ALPHA KAPPA PSI

The Professional Business Fraternity

Pulse Point Report
A Show Cause Restructure

Abstract

Restructured to better align with fraternity initiatives, the Pulse Point Report strives to help chapters improve operations while opening lines of communication across staff, volunteers, and students.

Kimberly Millies
Chapter Educational Resource Coordinator – Area II

Executive Summary

The current Show Cause program was analyzed against the initiatives of the fraternity and the new measures of what collegiate chapter success should look like. In looking at the values and objectives of Alpha Kappa Psi, it was determined that there was a need to update the current collegiate Show Cause program. The tone and terminology of the Show Cause process was very litigious and unnecessarily alarming to student members. To foster better communication between collegiate chapters, regional management teams (RMT), and the Heritage Center, an update to the Show Cause program was created.

There was no understanding of the separation between Show Cause and Judiciary Committee probation, with the assumption that closure was a likely result of being included on the Show Cause report. In addition, much of the Show Cause program was not set to any specific dates of completion on the front end of the process, there were no parameters of how many actions a missed standard would result in, the action items were determined arbitrarily, and the individuals who made the final decisions were removed from general communication with the chapters, making deliberations of chapters and statuses unnecessarily arduous.

By comparison, a new process called Pulse Point was created. This process has set dates of establishing a chapter's Pulse Point status. There is a hierarchy of action items for the chapter to complete based on the number and specific standard(s) missed, and streamlines the decision making between two definitive groups. Additional changes include: updated names across the program to be less intimidating, increased communication from the student members, Judiciary Committee probation fold-in, and an early release/status downgrade option.

Show Cause Restructure
History

Show Cause was created to increase Heritage Center awareness of collegiate chapters that do not meet the Fraternity's minimum standards. By understanding what minimum standard(s) were missed, a plan was put in place requiring actions to be completed in relation to those missed standard(s) in the hope of getting that chapter back on the right path. Depending on the number of missed standards, the chapter could be placed on one of four levels including: 'No Action Taken', 'Guidance', 'Advisory', or 'Critical Care'. Chapters were bound to their Show Cause status for the duration of the following academic year, regardless of progress made toward the requirements of their status. There was no standard check point to determine what progress was being made or if action items were completed, even at the end of the academic year in which action items were to

be accomplished. In addition to fulfilling those Show Cause status requirements, chapters were also held to the same set of minimum standards missed previously. The chapter's inability to meet both its Show Cause terms and the Fraternity's minimum standards would guarantee the chapter would remain on Show Cause the following year. A chapter's previous Show Cause history was also considered when determining its current year's Show Cause status resulting in an escalator effect instead of stagnation or de-escalation.

Collegiate Standards

Fraternity Minimum Standards

Currently Alpha Kappa Psi has five minimum standards each collegiate chapter must meet and are as follows:

1. Meet Regional Director assigned year-end chapter size

2. Chapter must submit a Chapter Success Plan and receive Regional Director approval

3. Have a current balance as of June 30th; additionally, the chapter's balance on December 31st must not be more than 60-days past due

4. The chapter must adhere to the official pledge education program approved by the Board of Directors

5. At least four (4) officers must attend Officer Training held in conjunction with PBLI; at least one delegate and one alternate delegate must attend Convention (in Convention years only)

Constitution Standard

Alongside the Fraternity's minimum standards collegiate chapters must also meet one constitutional minimum standard which is as follows:

1. Hold at least two (2) initiations per academic year

Pulse Point Infographic

The New Program

The Pulse Point Report is an opportunity to check in with collegiate chapters on an annual basis after the conclusion of the academic year to see what minimum standards were missed. Prior to June 30th of each year CERCs, in collaboration with the Associate Director and Director of Student Services and the coordinating RMTs, will establish which minimum standard(s) were missed. On

July 1st collegiate chapter executive board members, along with their Chapter Advisor (CA), will be contacted to inform them of the standards at risk of being missing and the Pulse Point status the chapter qualifies for based on the missed standards.

Chapter Placement Levels

Mirrored after the four levels of Show Cause, collegiate chapters can fall into one of four levels on Pulse Point. Placement on any level is standardized by the number of minimum standard(s) missed and the chapter's previous Show Cause history. Under the new levels there are standardized consequences that will have actions items specific to the minimum standard missed and the needs of the collegiate chapter.

Encouragement

Previously 'No Action Taken', this level is for collegiate chapters that missed one minimum standard and which the Heritage Center has no major cause for concern. There is faith the minimum standard was attempted and for various reasons, likely out of the chapter's control, was unable to be met. The overall chapter well-being is believed to be healthy. At this level the chapter is only obligated to complete one check-in with a member of the RMT specifically about its Pulse Point status, preferably halfway through the academic year. There may be action item recommendations the chapter could take to improve and meet all the minimum standards for the upcoming academic year, but the chapter is not required to complete these. It is likely chapters that are placed on this status were not on Show Cause the previous year. At this level the chapter is encouraged to respond to its initial Pulse Point notification message. The response should explain why the chapter did or did not miss the standard at risk of being missed. In addition, it should review the action items aligned with the standard at risk of being missed and inform its CERC of which items the chapter feels would be most beneficial if assigned to the chapter to complete.

Consultation

Collegiate chapters that miss one or two minimum standards may end up on Consultation, previously known as 'Guidance'. As a chapter on this level, it may have a history of missing a minimum standard and/or the minimum standard(s) missed were close to being achieved, but somehow fell short. At this level the chapter will be required to complete one action item per minimum standard missed, and an additional action item as a preventative measure for an area of concern for the chapter. In addition to action items, the chapter must meet/talk with a member of the RMT at least twice during the upcoming academic year, preferably halfway through the fall and

spring terms, specifically about the Pulse Point status to ensure satisfactory progress is being made. At this level the chapter is encouraged to respond to its initial Pulse Point notification message. The response should explain why the chapter did or did not miss the standard(s) at risk of being missed. In addition, the chapter should review the action items aligned with the standards at risk of being missed and inform its CERC of which items it feels would be most beneficial if assigned to the chapter to complete.

Coaching

Chapters that miss two or three minimum standards may end up on Coaching, previously known as 'Advisory'. As a chapter on this level, it may have a history of holding a Show Cause status or the reasoning behind missing the standards was due to poor performance/lack of effort by the chapter or is of higher concern. At this level the chapter will be required to complete two action items per minimum standard missed. Additionally, the chapter will receive an additional recommended action item it could take to improve moving forward. Besides the action items, the chapter must meet/talk with a member of its RMT at least four times through the academic year to ensure satisfactory progress is being made. At this level the chapter will be required to respond to its initial Pulse Point notification message. The response should explain why the chapter did or did not miss each of the standards at risk of being missed. In addition, the chapter should review the action items aligned with the standards at risk of being missed and inform its CERC of which items it feels would be most beneficial if assigned to the chapter to complete.

Rebuild

Chapter that miss three or more minimum standards may end up on Rebuild, previously known as 'Critical Care'. As a chapter on this level, it has several areas that need to be addressed to bring the chapter back to operating properly. Rebuild chapters will be required to complete two action items for each minimum standard missed and one action item for each minimum standard not missed. These action items will become the chapter's minimum standards for the upcoming academic year and it will no longer be beholden to the fraternity minimum standards. In addition to action items, the chapter must meet/talk with a member of its RMT at least six times (bimonthly) throughout the academic year to ensure satisfactory progress is being made. At this level the chapter will be required to respond to its initial Pulse Point notification message. The response should explain why the chapter did or did not miss each of the standards at risk of being missed. In addition, the chapter should review the action items aligned with the standards at risk of being missed and inform its CERC of which items it feels would be most beneficial if assigned to the chapter to complete.

Chapter Pulse Point History
The chapter's Pulse Point history will be taken into consideration in conjunction to the minimum standards missed. Having a Pulse Point status for the prior academic year will allow for the chapter to have their current Pulse Point status increased by one level. Standardized inclusion of chapter history should prevent the chapter from yo-yoing from year-to-year unless supported by fluctuations in missed minimum standards.

Deadlines

Purpose
Feedback from chapters indicated their voice is not always acknowledged or what they know about their chapter is not considered. Through offering the chapters an opportunity to be a part of the conversation, students are encouraged to take ownership of the chapter's improvement path, and increase productive conversations between the chapter, Heritage Center staff, and RMTs.

Calendar Dates

June 1st through June 25th (CERC): Determine tentative Pulse Point status

> *After the conclusion of the academic year CERCs will determine which chapters missed each of the minimum standards, not including having a current balance. Pulling from communication over the past year between the CERC, the chapter, and the RMT, it can be determined if the minimum standard was missed through attempts that fell short or a disregard for the minimum standard on the chapter's behalf. Based on this knowledge a preliminary status can be determined for the chapter's placement.*

June 30th (CERC): Update status recommendations in consideration of final minimum standard

> *The chapter's preliminary status can be verified or updated based on if the chapter met the last remaining minimum standard.*

July 1st (CERC): Send out communication to chapter of its tentative Pulse Point status and request feedback

Chapters are provided an opportunity to respond with explanation of why missed standard(s) were or were not missed and a preference for the action items it feels would be most beneficial to the chapter.

It is recommended that chapters in consideration for Encouragement and Consultation upload a Pulse Point Response Card, a fillable PDF, detailing what efforts were made to meet the minimum standard(s) missed, why the chapter fell short, and what the chapter has already started doing to ensure the standard(s) is not missed during the upcoming year. A response is required for chapters that are in consideration for Coaching and Rebuild statuses, detailing what efforts were made to meet the minimum standard(s) missed, why the chapter fell short, and what the chapter has already started doing to ensure the standard(s) is not missed during the upcoming year. This is also the chapter's opportunity to state which action items it would prefer to be given if the minimum standard(s) are officially missed.

July 15th (Chapter): Deadline to respond to tentative Pulse Point status

This is the hard deadline for chapters to upload their Pulse Point Response Card into their Pulse Point subfolder for the current academic year in HQDocs located within ChapterSpot. Failure on a chapter's behalf to upload communication by July 15th will result in confirmation of the tentative status and action items determined by the CERC with feedback from members of the chapter's RMT. Chapters that are being considered for Coaching or Rebuild are required to upload a response card.

July 15th (Closures Committee): Review potential 2nd term Rebuild chapters

The Closure Committee will review information pertaining to all chapters up for a second year on Rebuild including chapter responses, recommendations by CERCS and RMT members, and chapter data.

August 1st (Closures Committee): Deadline to make closure recommendations

The Closure Committee will submit closure recommendations to the board by August 1st.

August 15th (CERC): Distribute finalized Pulse Point status and requirements

Taking into consideration any responses received, the CERC will finalize the chapter's Pulse Point level and action items. Communication of this information will be sent to all the core seven officers listed in ChapterSpot and their CA via e-mail.

December 1st (Chapter): Upload Mid-Year Pulse Point Report Card

Chapters will complete a fillable PDF report card that must be uploaded into their Pulse Point subfolder for the current academic year in HQDocs located within ChapterSpot. Information covered in the report card will include dates of completion for check-ins and action items as well as a summary of those conversations and how the action item was accomplished. In progress and outstanding action items will also be filled in in succession with how the chapter plans to accomplish the items prior to the conclusion of the academic year.

December 2nd through January 31st (CERC): Review report cards

CERCS will review each uploaded Pulse Point Report Card, a fillable PDF, detailing the progress made on RMT check-ins and action items. Any chapter that completes 100% of the action items will be completely removed from the Pulse Point report. Chapters that complete 50% or more of the action items will be reduced to the level below their current level. Chapters that are on Encouragement must have completed the recommended action items to have their statuses reduced as it will completely remove the chapters from Pulse Point. Chapters that complete less than 50% of the action items or that fail to upload a report card will retain the initial Pulse Point status as it was set on August 15th.

February 1st (CERC): Distribute updated Pulse Point status

Taking into consideration information provided via the scorecards and communication, CERCs will update Pulse Point levels and send communication to the core seven officers listed in ChapterSpot the CA, and the RMT member who the chapter conducts its check-ins with (if not the CA) via e-mail confirming their updated or continued status.

June 1st (Chapter): Upload Year-End Pulse Point Report Card

Chapters will complete a second fillable PDF report card that must be uploaded into their Pulse Point subfolder for the current academic year in HQDocs located within ChapterSpot. The report card should log each of required check-ins that should all have been completed and

detail how the chapter has progressed on each of its assigned action items throughout the academic term and explain unaccomplished action items.

Items left uncompleted may roll over to the following years Pulse Point status or result in the chapter remaining on Pulse Point for the following year, as the previous year's status will be taken in to consideration alongside missed minimum standards to determine a chapter's Pulse Point status.

Minimum Standard Action Item Banks

When a chapter misses a minimum standard, it will be required to perform one or more action items from the bank that corresponds with the minimum standard(s) missed.

Year-End Size
Associated Minimum Standard: Meet Regional Director Assigned Year-End Chapter Size

- Required creation of complete recruitment plan one (1) academic term in advance
- Chapter creation of complete membership development plan (based on chapter touch-point survey findings)

Chapter Success Plan
Associated Minimum Standard: Submit Chapter Success Plan and receive Regional Director approval

- Complete Chapter Success Plan along with a RMT member's signoff before official submission for Regional Director approval
- Submit Chapter Success Plan a week before the deadline
- Over 50% of core seven officers complete SWOT analysis (for Encouragement/Consultation chapters only)
- 100% of core seven officers complete SWOT analysis as well as Chapter Advisor (if available) (for Coaching/Rebuild chapters only)

Current Accounting
Associated Minimum Standard: Have a current balance as of June 30th; additionally, the chapter's balance on December 31st must not be more than 60-days past due

- Stay under 60 days past due
- Custom payment plan with the Heritage Center

- Required use of Heritage Center budget template
- Required review of budget by RMT member and/or a specialized alumnus
- Required external audit by Heritage Center approved volunteer or alumnus

Pledge Education

Associated Minimum Standard: Adhere to Official Pledge Education Program Approved by the Board of Directors

- Submit post-event evaluation within one (1) week of any pledge interaction outside of pledge meetings or rituals (elective credit activities) to HQDocs
- Elective point events must be fully planned and be pre-approved by a member of the chapters RMT or CERC
- Completion of Bridge to Brotherhood with a reduced number of elective credits for one term (for Encouragement/Consultation chapters only)
- Completion of Bridge to Brotherhood without elective credits for one term (for Coaching/Rebuild chapters only)

Fraternity Events

Associated Minimum Standard: At least four (4) officers must attend Officer Training held in conjunction with PBLI; at least one (1) delegate and one (1) alternate delegate must attend Convention (in Convention years only)

- Updated calendar set up a semester in advance including fraternity, chapter, and pledge events
- Specific fundraising event(s) for fraternity events one (1) academic term in advance (to cover cost of event registration, lodging, transportation, and food only)
- Two (2) required Early Bird registrations for PBLI and two (2) required Early Bird registrations for Convention (for Encouragement/Consultation chapters only)
- Four (4) required Early Bird registrations for PBLI and two (2) required Early Bird registrations for Convention (for Coaching/Rebuild chapters only)

Initiation

Associated Minimum Standard: Hold at least two (2) initiations per academic year

- Must consult with a member of the Fraternity Ritual Team or a Regional Manager of Rituals one (1) week prior to each ritual and within 48 hours post ritual to recap
- Must have a member of the Fraternity Ritual Team or a Regional Manager of Rituals present for at least one (1) ritual of the volunteers choosing each term

Chapter Response to Proposed Status

Upon receiving communication of the minimum standards the chapter is at risk of officially missing, and the proposed Pulse Point status, the chapter will have an opportunity to accept the proposed status and missed standards or appeal them. Chapters being considered for Encouragement or Consultation are recommend to respond to their proposed status. Chapters being considered for Coaching and Rebuild must respond to the proposed status.

Chapters will respond by filling out the Pulse Point Response Card, a fillable PDF, available on the Collegiate Minimum Standards page on MyAKPsi.org. The card is broken up in to three sections. In section one the chapter will mark whether it agrees to or appeals the minimum standards it has missed and its proposed status. After the chapter agrees or appeals it will have the opportunity to explain why the standards were missed or present evidence that they were not missed and request a different status. In section two the chapter can list its preference for which RMT member it would like to complete the required check-in(s) with. They can list the CA, SD, and RD in order of preference. The third section allows the chapter to select its preference of assigned action items. Response cards must be uploaded into the Pulse Point subfolder in HQDocs by July 15th.

CERCs will utilize the uploaded response cards to determine and finalize each chapter's Pulse Point status for the upcoming academic year. They will take in to consideration the action item preferences and solidify the necessary number of action items correlated to the chapter's assigned status.

RMT Check-ins

Regardless of the Pulse Point status a chapter is awarded it will be required to complete a number of check-ins with an assigned member of its RMT. These check-ins should be broken up between the terms the chapter operates. The conversations can be conducted in a face-to-face setting, over video conference, or via phone; an e-mail chain is not sufficient. Each conversation should center around how the chapter is progressing in completing the required action items, and how it is preventing the chapter from missing any minimum standards for the upcoming year. If a chapter has its Pulse Point status lowered or removed it will still be obligated to complete the remaining RMT check-ins because the check-ins are not assigned as an action item, but as a separate requirement of the program.

Probation Fold-In

Often chapters that are on Judiciary Committee probation find themselves missing minimum standards while trying to fulfill the probation terms. Chapters on probation prior to being placed on the Pulse Point report will have the terms of the probation status accounted for when determining the action items for the Pulse Point status. Chapters placed on Encouragement or Consultation that have probation terms related to one of the minimum standards missed will not be receive action items related to that missed minimum standard. Chapters placed on Coaching or Rebuild status will only receive one action item related to the missed minimum standard. Chapters on probation for reasons unrelated to the minimum standard(s) missed will be assigned the standard number of action items its Pulse Point status dictates.

Examples
- Chapters on probation for financial issues, such as purchasing alcohol with fraternity funds, would receive decreased/no action items if it missed the chapter accounting minimum standard.
- Chapters on probation for pledging issues, such as hazing, would receive decreased/no action items for not following the Board of Director's approved pledge education minimum standard.
- Chapters on probation for membership/recruitment issues, such as alcohol, would receive decreased/no action items for the RD-assigned year-end chapter size minimum standard.

Mid-Year Reevaluation

To encourage chapters to be pro-active in accomplishing the action items, a mid-year reevaluation of the Pulse Point status will occur. There is not an option to increase in level, as that can only be done by re-assessing missed minimum standards at the end of the academic year.

Pulse Point Report Card
To determine which chapters are eligible to have their Pulse Point status removed or reduced, CERCs will review the report cards the chapters complete. Each Pulse Point status will have its own report card, an editable PDF, that will be available within the Pulse Point subfolder in the current academic year folder in HQDocs within ChapterSpot. Chapters will be responsible for filling out the report card as they progress through the academic term and upload no later than December 1st.

The first section of the report card will allow the chapter to fill in the date of each of the RMT check-ins, who the check-ins occurred with, and a synopsis of the conversations. The second section of the report card will have drop down menus that allow the chapter to select its specific action items. Once the action item is selected, it can list the status of the item (complete, in progress, or not started), input a date of completion/anticipated date of completion, name of the officer most responsible for the action item, and write up a summary of how it was completed or how it will be completed. The last section will be a mirror of section two to report back on the recommended action items. Report cards will only contain the sections necessary for the level, therefore Encouragement will not contain a section two and the Consultation and Rebuild report cards will not contain a section three.

After an initial review CERCs will reach out for any clarification required to determine if a chapter completed an action item that may tip the scale to have its Pulse Point level decreased or removed. Final status notifications will be distributed to the core seven officers and the CA on February 1st.

Pulse Point RMT Card
To verify information provided by students a separate card, also an editable PDF, will be available for RMT members who work with chapters. The RMT card will be available for download on the Collegiate Minimum Standards page of MyAKPsi.org. RMT members will be responsible for e-mailing the completed card twice annually, by December 1st for fall term and by June 1st for spring term. Cards can be e-mailed to the appropriate CERC. RMT members who are unsure who the PDF should be sent to can e-mail CERC@akpsi.org.

The first section of the RMT card will allow the team member to fill in the date of each check-in, who the check-ins occurred with, and a synopsis of the conversations. The second section of the card allows the RMT member to input any supplemental information they have regarding progress and completion of action items.

Year-End Evaluation

Pulse Point Report Card
At the end of the academic year chapters will be responsible for once again filling in a Pulse Point Report Card and uploading it to the Pulse Point subfolder for the current academic year in HQDocs located within ChapterSpot. The final report card of the academic term will be considered as part of the chapter's Pulse Point history when determining the Pulse Point status for the following year.

Pulse Point RMT Card

A final Pulse Point RMT Card must also be e-mailed to the appropriate CERC. RMT members who are unsure who the PDF should be sent to can e-mail CERC@akpsi.org.

Repurpose of Show Cause Committee

Under the new program there will be no need for the Show Cause committee as it operated for Show Cause. To make better use of the committee and ensure what is being done is the best for both the Fraternity and its chapters, the committee will be reworked into a Closures Committee. The Closures Committee will evaluate chapters that have been on Rebuild status and were unable to decrease their statuses during the academic year. During deliberations the CERC may act as a chapter's advocate via a recommendation letter but ultimately the Closures Committee will determine if a second Rebuild year will be offered or if the chapter should be presented to the Board of Directors for closure. This ensures that no recommendations for closure are made with potential emotional influence of those closest to the circumstances that put the chapter in such a precarious position.