
- Leaders recruit competent people.

**Spotting Leadership Potential**

1. Future leaders show initiative and can resolve issues with minimal supervision instead of waiting around for constant direction.
2. Future leaders trust their own judgment and get on with the task at hand, taking responsibility and without fear of making mistakes.
3. Future leaders are thirsty for knowledge and seek mentors and role models as they understand there is much to learn.
4. Future leaders share their knowledge, recognizing that the more they give the more they receive in return. Knowledge hoarders do not make good leaders.
5. Future leaders accept they are not perfect and do not know everything, that they have limitations and do not know and cannot do it all. They are not afraid to show weakness.
6. Future leaders accept responsibility for their own mistakes. Taking ownership and taking risks increases the chance of error. Leaders admit, learn and move on without making excuses.
7. Future leaders take responsibility and don’t single people out or shift blame. Whilst any error is still acknowledged, it is ‘ours’ not the fault of an individual.
8. Future leaders inspire and bring out the best in others as their passion and drive are contagious and set the standard for others to aspire to.
Anyone who exhibits more than half of the traits listed above could be one of your emerging leaders and offered the training and development they need to maximize their capabilities.


“It's a fine thing to have ability, but the ability to discover ability in others is the true test.”
-Elbert Hubbard

**Life Management**

Student leaders are not only organization leaders but also students, spouses and friends. In short, there is more to student leaders’ lives than the organizations they lead. A key to balancing all the different roles student leaders must take on requires effective use of their time. The following are some brief hints on how to make the most of your time and some suggested personal characteristics of good time managers.

- **List your goals** | Start with long-term goals and then narrow down your short-term goals. Set your priorities, not only for your goals but the roles you must fulfill.
- **Make a daily “to do” list** | Set your priorities every day. This keeps you on track with your short-term and long-term goals.
  - **Start with the “A’s”** | Categorize your list into A, B and C groups, with A being the most important. Then take the items in the B group and redistribute them to the A and C groups. This way you end up with a list of only high and low priorities. However, be careful to not ignore C items; if they are forgotten about they can turn into urgent A priorities.
- **Always ask yourself …** | “What is the best use of my time right now?” Do this whenever you have a free moment.
- **Handle each item just once** | If you pick up a piece of mail or receive a note, handle it then and there. Do not set it down before you resolve it, even if that means making a note to yourself to handle it later.
- **Do it NOW** | Do not procrastinate. Remember every big project is just a lot of little projects put together. Take each element one at a time.
- **Delegate** | Give tasks to other people so they can help.

**Motivation**

How can one promote a higher level of intensity within the chapter? It’s EASY; just follow these 5-steps:

1. Strive to create a strong sense of belonging for everyone involved in the group; the members should feel as if they are honestly needed for whom they are.
2. Foster discussion with the group to set clear and precise goals/objectives for the chapter and ensure progress is communicated and celebrated.
3. Establish a definition of what is expected of each brother so they realize the expectations others have of them.
4. Assign responsibilities challenging others within a range of abilities and interest. These should be responsibilities which contribute to reaching the goals/objectives.
5. Observe the progress of the chapter toward completing the goals/objectives.

When motivating others, remember and understand their personal values may be different than yours. What makes sense to you may not make sense to them. By trying to see something from another person’s point of view and empowering brothers to do what they are passionate about will help the brother and the chapter grow.
### SMART Goals

**Specific** - A specific goal has a much greater chance of being accomplished than a general goal. To set a specific goal you must answer the six "W" questions:

- **Who:** Who is involved?
- **What:** What do I want to accomplish?
- **Where:** Identify a location.
- **When:** Establish a time frame.
- **Which:** Identify requirements and constraints.
- **Why:** Specific reasons, purpose or benefits of accomplishing the goal.

**EXAMPLE:** A general goal would be, "Get in shape." But a specific goal would say, "Join a health club and workout 3 days a week."

**Measurable** - Establish concrete criteria for measuring progress toward the attainment of each goal you set. When you measure your progress, you stay on track, reach your target dates, and experience the exhilaration of achievement that spurs you on to continued effort required to reach your goal. To determine if your goal is measurable, ask questions such as.... How much? How many? How will I know when it is accomplished?

**Attainable** - When you identify goals that are most important to you, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills, and financial capacity to reach them. You begin seeing previously overlooked opportunities to bring yourself closer to the achievement of your goals. You can attain most any goal you set when you plan your steps wisely and establish a time frame that allows you to carry out those steps. Goals that may have seemed far away and out of reach eventually move closer and become attainable, not because your goals shrink, but because you grow and expand to match them. When you list your goals you build your self-image. You see yourself as worthy of these goals, and develop the traits and personality that allow you to possess them.

**Realistic** - To be realistic, a goal must represent an objective toward which you are both **willing** and **able** to work. A goal can be both high and realistic; you are the only one who can decide just how high your goal should be. But be sure that every goal represents substantial progress. A high goal is frequently easier to reach than a low one because a low goal exerts low motivational force. Some of the hardest jobs you ever accomplished actually seem easy simply because they were a labor of love. Your goal is probably realistic if you truly **believe** that it can be accomplished. Additional ways to know if your goal is realistic is to determine if you have accomplished anything similar in the past or ask yourself what conditions would have to exist to accomplish this goal.

**Timely** - A goal should be grounded within a time frame. With no time frame tied to it there’s no sense of urgency. If you want to lose 10 lbs. when do you want to lose it by? "Someday" won’t work. But if you anchor it within a timeframe, "by May 1st", then you’ve set your unconscious mind into motion to begin working on the goal.
The following action items will ensure your term starts off on the right foot. As a chapter officer, it is important that you are familiar with all the resources available to you and the chapter. These resources include materials produced by the Fraternity and local resources (volunteers, alumni) near your chapter. The key to a successful chapter is recognizing how much you can do and when to ask for help. There are thousands of alumni and volunteers who have been in your shoes and are willing to help. Use their experiences to enhance yours!

Action Items:

- Read this officer manual. You must know your duties and those of your fellow officers.
- Study the chapter Bylaws.
- Review the Board of Directors' Statement of Policy. Pay special attention to the Risk Management policies. All of these are essential to a healthy chapter and are each officer's responsibility.
- Review the Constitution and Statutory Code.
- Become familiar with Robert's Rules of Order.
- Review the Ritual of Alpha Kappa Psi (version 8 or higher).
- Know the fraternity's vision, core values and guiding principles.
- Log-in to www.akpsi.org to set-up a profile and become familiar with how to use the website.
- Log-in to www.chapterspot.com to report new members, change officer roles, and more.
- Review the Annual Chapter Report (ACR). The ACR allows you to work together with the chapter advisor and Fraternity to track key components of the chapter. The ACR will help you pass on historical information and chapter data to future members, as well as set short and long-term goals.
- Contact the chapter and faculty advisors to set up personal meetings.
- Set a time for weekly executive board meetings.
- Notify the Heritage Center staff, chapter advisor and regional director of any change in officer names for communication purposes. Ensure the chapter's mailing address is current.
- Become familiar with the resources found at www.akpsi.org.
- Understand the fraternity organizational structure so you can direct your questions to the correct place.
- Have an emergency contact plan so you can contact chapter members in case of emergencies.
- Be professional – you are the role model for the chapter’s behavior.

**General Liability Insurance**

**I. INTRODUCTION**

The purpose of this manual is to give you an understanding of insurance coverage provided and information to properly report all actual and potential liability and property claims with which you may become involved. A certificate of insurance showing proof of coverage is provided with this manual. The final responsibility for the success of the insurance program rests with our fraternity and chapter. It is always important to remember that our first line of defense in liability matters is loss prevention, next is loss control, and the insurance contract is the final line of defense. The undergraduate and alumni members’ willingness to understand and assume the responsibility of sound risk management practices is a cornerstone of our program. In the event that an incident or claim does arise, the Alpha Kappa Psi Fraternity Heritage Center and Willis Insurance, will oversee the effective handling of all incident and claim investigation. An incident reporting form that must be completed and submitted at the time of any incident that results in bodily injury or property damage can be found at www.akpsi.org in addition to a full insurance and claims manual.

**II. LAWSUITS**

There will be occasions when lawsuits may be served on a member of your chapter. As there is only a limited time to answer a lawsuit, the following procedure applies:
a) Treat any potential, actual claim or lawsuit as a high priority item.
b) Utilizing the incident reporting form, note all relevant information.
c) Forward the suit and incident report by U.S. Postal Service Express Mail to the Alpha Kappa Psi Fraternity, Heritage Center, Attn.: Brian Parker, Managing Director of Operations.

III. GENERAL LIABILITY CLAIMS
The types of General Liability claims can be numerous and usually arise out of conditions of a chapter’s premises. They more than likely involve injury or damage to someone other than an employee or an officer of the fraternity. While on the scene, if possible, get all names, addresses and phone numbers of all parties involved, as well as any witnesses to the accident. Immediately complete the incident reporting form and submit.

IV. WHAT SHOULD BE REPORTED?
Bodily injury to anyone other than an employee and any property damage for which there is a possibility that a claim may be made against Alpha Kappa Psi Fraternity. Be sure to fully complete the enclosed incident reporting form that will provide the needed information regarding the claim. It is imperative that all losses or incidents be reported immediately to the Alpha Kappa Psi Heritage Center (See phone numbers and address on below). The Alpha Kappa Psi Fraternity Heritage Center is responsible for providing the initial report of the claim to HRH/Kirklin & Co, Inc. Once the claim report is sent to HRH/Kirklin & Co, Inc. you will likely be contacted directly by HRH/Kirklin & Co, Inc. to discuss the incident. If you are unable to obtain necessary details when first notified of any incident, still report any known facts.

V. INCIDENT/CLAIM REPORTING

<table>
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<tr>
<th>ATTN: Brian Parker</th>
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<tbody>
<tr>
<td>Managing Director of Operations</td>
</tr>
<tr>
<td>7801 E. 88th Street</td>
</tr>
<tr>
<td>Indianapolis, IN 46256-1233</td>
</tr>
<tr>
<td>(317) 872-1553 – Phone</td>
</tr>
<tr>
<td>(317) 872-1567 – Facsimile</td>
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<table>
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<tr>
<th>ATTN: Mick McGill</th>
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<tr>
<td>Vice President, Client Advocacy</td>
</tr>
<tr>
<td>10707 Pacific Street, Suite 200</td>
</tr>
<tr>
<td>Omaha, NE 68114</td>
</tr>
<tr>
<td>(402) 898-4199 – Phone</td>
</tr>
<tr>
<td><a href="mailto:mmcgill@willis.com">mmcgill@willis.com</a></td>
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VI. GENERAL LIABILITY INSURANCE PROGRAM
The following description is a summary only and is not intended to serve as a substitute for the actual insurance contract. The Alpha Kappa Psi Fraternity insurance program provides Blanket Public General Liability Coverage of $1,000,000 per occurrence with a $2,000,000 general aggregate for all participating chapter and chapter house organizations. (See the end of this section for explanation of types of coverage.) The coverage is for bodily injury and property damage. This protects the local chapter, its officers and members, the house corporation and the fraternity, including appointed volunteers, from claims arising out of bodily injury and property damage occurring at the premises or at chapter functions away from the premises. It also protects against claims arising out of libel, slander, false arrest, invasion of privacy, eviction from the premises, consumption of food and beverages and incidental malpractice. It must be understood, however, that our coverage is for general public liability. It is not accident insurance covering initiated and uninhibited members for injuries sustained on the chapter premises and/or in chapter activities. Liability insurance is not a substitute for medical insurance. Further, it is not Workers’ Compensation Insurance, which may be required for chapter employees such as cooks and housemothers.

Insurer: Liberty Surplus Insurance Corporation
Policy Period: December 1 - November 30
Policy Numbers: DGLCH184369035

Adding Additional Insureds
Additional Insureds may be added to this policy. Such insureds may be your landlord, college, university and/or proprietor from whom the chapter may be renting property for a special event. **Request for an additional insured endorsement should be made in writing at least three weeks in advance of any event** and sent to Alpha Kappa Psi Fraternity Heritage Center, Attn.: Brian Parker, Managing Director of Operations, 7801 E. 88th Street, Indianapolis, IN 46256-1233. Phone (317) 872-1553, Fax (317) 872-1567. Upon approval of the request by the Alpha Kappa Psi Administrative Office and the insurance carrier Willis will issue a certificate of insurance with the original forwarded to the Additional Insured and a copy to the Heritage Center.

**What Doesn't Our Coverage Include?**

i. Any claim of bodily injury and/or property damage from an incident resulting when:
   1. An illegal act was performed.
   2. An intentional act was performed.
   3. A contract made by the chapter is broken.
   4. There is any discharge, release or escape of smoke, vapors, soot, fume, acids, toxic chemicals, etc... upon land, the atmosphere of any water course or body of water.
   5. A chapter employee is hurt on the job. Each chapter with any employees must purchase Workers’ Compensation coverage locally.

ii. Any claim of property damage to property owned by, rented by, used by, or cared for by the chapter. An example, the chapter rents a portable generator for an outdoor function, and while it is in the care, custody and control of the chapter it is damaged and the lesser holds the chapter responsible and liable. No coverage is available under the Alpha Kappa Psi Fraternity liability insurance contract.

**House Inspections**

The insurance company has the right to make inspections and surveys at any time, give Willis Insurance and Alpha Kappa Psi Fraternity reports on the conditions that are found and recommend changes. Any inspections, surveys, reports or recommendations relate only to insurability and the premiums to be charged. Chapters and house corporations will be given advance notification of any inspections and copies of all reports.

**Legal and Illegal Activity**

Simply stated, no insurance policy in the world provides coverage for violations of the law. The Alpha Kappa Psi Fraternity insurance program is no exception to this rule. The key points to understand are:

- Compliance with federal, state, local and institutional (college or university) laws and regulations is required.
- Compliance with all regulations and policies of Alpha Kappa Psi Fraternity is required.

Those individuals who choose to violate these rules may void the protection for themselves under the Alpha Kappa Psi insurance program. **Every effort has been made to avoid their actions from jeopardizing the other members, other entities, or other named insureds protected by the Alpha Kappa Psi program.** The following brief examples are intended to provide illustration and do not represent legal advice.

i. With the broad awareness of its membership, the chapter serves alcohol to a minor in violation of the law at a chapter-sponsored function. In the event of an injury, claim or lawsuit, those persons found to be in violation of the law and/or Alpha Kappa Psi Policy (in this case the entire chapter) most likely would be without insurance protection. The other named insureds would be protected (i.e. the Fraternity, house corporation or alumni volunteers).

ii. Two of the members of a 65-man chapter cause injury to someone in connection with a hazing incident. This activity was unauthorized and done secretly without the knowledge of the chapter, and strictly against chapter policy. In the event of an injury, claim or lawsuit, those persons (in this case, the two members) found to be in violation of the law and Alpha Kappa Psi Policy could be without insurance protection. The chapter, house corporation and other named insureds would be protected.
Great effort has been made to ensure coverage will be provided to those individuals and entities exposed to claims through no fault of their own. Chapters and chapter officers are protected from the unauthorized actions of individuals. The assets of house corporations are protected from the unauthorized actions of their chapters. Chapter Advisors are protected from the unauthorized actions of their individual chapter members and the chapter as a whole, as are the house corporations and all other appointed alumni volunteers involved with the Fraternity.

All questions regarding insurance interpretation and coverage should be directed to Willis Insurance. c/o Trude Smouse, 10707 Pacific Street, Suite 200, Omaha, NE 68114, Phone (800.736.4327, email smouset@willis.com.

**Hazing Policy**

Alpha Kappa Psi's Hazing Policy can be found in the *Board of Director's Statement of Policy* and online at [www.akpsi.org](http://www.akpsi.org). It shall be the responsibility of all members of Alpha Kappa Psi Fraternity to determine college, university or other legal jurisdiction policy regarding hazing, mental or physical, and to comply totally with such policies.

**Hazing Prevention**

When organizations are challenged to eliminate hazing practices, some members are often resistant to this change. In many cases, those who are most vocal against eliminating hazing are those who are upset about the hazing they themselves endured (but don't admit this publicly) and expect others should be "abused" as well in order to gain "true" membership in the group just like they did.

Of course, if you try to eliminate hazing in your chapter, you will likely encounter many elaborate reasons for why this will be devastating for your group. While there will be some staunch supporters of the status quo, there will be many who can be convinced of the negative effects and potential risks of hazing. Believers in the supposed "benefits" of hazing may be more likely to change their opinion if they can envision some alternatives. The following are supposed benefits hazers believe they accomplish and some alternatives you can instill in your chapter that will accomplish the same goal:

- **Foster unity:**
  - Brother retreat.
  - Visit a ropes course to work on group cohesiveness, communication and leadership skills.
  - Non drinking socials to learn about each other.

- **Develop problem-solving abilities:**
  - Have discussions about chapter weaknesses such as poor recruitment, apathy and poor scholarship, and develop solutions the chapter might then adopt (i.e. create a business plan).

- **Teaches you to work under stress:**
  - Prepare a challenging fundraiser and see it through to the end.
  - Have an interview workshop to prepare you better for tough interviews.

- **Develop leadership skills:**
  - Encourage participation in school/campus activities outside of the chapter.
  - Encourage new members to get involved in committees and/or leadership roles.
  - Develop a peer mentor program within your group for leadership roles.
  - Invite school/community/business leaders into the chapter to share their experiences.

- **Instill a sense of membership:**
  - Start new traditions ~ it only takes a few academic terms for it to become a tradition.

**Believe it or not:**

Chapters found responsible of hazing have been required to eliminate hazing in order to stay open as a chapter of Alpha Kappa Psi. These chapters report that eliminating hazing increased member involvement therefore reducing apathy!
I. Establish a quorum
A quorum is the number of people who must be present to take legal action on business matters and is essential to conducting business meetings. The quorum is stipulated in the bylaws, and before any business is discussed, the chair should establish for the record that a quorum exists.

II. All members have equal rights
These include the right to make motions, debate, and vote. You need a two-thirds majority vote to deprive members of basic rights — such as closing or limiting debate and closing nominations. No member may be forced to vote, silence gives consent. General business — majority of those present.

III. Debate, decorum, and order
Only one main motion (one subject) may be considered at a time, and only one person may speak at a time. Anyone who wishes to make a motion should first be recognized by the chair and preface the motion with the words, “I move that.” If someone wishes to second the motion, that person does not have to wait to be recognized but merely calls out, “I second the motion.” Without a second motion, the chair moves on to the next agenda item. After the motion has been made and seconded, the chair restates the motion, which is termed a main motion. Discussion begins. To ensure order and that only one person speaks at a time, the chair recognizes members before they may speak. There must be an opportunity for at least one pro and one con for each motion and amendment. Technically, after a second is made, a motion cannot be withdrawn (not efficient to enforce).

IV. Amendments
The purpose of an amendment is to change a motion already under consideration. If a member believes the right topic is being discussed but wants to modify the wording of the motion, he or she calls for an amendment. Technically, a motion may be amended, and the amendment to the motion may be amended, but no further amendments may be made. Amendments are motions, and as such, they require a second and full debate. Amendments can slightly change the main motion. Typically, if the author of the original motion agrees with the amendment it can be accepted as a “Friendly Amendment” and incorporated into the original motion without the need for debate or a vote.

V. Closing Debate
A member who wishes to end debate may interrupt discussion and say “I move/call the previous question.” This motion requires a second and must receive a two-thirds majority vote. Should it receive a two-thirds majority, the chair then states, “The previous question has been called, all those in favor of the motion to...”

VI. How to Run a Meeting
A. Decide how strict to be with parliamentary procedure — generally, the larger the group, the more strict you should be.
B. How will one be recognized to speak? — typically by raising your hand then being called upon by the chair. Large assemblies may have fixed microphones where lines are formed to speak.
C. Chair controls flow of meeting.
   i. Must appear unbiased, can never state an opinion on the motion before or during debate.
   ii. To be effective, must control flow of meeting by:
      iii. Quickly and decisively granting permission to speak.
      iv. Always watching that comments are being made at the appropriate times (a pro should be a pro, not a public service announcement; points of information should be questions not pros/cons). Always stop someone and ask him or her to explain his/her point if it sounds like the granted time is being appropriately used (if it sounds like someone is making a con during a point of information).
      v. Quickly and decisively making judgments on points of order.
vi. Prompt for actions if meeting slows down (chair will entertain motion to ______ — such as close debate, open a window, consider “X”).

vii. Don’t be afraid to take a recess if you need to clarify points or get some information.

viii. Be quick to keep people in order (not speaking out of turn).

ix. Don’t let debate get personal — name-calling is not allowed (try to get people to speak in the third person when referring to other people in the room and to address actions not people).

D. Use other resources — Warden, Parliamentarian, etc.

VII. Efficiency Tips

A. Most motions can be voted on by acclamation (general consent).

B. Use voice vote for motions. Chair’s ruling stands on results of voice vote unless “call for division” is called for, then vote count is needed.

C. Chair cannot make motions but can offer to “entertain” a motion which may fix a particular sticking point in debate.

D. If chair doesn’t know the answer to a “point of information,” he or she can call on someone else to answer it.

VIII. Potential Problems

A. Noisy individual — warning from chair then warden removes.

B. Bad environment (hot, cold) — chair can recess meeting to try remedy the situation.

C. People speaking without being recognized — reminder from chair to wait to be recognized, if doesn’t work, warning from chair then warden removes.

D. Debate lasting too long — “without objection, chair ends debate after two or more pro/cons.” (Two of the same back-to-back)

E. Meeting lasting too long — “without objection, chair rearranges agenda and will postpone consideration of certain items until next meeting.”

F. Everyone wants to speak — in the order they raise their hands, a list is made, chair simply calls names off this list.

*Entrepreneur Larry Wilson defined the difference between passion and drive as the difference between expressing yourself and proving yourself.* — On Becoming a Leader By Warren G. Bennis
Parliamentary Procedure at a Glance

Here are some motions you might make, how to make them, and what to expect of the rules.

<table>
<thead>
<tr>
<th>To Do This:</th>
<th>You Say This:</th>
<th>May you interrupt the speaker?</th>
<th>Do you need a second?</th>
<th>Is it debatable?</th>
<th>Can it be amended?</th>
<th>What vote is needed?</th>
<th>Can it be reconsidered?</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADJOURN MEETING</td>
<td>“I move that we adjourn”</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
<td>No</td>
</tr>
<tr>
<td>CALL AN INTERMISSION</td>
<td>“I move that we recess for…”</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Majority</td>
<td>No</td>
</tr>
<tr>
<td>COMPLAIN ABOUT HEAT, NOISE ETC.</td>
<td>“I rise to a question of privilege”</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No Vote</td>
<td>No (usually)</td>
</tr>
<tr>
<td>TEMPORARILY SUSPEND CONSIDERATION OF AN ISSUE</td>
<td>“I move to table the motion”</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
<td>No</td>
</tr>
<tr>
<td>I CALL QUESTION</td>
<td>“I move the previous question”</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>2/3</td>
<td>No</td>
</tr>
<tr>
<td>END DEBATE AND AMENDMENTS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>POSTPONE DISCUSSION FOR A CERTAIN TIME</td>
<td>“I move to postpone the discussion until…”</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
<td>Yes</td>
</tr>
<tr>
<td>GIVE CLOSER STUDY OF SOMETHING</td>
<td>“I move to refer the matter to committee”</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
<td>Yes</td>
</tr>
<tr>
<td>AMEND MOTION</td>
<td>“I move to amend the motion by…”</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
<td>Yes</td>
</tr>
<tr>
<td>INTRODUCE BUSINESS</td>
<td>“I move that...”</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
<td>Yes</td>
</tr>
</tbody>
</table>

THE MOTIONS LISTED ABOVE ARE IN ORDER OF PRECEDENCE... BELOW THERE IS NO ORDER...

| PROTEST BREACH OF RULES OF CONDUCT   | “I rise to a point of order.”                 | Yes                            | No                    | No               | No                  | No Vote              | No                     |
| VOTE ON A RULING OF THE CHAIR       | “I appeal from the chair’s decision”         | Yes                            | Yes                   | Yes              | No                  | Majority             | Yes                    |
| SUSPEND RULES TEMPORARILY           | “I move to suspend the rules so that...”     | No                             | Yes                   | No               | No                  | 2/3                  | No                     |
| AVOID CONSIDERING AN IMPROPER MATTER | “I object to consideration of this motion”  | Yes                            | No                    | No               | No                  | 2/3                  | 6                      |
| VERIFY A VOICE VOTE BY HAVING MEMBERS STAND | “I call for a division” or “Division!”    | Yes                            | No                    | No               | No                  | No Vote              | No                     |
| REQUEST INFORMATION                  | “Point of information.”                      | Yes                            | No                    | No               | No                  | No Vote              | No                     |
| TAKE UP A MATTER PREVIOUSLY TABLED   | “I move to take from the table...”           | No                             | Yes                   | No               | No                  | Majority             | No                     |
| RECONSIDER A HASTY ACTION            | “I move to reconsider the vote on...”        | Yes                            | Yes                   | Yes              | No                  | No                   | Majority              |

NOTES:
1. Unless vote on question is not yet taken.
2. Unless the committee has already taken up the subject.
3. Only if the motion to be amended is.
4. Except in doubtful
5. A majority vote in negative need to revisit ruling of chair.
6. A 2/3 vote in negative needed to prevent consideration of main motion.
7. Only if the main question or motion was not, in fact considered.
8. Only if motion to be reconsidered is debatable.
The Treasurer is responsible for recording the financial transactions of the chapter. The Treasurer maintains and reconciles all the accounts of the chapter, collects monies owed to the chapter, and pays bills as incurred by the chapter. The Treasurer may serve on the Audit and Finance Committee and the Fundraising Committee (a separate or subcommittee may exist).

**Duties**
- Lead the preparation of annual budget.
- Responsible for adherence and interpretation of annual budget.
- Keep accurate account of chapter financial records.
- Heavy coordination with officers and committee chairs.
- Determine financial goals.
- Ensure fundraising is fulfilling its goal.
- Enforce collecting of chapter dues.
- Membership reporting and fee control to the Heritage Center.
- Year-end audit and clean up.
- Update chapter roster with the Heritage Center (this is what the fraternity uses to invoice chapters for student member dues and insurance fees).
- Utilize the *Chapter Finance Manual* and *Chapter Audit Manual*.

**Bonding**
The Treasurer is bonded by the Fraternity to protect the chapter from financial loss due to embezzlement or misappropriation of funds by the Treasurer. In the event of such an occurrence, the bonding agency guarantees full restitution to the chapter and is authorized to pursue all legal remedies, including criminal prosecution, against the perpetrator(s) and to recover owed funds. The chapter is invoiced an amount to pay the bonding charge. This amount is included on the insurance invoice received by the chapter each year.

**The Alpha Kappa Psi Accounting System**
An accounting system is required for all chapters to use by the *Constitution*. The AKPsi Accounting System consists of the following items:
- Invoices
- Receipts
- Expense Vouchers
- Membership Records
- Standard Chart of Accounts
- Cash Journal Sheets
- Loose-leaf binder for Accounting

**Budget**
The budget is prepared each year as soon as possible by the treasurer and lists the anticipated revenues and expenses for the entire academic year. The treasurer should review budgets from past years, as well as entries past treasurers have documented when preparing the budget. The budget must be presented to the chapter for approval, uploaded to HQ docs and sent to the chapter advisor, section director, and regional director at the beginning of each semester.

**Audit**
A review of the books by the Audit and Finance Committee should be made whenever a new treasurer is elected, thus absolving the new treasurer from any liability for mishandling of funds by the outgoing treasurer. A complete annual audit is to be conducted after the close of the chapter’s fiscal year (March 31). The audit should be performed by members of the Audit and Finance Committee (other than the treasurer), by a qualified faculty member, or by a qualified accountant. Copies of the audit
should be maintained in the chapter’s files, and copies should be forwarded to the chapter advisor, section director, regional director and Heritage Center. Each chapter is required (at minimum) to send a copy of the chapter audit to the Heritage Center by May 31 each year. Reference the Chapter Audit Manual when necessary.

**IRS Form 990**
The Heritage Center staff will submit the IRS Form 990 annually on your chapters’ behalf. This process ensures a correct chapter Federal Tax ID number is on file at the Heritage Center and the chapter’s tax exemption does not get revoked.

**Dues**
The fraternity bills each chapter in September and January for each student member on the chapter roster. Payment must be made no later than October 15 and February 15, respectively.

As soon as the semester/quarter begins, the treasurer should remind the brothers of the amount and due date for chapter dues. Each chapter treasurer must ensure accurate payments are made, records kept, and that both the chapter and the Heritage Center agree on the chapter account (count of members). All payments mailed to the Heritage Center must include a completed chapter accounting form. The chapter should send ONE (1) Chapter check for each of the following: pledge fees, initiation fees, dues and insurance. Individual member checks (or individual online payments) will not be accepted.

All payments mailed to Heritage Center must be itemized. Make sure you are fully explaining the payment. If payments are not designated it will be applied to the chapter’s general account.

Meet with delinquent brothers to determine the reason for the delinquency and attempt to obtain full payment. If full payment cannot be made at one time, the executive board may decide upon another payment process. If a brother will not repay the debt, the treasurer should make a motion to suspend the brother at the next chapter meeting. Refer to the Constitution and Statutory Code for policies regarding financial delinquency.

**Instructions for payment of dues and fees**
Please read the following information regarding dues and fees carefully. Each chapter treasurer should be familiar with this information to ensure accurate payments are made to the Fraternity, and records are properly kept. This document will help keep the chapter’s records and the records of the Heritage Center balanced.

**Policy on past due balances**
Chapters are not allowed to carry past due balances. The intent of this is to facilitate cash flow management on an annual basis. Past due balances appear on the monthly chapter statement in one of four aging categories: 0-30, 31-60, 61-90, or over 90 days past due. Chapters will be notified in writing when balances appear later than 30 days with copies sent to the chapter advisor, regional finance manager, section director and regional director. Once you are past due beyond 30 days you may incur finance charges.

**Credit card policy**
The Heritage Center will accept credit card payments on behalf of the chapter for payment of dues and fees (VISA, MC, American Express, Discover). Only one credit card will be accepted for payment of fees; individual payments will not be accepted.
Pledge fees

Pledges must be reported after every induction ceremony, and sent to the Heritage Center, along with $48.00 per pledge. **This is due within seven (7) business days of the induction ceremony.** If both the form and the money are not received within 30 days of the induction ceremony, the chapter will be assessed the greater of $25.00 or 5% of the total fees. Upon receipt of the forms and money, the Heritage Center will send within 48 hours one **PEP Manual** and **Fraternal Pledge Exam** for each pledge listed on the pledge report. In order to have pledge manuals at the beginning of the pledge process, chapters are encouraged to maintain an inventory. If a pledge drops the program within ten days of induction, the pledge fee may be credited to the chapter upon written notification within the ten day period (mail@akpsi.org). If this happens after the pledge manuals have been sent, the chapter will still incur the price of the manual(s) sent.

Membership dues

The Heritage Center must **receive** the chapter’s payment of student member dues BY **October 15** for the fall semester and **February 15** for the spring semester. If either of these dates should fall on a weekend, payment will be accepted without penalty on the following Monday. Late payment of dues will result in a $25.00 fine for the billing period and a 15% penalty for every 30 days late.

“**You can’t build a reputation on what you are going to do.”**
— Henry Ford.*
When you receive the invoice and roster for student member dues, please review the roster very carefully. Any member listed on the roster who is not in good standing with the chapter for the academic term can be removed by updating your roster on ChapterSpot by November 1 for the fall term and March 1 for the spring term. If your roster is not updated by these deadlines, your chapter will be responsible for these dues. If a member is being suspended, please state why on the form. If the reason for suspension is failing to meet financial obligations, please include the dollar amount owed as well as a plan for reinstatement. Any members who are returning from an internship, suspension or for another reason should have their status updated on ChapterSpot.

New Initiates
New members must be reported within seven (7) days of the ceremony and $84.00 per initiate must be submitted to the Heritage Center. If both the forms and the money are not received within 30 days of the initiation ceremony, the chapter will be assessed the greater of $25.00 or 5% of the total fees. Every chapter may initiate one Faculty Member and one Honorary Member per fiscal year (7/1 to 6/30) for an administrative fee of $15.00 each. The chapter must submit an application BEFORE the initiation (found in the Student and Alumni Awards Catalog). Additional faculty and honorary initiates require the regular $84.00 fee and application. All faculty and honorary initiates must be reported after the ceremony.

Correspondence
All correspondence mailed to the Heritage Center concerning chapter finances should be accompanied by a completed Chapter Accounting Form (Fall or Spring).

Returned checks
The Heritage Center reserves the right to charge the chapter the greater of $25.00 or 5% of the check amount for all checks returned for non-sufficient funds, closed account, no signature, or any other reason which causes a deposited check to be returned.

Chapter credits and refunds
Overpayments or refunds will be applied to the chapter account. This credit will appear on the monthly statement and may be used for future orders or billings. If there are questions regarding the monthly statements, please contact the Heritage Center. For large overpayments in excess of $1,000, the Heritage Center will issue a check upon written request from the chapter treasurer. Checks will only be written to the chapter.

Accounting Controls
- Two signatures required on all checks.
- A cash on hand fund of not more than $25.00 unless a larger amount is authorized by the chapter at a regular meeting.
- Each disbursement must be supported by either a voucher or an invoice. Approval for payment must be indicated by the alternate check signer when the check is signed. Signers of the check should not be the payees.
- Each voucher or invoice should be cancelled by marking the invoices paid, with the date paid and check number also indicated on the invoice voucher. These will be maintained for at least a three-year period and should be filed by vendor or some other formal filing system.
- Receipts and disbursements must be summarized and posted to the general ledger at least monthly. The general ledger should be balanced after each posting.
- Bank accounts must be reconciled with the general ledger on a monthly basis.
- Membership ledgers should reflect the current balance owed by each member. These ledger cards should be posted on at least monthly, and the total of these cards should be reconciled to the control account in the general ledger.
The chapter’s fiscal year budget will be prepared in accordance with the standard chart of accounts.

- Pay invoices immediately to avoid late fees and penalties.
- Chapters are not allowed to carry past due balances.
- Contact your regional manager of finance if you have questions or need help resolving any financial issues.
- Make copies of every check sent to the Heritage Center along with backup documents describing what each payment was for.
- Send all payments to the Heritage Center by certified mail/return receipt and attach a copy of the receipt to your check copy to facilitate dispute resolution.

**Budgeting Basics**

- Be conservative.
- Prepare a yearly budget, split into semesters.
- Make sure you don’t spend more than what you will earn.
- Study your chapter’s spending trends for previous years and calculate an average amount for each category in your budget.
- Ask each of your officers and committee chairpersons for input on how much they will need to spend to exercise their duties.
- Add all your income sources.
  - Membership and pledge dues.
  - Fines and penalties income.
  - Fundraising income.
  - University funding.

**Add all your projected expense**

- Bank fees
- Brother dues ($60/person)
- Fraternity/Regional education (PBLI, Convention/College of Leadership, etc)
- Initiation fees ($84/person)
- Insurance ($30/person; actual spring member dues + spring initiates)
- Officer training
- Pledge education
- Pledge fees ($48/person)
- Professional programming
- Ritual expenses
- Social events (parties, banquets, etc.)
- Supplies

**Don’t forget to include funding for Regional/Fraternity events (PBLI, Convention)**

- Estimate transportation, registration and lodging costs.
- Remember the fraternity will charge the chapter for one registration fee whether you send a delegate or not! Each chapter has $600 to use for convention registrations (Convention Savings Plan). Chapters are billed $150 per academic term.
- Set aside a portion of the brother and pledge dues to cover costs (i.e., increase dues by $3 and use it to fund attendance to fraternity/regional events).

**Establish a travel reimbursement policy**

- Brothers/pledges who meet requirements will be able to get reimbursements.
For example, 90% attendance at meetings plus attendance at a specified number of social, professional and charitable events.

| Cover lodging costs based on quad occupancy. |

**Advantages of Budgeting**
- Helps save money.
- Allows chapter to view where the money is going.
- Can be used as a tool to reduce costs and to plan fundraising need.

**Fundraising**
Sometimes chapters find themselves needing more funds than they have available. In order to provide the quality of services to members and the university community, chapters find they need to raise additional funds. Below are some suggestions for running a successful fundraising campaign.

**Funding sources for organizations:**
- Membership donations — a basic source of funds. The least risky method.
- Foundations/grants — sources generally fund only new projects for traditional community groups and rarely fund for operating expenses. The time line between application and award are quite long. The politics of grants increase the difficulty of getting the award.
- Contributions from outside vested interests — merchants, parents, alumni, etc.
- Mutual benefit projects — donors with no direct link to the organization receive a service for their money. For example: sales of products, services, advertising, etc.
- Some companies will provide matching funds.

**Ideas for successful fundraising:**
- Host a bingo game – be sure to check with your institution about a gambling license.
- Hold a raffle – be sure to check with your institution about a gambling license.
- Run a good publicity campaign — people who have to be told who you are won’t give.
- Develop a detailed annual budget — show how much money you will earn and prevents you from premature spending.
- Set goals for funds to be elicited — this will prevent approaching only easy sources of funds who may expect to dictate your program.
- Assign one or two fundraisers and give different people responsibility for the current and next year’s budgets, to spread involvement and prevent expectations that one year will pay for the other.
- Develop a plan — maximize your communication and efforts by planning around major events. T-shirt sales, raffles and dance marathons are great anchors for smaller contests.
- Share the plan with everyone involved — get feedback and commitment.
- Guard against reduction of regular funding — inform regular funding sources additional funds raised will go to supplemental, not regular programs.

**During the campaign:**
- Never allow fundraising to disrupt regular services or programs.
- Assign each fundraiser reasonable portion of the total plan.
- First approach individuals with an interest in or connection to you/the chapter.
- Approach unrelated donors through mutual contact.
- Get organizations to match funds raised from their members. Match individual donations with large contributions. (People often give more if their money is doubled through matching funds.)
- Give donors something tangible for their money (a pen, receipt, certificate, etc.).
After the campaign:

- Follow-up immediately on pledges. (Generally only 50% of pledges actually pay. Immediate follow-up may raise this statistic.)
- Publicly reward fundraisers.
- Review campaign for successes and failures.
- Plan next year’s campaign.

Characteristics of a good fundraising campaign:

- The organization raising funds is respectable.
- Hard money is raised. Money which can be spent on what you want, rather than what the donor wants.
- Front money is avoided.
- Little is financially risked. As much as possible, supplies and services needed are donated.
- Incentives are built-in for donors and fundraisers.
- Money comes in over time, not in one lump sum. On the basis of contributions, the plan is reevaluated and reworked if necessary.
- Staff time is not eaten up with fundraising.
- Publicity for the organization is built in.
- The plan is repeatable.

Adapted from “Successful Fundraising” The University of Iowa Center for Student Involvement & Leadership

Required Fundraising Information:

The Omnibus Budget Reconciliation Act of 1987 (Public Law 100-203) imposes a requirement on tax-exempt organizations that a “conspicuous and easily recognizable” statement appear on all fundraising solicitations, including dues billings. This statement must specify that all contributions and payments made to the organization are nondeductible as charitable contributions for federal income tax purposes. The disclosure requirement became effective January 1, 1988. Failure to comply can result in a $1,000 per day penalty by the Internal Revenue Service.

This disclosure requirement is applicable to all organizations exempt from taxation under 501(c) of the Internal Revenue Code except 501(c)(3) organizations. Other than the Alpha Kappa Psi Foundation, AKPsi is not aware of any Alpha Kappa Psi entities that are 501(c)(3) organizations. Therefore, the requirements of the act will need to be followed by AKPsi chapters, housing corporations, and all other entities within the Fraternity.

Alpha Kappa Psi has been advised by its legal counsel, Barnes and Thornburg LLP, that the following language should appear on all fund raising solicitations, dues billings, invoices and on the message side of any cards or tear-off sections that the contributors return with a contribution:

“Contributions or gifts to (insert the name of chapter, board of trustees, housing corporation, etc.) are not deductible as charitable contributions for federal income tax purposes. However, they may be deductible under other provisions of the Internal Revenue Code.”

This disclosure should be in the same size type as the main text of the solicitation and should either be at the beginning of a paragraph or stand alone as a paragraph. This disclosure rule also applies to telephone, television or radio solicitations. In the case of a telephone solicitation, the disclosure should be made in close proximity to the request for a contribution. Any follow up confirmations or billing statements should comply with the guidelines set forth above.
The Fraternity suggests this information is adopted by your chapter, colony, board, etc., to avoid any IRS penalties.

**Exploring Student Government Funding**
- Approach your university’s student government association, or the governing body which disperses funds to student organizations, and request a grant to pay for the registration fees, lodging and transportation expenses to Fraternity events (PBLI, Convention/College of Leadership).
- Also approach the dean of the business school for other avenues to help your chapter secure funds. Emphasize the educational program and how it will benefit your chapter members as business students.
- Plenty of sources exist for funding student organizations; you just need to find them. If you remain persistent, your chapter has a good chance to defray at least some of the expenses to attend. You’ll never know if you don’t ask.
- Your request for funding packet should contain the following items:
  - Brief cover letter — be concise and to the point.
  - Proposal — this is where you outline the exact dollar amount you are requesting. You should also emphasize why the funds are important and what benefit will be derived from their use.
  - Event publication/information

**Collections**
- Prepare invoices.
- Include a due date (i.e. the first general meeting of the academic term).
- Send invoices prior to the start of the academic term.
- If a member has financial problems and cannot pay; have he or she sign a promissory note.
  - First installment should be at least the amount due to the Heritage Center.
- Final payment should be made at least 61 days prior to the end of the academic term.
- Enforce late fees and penalties.
  - Generate invoices for late fees, penalties and non-attendance fines, and include a due date (no later than 60 days prior to the last meeting of the academic term).
- If a member does not pay, SUSPEND him/her (30 days after due date).
  - Report this member on the website so you won’t be charged for someone who doesn’t pay (dues credit only if reported before November 1 and March 1).
  - Include amount due by the brother.
  - If a member is suspended for financial reasons he/she cannot vote, attend meetings, professional events, participate in committees, participate in social activities, etc. (i.e. anything related to the chapter until his/her fees have been paid and he/she is reinstated).
- Refer to the **Constitution and Statutory Code** for delinquency policies
**Frequently Asked Questions**

What due dates do I need to know?
The most accurate and up-to-date due dates for your chapter are listed on [www.akpsi.org](http://www.akpsi.org). Check out the Calendar of Chapter Due Dates for the most up-to-date calendar planning.

When are the chapter minutes due?
Within seven days of your meetings. The Executive and Chapter Minutes are to be sent to the CA, SD and RD. All minutes should be sent to chapter members with 24 hours of the meeting.

What if the chapter roster is inaccurate?
Correct it immediately by logging into ChapterSpot at [www.chapterspot.com](http://www.chapterspot.com). Remember your dues and insurance billings are based on your roster.

**Directions:**
1. Carefully review the chapter’s roster when received.
2. Log-in to your ChapterSpot page and click on the Members tab. All the statuses are listed on the left side.
3. Use the Status Updater App to make adjustments to the chapter’s roster.
4. Click the Submit button to mark as complete. The Heritage Center staff will issue credit memos for roster removals received by November 1 (fall) and March 1 (spring). Additional invoice(s) for any reinstatements of members will also be issued.

Can first-year students pledge?
There is not a minimum GPA to pledge Alpha Kappa Psi, therefore freshman can pledge. Refer to the [Statutory Code](#) (Caput II Section 6) for more information.

Is there an inactive status?
No, circumstances such as internships, co-op, student abroad, military duty or medical/extreme hardship are considered for Leave of Absence status. Special exceptions have been made for those who are extremely ill, pregnant, etc., but approval is required by your RD. These members must be reported as Leave of Absence and they are to re-affiliate (and be reported as doing so) upon their return. There are NO “social memberships,” “senior status,” etc. Leave of Absence status is different than suspension due to attendance issues and/or financial delinquency.

How can a member be removed in good standing?
Only by leaving the university; this could be because they “drop out” of school, graduate with the degree in which they pledged (even if they stay on for grad school), transfer to another school or branch of your school (more than 50 miles).

Are there any circumstances when the brother must re-affiliate?
Yes, if the brother returns to the university at which their home chapter is located to complete the degree in which they pledged. (Examples of this would include conclusion of internships, co-op, and medical leave of absence.)

What are the different membership forms?
Chapter rosters can be updated online using the ChapterSpot Status Updater at [http://www.chapterspot.com](http://www.chapterspot.com). Only those officers which have been given permission by the chapter president within in ChapterSpot can access the Status Updater.

- **Report Pledges using the Recruitment Tab on ChapterSpot:**
  - Reporting of all new pledges. Information required: Full name, address, phone, e-mail address, date of birth, expected graduation year, induction date and expected initiation
date. Download the **Pledge Information Collection Form** and have the pledges fill one out for easier input into the website. Due within seven business days of induction.

- **What is this form for?**
  Throughout the year, we require our chapters to report their new members. The reporting format we require can be generated by using the Recruitment Tab, which is available to you on ChapterSpot. The Recruitment Tab helps chapters manage their recruitment process, and it’s every chapters’ official database of their prospective new members.

  **To start, follow these directions:**
  1. First, enter the **Recruitment Tab** on ChapterSpot.
  2. Next, click the add prospects button.
     - a. This is where you will put all the information about your potential new members
  3. Throughout Recruitment, move the prospects that will be continuing the process through the stages until the **To Be Inducted** column.
  4. After Induction has occurred, review and confirm the **To Be Inducted** list and click **Report Prospects**.
     - a. Here you will select the prospects that were inducted on a date you specify. If there are multiple induction dates, you will need to repeat the process after each induction occurs.
  5. Once you have selected all of your prospects, click continue and input the Induction date and expected Initiation date.
  6. Confirm reporting of pledges, save and submit.

- **Report Initiates**
  Directions:
  1. The chapter officer responsible for reporting member status changes will open the chapter’s ChapterSpot page.
  2. Click on Members tab and this brings you to the Status Page - Select Pledge – this will list all of your pledges.
  3. Select the checkbox next to each pledge that was initiated and click the Actions button, then select ‘Update Statuses’.
  4. Move all initiated pledges to ‘Collegiate Status’.
  5. If any Pledge(s) did not initiate, repeat the process and change their status to Dropped Pledge.

- **Chapter Roster Management** – Report status changes (graduating seniors, suspended brothers, leave of absences) and officer changes (incoming and outgoing officers; must be one of seven positions found in the Constitution; President, VP of Membership, VP of Admin, VP of Alumni Relations, Treasurer, Secretary, and MOR). A reason must be given for each suspension and Leave of Absence.

- **Member Reinstatement** – Reinstatement of Suspension and Leave of Absence can be completed on ChapterSpot by selecting the status next to the member they wish to change, and selecting the new status from the dropdown before hitting submit. For any other reinstatement, contact your Resource Coordinator at the Heritage Center.

**Can a brother resign from the fraternity?**
The membership of a member of the fraternity shall terminate upon the receipt of the member’s written resignation by the CEO of the fraternity or upon the member’s death. Any resignation does not relieve the member of any obligation incurred or commitments made before the resignation. *(Constitution, Article II, Section 8D)*. Chapters cannot resign their members; members can only resign themselves.
A brother who resigns cannot attend any fraternity meetings, rituals or events and should not refer to his or her former membership or fraternity experiences in any document, such as résumés, employment applications, or job interviews.

**Can a chapter purchase alcohol?**

It cannot! See the risk management policies in the *Board of Directors Statement of Policy*.

**What is the chapter’s fiscal year?**

Per the *Constitution and Statutory Code* each chapter shall follow the fiscal year of April 1 – March 31. NO EXCEPTIONS.

**What is an audit and when should it be done?**

It is a review of all income and expenses and serves to ensure to the chapter, the outgoing treasurer and the incoming treasurer all funds have all been properly accounted for and any questions are resolved in a timely fashion. It should be done at the end of the treasurer’s term by the audit committee, should not include the treasurer and preferably will include at least one faculty/alumnus/CPA. A copy of the chapter audit is due to the Heritage Center by May 31 of each year after the conclusion of the chapter fiscal year (March 31). Chapters are encouraged to reference the *Chapter Audit Manual* for assistance.

**What are officer evaluations and when should they be done?**

Officer evaluations are an opportunity for the brothers to give the officers of the chapter feedback and constructive criticism on themselves in several categories. Some chapters do this once an academic term (after the first third of the term); others do it twice an academic term (at the 1/3 point and at the 2/3 point). It should be stressed that this is not personal and should be used as an anonymous way to help each officer grow and develop on a professional level. A sample officer evaluation can be found in the *Road to Brotherhood*.

**What is an incident report and when do I send one?**

An incident report is filled out whenever a negative event occurs, especially one which could result in legal issues, whether a lawsuit or police or judicial action. Examples are anytime the “authorities” (police, ambulance, university, etc.) are involved. Even if you think it will “go away,” you should document it! Always consult with the RMT if there is even a question. When in doubt write it out! Incident forms can be found online in the *Insurance and Claims Manual*.

**How do I know who to send copies to?**

Anything sent to the Heritage Center should be copied to the RMT. Most items will be sent to CA, SD and RD.

**What is a Judicial Review Board?**

The purpose of the Judicial Review Board is to create a mechanism by which effective and efficient disciplinary action may be taken against brothers or pledges of the chapter in a timely fashion. This provision is not intended and shall not, at any time, circumvent any of the rights and privileges granted to the same by the Bylaws, the *Constitution and Statutory Code* or the *Board of Directors Statement of Policy* of Alpha Kappa Psi.

**MISSION:** The Judicial Review Board may review any action by, of, or between pledge(s), brother(s), and their guest(s) (for those actions they will be held accountable) which may be considered inappropriate behavior, detrimental to the reputation of Alpha Kappa Psi and this chapter, or endangers the continuous smooth operations of this chapter. The Judicial Review Board ensures that a complete and thorough investigation is conducted, establishing the validity of the charges, and, if valid, the guilt or innocence of the accused and establishing an equitable punishment in the case of the former.
The Judicial Review Board is a formal remedy for serious or severe grievances against members of Alpha Kappa Psi. Any personal or minor problems can usually be settled through more informal channels. The Judicial Review Board is also responsible for hearing appeals by members who have been fined for any reason. The Judicial Review Board is encouraged to contact the Fraternity Judiciary Committee with any questions or uncertainties.

The Judicial Review Board should not need to be utilized more than a few times an academic term. If the Judicial Review Board is being utilized too frequently this is an indication of deeper problems within the chapter and the Judiciary Committee should be consulted.

Anytime the Judicial Review Board conducts an investigation it is to fill out an Investigation Report Form found online and submit it to the Judiciary Committee. Anytime an investigation is due to an alleged violation of a risk management policy (hazing, alcohol or sexual harassment) the chapter must forward this information onto the Judiciary Committee for final review and ruling.

For more information on Judicial Review Boards, see the Judiciary Committee Operations Manual found online at www.akpsi.org.

Where can I go to get additional education?
Additional education is available through webinars and eLearnings on www.akpsi.org. They offer an opportunity to supplement your programming schedule with topics that are more difficult to find locally. The webinar schedule and topics change each academic year. For the most current schedule and to register go to www.akpsi.org. All eLearnings and recorded webinars can also be found on the website.
Glossary
Here are some common words and abbreviations used in Alpha Kappa Psi:

- **ACR**: *Annual Chapter Report*: chapter operations reporting tool
- **AVP**: Area Vice President: Leads an Area of AKPsi
- **BOD**: Board of Directors: group within fraternity responsible for setting policy and fraternity direction
- **BoDSoP**: *Board of Directors Statement of Policy*
- **CA**: Chapter advisor: An alumnus member who guides a chapter
- **CAB**: Chapter Advisory Board; smaller time commitment positions in specialty areas (recruitment, finance, etc.), under the direction of a chapter advisor and assist one specific chapter
- **CoL**: College of Leadership: held jointly with Convention
- **EVP**: Executive Vice President: assists the president
- **FA**: Faculty advisor: faculty member that guides a chapter
- **HC**: Heritage Center: central office for the fraternity, foundation and paid staff members
- **Induction**: Ceremony to become a pledge
- **Initiation**: Ceremony to become a brother
- **JC**: Judiciary Committee: reviews issues as related to the risk management policies on behalf of the fraternity
- **JRB**: Judicial Review Board: reviews membership issues within a chapter as pertains to rules and regulations
- **MT**: Management Team: consists of the president, executive vice president and 13 regional directors
- **OT**: Officer Training
- **PBLI**: Principled Business Leadership Institute
- **PEP**: Pledge Education Program: The only approved pledge program of the fraternity
- **RD**: Regional Director: oversees the chapters and volunteers within their region
- **RMT**: Regional Management Team: consists of CAs, FAs, SDs, regional managers and RD
- **RTB**: *Road to Brotherhood*: comprehensive membership program following the lifecycle of a brother from recruit to alumni
- **SD**: Section Director: oversees chapters within a portion of a region
- **YRS**: Yellow Rose Society: student giving program sponsored by the Alpha Kappa Psi Foundation