



ALPHA KAPPA PSI

The Professional Business Fraternity

BRIDGE to 
BROTHERHOOD

The word "BRIDGE" is in a large, bold, blue sans-serif font. The word "to" is in a smaller, blue sans-serif font. To the right of "to" is a graphic of a bridge with a blue deck and two blue arches, with a yellow and white striped railing. Below the bridge graphic is the word "BROTHERHOOD" in a large, bold, blue sans-serif font.

Chapter Advisor Manual

Version Two
Fall 2019 – Spring 2020

Welcome

Thank you for donating your time, talent, and passion to Alpha Kappa Psi!

There is something special about volunteering for Alpha Kappa Psi at the chapter level. It is at the chapter level that you can see first-hand the benefits of membership and the growth and development of pledges to brothers to alumni. I've said since I first became a Chapter Advisor in 2006, it is the most rewarding role in Alpha Kappa Psi.

Over 100 years ago, Alpha Kappa Psi was founded by 10 individuals looking to supplement their classroom education in business. Since then, we've grown to accept all majors, races, genders, orientations, religions, and walks of life. Alpha Kappa Psi was founded on the principles of educating its members, and the public, to appreciate and demand higher ideals in business and to further the individual welfare of members during college and into the world of mankind.

Chapter Advisors are the stewards of our heritage. You serve as the continuity between pledge classes, executive boards, and student-member transitions over the years. To you is entrusted the posterity and future of our organization; that's why your role in helping ensure success in the execution of the pledge program is so essential to our future.

Alpha Kappa Psi spent years developing the pledge program, listening to feedback from all members (students and alumni), and identifying the skills and knowledge necessary to prepare our pledges to be successful brothers. Paired with the Fraternity's [Journey to Principled Business Leadership](#), the pledge program ensures that all members will get the most out of Alpha Kappa Psi's educational offerings, while also having an experience uniquely tailored to their local university and home chapter.

As you show every day as a volunteer, Alpha Kappa Psi is something one joins for life. Alpha Kappa Psi is an ever-changing, evolving, and lifelong journey. The process you are supporting on behalf of the Fraternity is the first step in a lifetime of brotherhood and service for your pledges. It is vital that, as a Chapter Advisor, you work with your chapter's officers and members to provide them support, context, and guidance as they implement the biggest new program roll-out in a generation.

On behalf of Alpha Kappa Psi, and our 600 other volunteers, thank you for your service and passion to your chapter.



In U—and I—

Michael G. Dickerson, CFV
Fraternity President



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Table of Contents

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Program Guidelines

The Bridge to Brotherhood program works best with pledge classes of up to 40 individuals. If your chapter has a larger pledge class, you can modify the activities to accommodate the greater number of people. If you have a significantly larger pledge class, it may be in the chapter's best interest to split the pledge class and run multiple, concurrent programs to provide pledges the best experience. If you have questions or concerns on adjusting the program based on the size of your pledge class, please reach out to your [chapter educational resource coordinator](#).

Icon Key

Throughout the Facilitator Guide, different icons will be used. Utilize the below key for reference to identify what each icon means and how it can help you design and deliver your chapter's pledge program. Not all icons below are included throughout the Chapter Advisor Manual.



Big Brother Interaction:

Opportunities for Big Brothers to engage with pledges during the process



Brother Interaction:

Opportunities for individual members of the chapter to engage with pledges during the process



Chapter Interaction:

Opportunities to engage pledges with the chapter during the process



Small Pledge Class

Recommended events and suggestions for small-sized pledge classes, defined as up to 15 members.



Large Pledge Class

Recommended events and suggestions for large-sized pledge classes defined as greater than 30 members



Personal Development

Opportunities which focus on an individual's growth and relationship building



Professional Development

Opportunities which focus on an individual's skill development and career readiness.



Fraternal Development

Opportunities which focus on an individual's knowledge of Fraternity operations



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Understanding Your Role

Advisor Role and Responsibilities

As the chapter advisor, you play a crucial role in the direction of the chapter's operations, providing guidance and assistance in times of need and ensuring compliance with all policies. It is not your responsibility to organize or oversee the chapter's pledge education program, but to be cognizant of the chapter's recruitment and pledge process to ensure they are following the Board of Directors'-mandated program and selecting elective options that best suit the chapter's and pledges' needs. This does not mean you must be present at the events, but knowledgeable of the chapter's process, events and activities.

As the advisor, you should always know where the chapter stands in the process and understand the program's content, including the expectations of chapter officers, to provide guidance and support.

Before the Pledge Education Process begins

- Review the *Facilitator Guide* as needed and ensure the Fraternity educator is prepared for the process.
- Follow up with the Fraternity educator to ensure completion of the Program Syllabus and provide feedback on chosen electives.

Throughout the Pledge Education Process

- Follow up with the chapter officers to ensure they have reported pledges within seven days of Induction.
- Attend the Induction meeting, schedule another time to introduce yourself to the pledge class (physically or virtually depending on availability).
- Review any Improvement Plans the chapter issues for compliance and growth opportunities.
- Serve as a resource for the Fraternity educator, should he or she have any questions on the content or delivery of the program.
- Touch base with the Fraternity educator and Master of Rituals to ensure rituals are prepared and properly executed.

After Initiation

- Follow up with the chapter officers to ensure they have reported Initiates with seven days of Initiation.

AKPsi Glossary

The following are explanations and abbreviations for programs, resources and people commonly referenced in Alpha Kappa Psi and the pledge program, specifically.

Board of Directors' Statement of Policy (BoDSOP) –

One of the Fraternity's governing documents with policies set by the Fraternity Board of Directors.

Bridge to Brotherhood - Bridge to Brotherhood is designed to set the foundation for defining Principled Business Leadership. This includes an introduction to the AKPsi Competency Model and an appreciation for the values and vision of AKPsi and the general Fraternity and local history.

Chapter Achievement Pathway – The entire process of creating the Chapter Success Plan for the chapter. The Chapter Achievement Pathway follows the calendar year and is composed of the Officer Curriculum Roadmaps - a series of learning events, activities, and tasks to complete and manage the Chapter Success Plan.

Chapter Achievement Pathway Timeline -

President's Academy (Jan) >> SWOT analysis (Jan/Feb) >> PBLI Officer Chapter Achievement Pathway Track (Feb) >> Executive Committee Retreat (Mar/Apr) >> Chapter Kickoff (Aug/Sept) >> Regional Assemblies (Aug/Sept) >> Ongoing support and coaching (year-around - May to April)

Chapter Achievement Pathway Track – Conducted at PBLI each February, the Chapter Achievement Pathway Track is designed for incoming/new chapter officers and focuses on the Chapter Success Plan, goal setting, Servant Leadership, and building the chapter calendar for the year.

Chapter Advisor (CA) – A volunteer responsible for advising a student chapter, assisting chapter leaders with completing the Chapter Success Plan and providing guidance on chapter operations.

Chapter Advisory Board (CAB) – A group of volunteers responsible for advising student chapters with chapter operations. Each CAB member is generally focused on a specific area of operations.

Chapter educational resource coordinator (CERC)

– The Heritage Center staff member dedicated to providing operational assistance. Each Area of the Fraternity has a designated CERC for assistance.

ChapterSpot – The Fraternity's membership platform for chapters to report status changes, collect dues, and collaborate within the chapter and with the Heritage Center.

Chapter Success Plan – The Chapter Success Plan is a new tool for chapter planning that provides chapter leaders with a comprehensive plan for the upcoming year. The Chapter Success Plan provides resources for each chapter officer to define their goals and to set a course to achieving those goals.

Chapter Success Plan Reflection - A secondary form the chapter leadership completes to evaluate the successes and challenges of the past year.

College of Leadership (CoL) – An event held every two years in conjunction with Convention. This is the educational portion with sessions dedicated to advancing professional and leadership skills.

Competency Model (CM) – The specific set of Leadership Practices and Skills needed by business leaders to thrive in the workforce – as identified by hiring managers and HR professionals via surveys, focus groups, and interviews. By providing students with a foundation of awareness, understanding, and practice of these key practices and skills, AKPsi provides students with the tools for success as they transition to the workforce.

Court of Honor Presentation (COH) – The final assignment and group presentation the pledges present to the chapter members before Initiation.

Executive Vice President (EVP) – A volunteer elected by Chapter Congress to work with the Fraternity president and Management Team to ensure Fraternity initiatives are achieved.

Faculty Advisor (FA) – A volunteer who is also a member of the university staff, responsible for advising a student chapter and providing guidance on chapter operations.

Fraternity Board of Directors (BOD) – One of the governing bodies of the Fraternity, made up of nine alumni members elected by the Chapter Congress. The Fraternity Board is responsible for setting policies and procedures and strategic planning to guide the future of the Fraternity.

Fraternity educator – The chapter officer in charge of pledge education.

Fraternity President – A volunteer elected by Chapter Congress as the head of the Management Team in carrying out Fraternity initiatives.

Heritage Center (HC) – The group of paid staff who manage the day-to-day operations of the Fraternity.

Induction - The ritual in which potential new members who received an offer to join become pledges and start pledge education.

Initiation - The ritual in which pledges become collegiate members of the chapter.

The Journey to Principled Business Leadership (“The Journey”) – The activities, programs, and events that make up each AKPsi student brother’s experience. Each step in The Journey gives a brother further insight into the key practices and

skills in the Competency Model and will lead toward a ‘certification’ (future) in Principled Business Leadership. The first step in The Journey is the “Bridge to Brotherhood.”

Judiciary Committee (JC) – A group of volunteers responsible for protecting the reputation of the Fraternity though ensuring chapters and members are complying with the risk management policies. They also assist in maintaining resources and tools to educate chapters and members on the risk management policies.

Judicial Review Board (JRB) – A group of student members at a local chapter who have exhibited knowledge of the risk management policies to ensure chapter compliance. Chapter-led investigations often utilize a JRB.

Management Team (MT) – The volunteer leadership team of the organization. Comprised of the Fraternity president, executive vice president, four vice presidents, and 16 regional directors, these volunteers support strategic initiatives through managing regional management teams and providing chapter assistance.

Mid-Term Interview (MTI) – The formal interview conducted where chapter members provide feedback on the pledge’s interview and performance thus far in the process.

Officer Curriculum Roadmaps – A step-by-step process for the chapter officers to learn their role in the creation and execution of the Chapter Success Plan. By participating in the month-by-month learning activities outlined in the Officer Curriculum Roadmaps, chapter officers exercise the skills described in the Competency Model to create the Chapter Success Plan to lead their chapter.

President’s Academy (PA) – The event for new chapter presidents and presidents-elect. The

President's Academy is the kick-off component of the Chapter Achievement Pathway and is where the Chapter Success Plan is first introduced to the new officers. It is a two-day, centralized leadership development workshop entirely funded by AKPsi and focuses on learning the basics of Servant Leadership, developing the chapter's executive committee, and building the Chapter Success Plan.

Principled Business Leadership Institute (PBLI) –

An annual event dedicated to providing all members the opportunity to network with other chapters and business professionals and enhance their professional development through sessions surrounding principled business leadership, the Fraternity's core values, and the core competencies.

Recruitment – The time period where the chapter markets the Fraternity to attract potential new members before distributing bids to join the pledge process. Recruitment should also be a year-around effort to attract new members through chapter events open to the campus community.

Regional Assemblies – Hosted locally within each region, this event is designed to provide chapter officers with more specific support for their Chapter Success Plans. This is an opportunity to improve collaboration and relationship building among chapters within the region (or area) and to align learning content for the Regional Assemblies with the areas of need identified by the students through the process of building their Chapter Success Plans.

Regional Director (RD) – A volunteer responsible for overseeing chapters and volunteers in a specific geographic location. Regional directors are also part of the Management Team to assist in strategic planning for their region.

Regional Manager (RM) - A volunteer tasked with the responsibility to assist the region within a

functional area to support reaching the goals as defined in the Regional Success Plan.

Regional Management Team (RMT) - A group of volunteers in a geographic location responsible for advising student chapters with chapter operations. The Regional Management Team is made up of chapter advisors, chapter advisory boards, faculty advisors, regional managers, section directors, and a regional director.

Section Director (SD) - A volunteer responsible for advising student chapters within a geographic location. Section directors oversee a portion of the chapters in a region.

Servant Leadership – An approach to leadership that is defined by the Greenleaf Center for Servant Leadership as a philosophy and set of practices that enriches the lives of individuals, builds better organizations, and ultimately creates a more just and caring world.

SmarterSelect – The platform used to submit the Chapter Success Plan and Program Syllabus.

SWOT – An exercise in organizational analysis designed to identify Strengths, Weaknesses, Opportunities, & Threats. Chapter officers are asked to complete a SWOT analysis as part of the Chapter Achievement Pathway as they start to build their Chapter Success Plan. The insight gained from completing the SWOT analysis will provide a basis for starting to create the Chapter Success Plan.

Vice President (VP) – A volunteer who is responsible for the oversight of volunteers in a specific geographic area, as well as providing support to a subset of Fraternity initiatives.

Yellow Rose Society (YRS) – The student member giving society, requiring only a \$10 donation from any current student member.



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Pledge Program Experience

Program Overview

Consider this: Are incoming members being properly educated to add to the success of the chapter and the Fraternity? Have you taught them what is expected of them as a brother? Think of this program as new employee orientation – have you prepared your new members to be the best they can be in their role as a brother?

Over the course of Alpha Kappa Psi's pledge education program, pledges are introduced to the key skills and practices of the Fraternity. The Bridge to Brotherhood is designed to target areas of personal and professional development regarding how to become a principled business leader, as well as build an awareness and appreciation for the history, values, and vision of Alpha Kappa Psi.



Active Learner

The willingness and active effort to continuously grow in knowledge, skill, and competence.



Principled Decision Maker

The process of gathering information, weighing consequences, and accepting responsibility for choosing a course of action.



Change Agent

The ability to shape the thoughts and actions of others to drive positive growth.

Learning Objectives:

- Build a fraternal network
- Construct a path for approaching difficult situations
- Define principled business leadership
- Describe AKPsi's Key Practices
- Describe the expectations of being an Alpha Kappa Psi member
- Describe what it means to be a values-based membership organization
- Explore a comprehensive set of professional and leadership skills
- Explore the Fraternity history, structure, and policies
- Identify lifelong commitments
- Practice a commitment to servant leadership and personal accountability
- Reflect on the purpose of Alpha Kappa Psi
- Summarize professional skills and tools on a résumé, portfolio, and in interviews
- Translate chapter, personal, and professional experiences into the leadership development process

It is the chapter's responsibility to lead the direction of the program, ensure it is well-managed, and follows all Fraternity and university policies.

These objectives are met through the two components of the program; education and integration.

Education occurs during modules where pledges are taught core information about the Fraternity and explore the basics of the key practices and skills needed to succeed as a principled business leader. Education also extends beyond the educational modules, including everything from supplemental electives, to attendance at chapter-hosted events, to participation in activities such as philanthropy, campus lectures, and sporting events. Each provides different elements of a pledge's education and should be considered when developing the pledge class calendar and presenting opportunities to the members of the pledge class. As pledges are students first and their academic education should always take precedence, chapters must be cognizant of the institution's academic schedule. Chapters should develop their pledge program in a way that limits pledge class meetings and events during heavy academic periods, such as exam weeks, to allow both the pledges and Fraternity educators the ability to focus on their coursework.

Integration to the chapter starts the day a bid is extended. Using a hands-on approach, chapters will assist pledges with acclimating to the chapter experience from the beginning. This occurs by allowing pledges to participate on chapter committees, attend chapter events and build relationships through the Big Brother Mentor Program. Big brothers should be available to answer questions and help little brothers acclimate to the Fraternity, through encouraging participation in chapter events and activities as well as introducing them to other members, particularly those with common interests, experiences, and backgrounds.



While the Fraternity educator may plan and oversee pledge education, it is the responsibility of the **entire chapter** to contribute to a pledge's education and integration to the chapter. A brotherhood is not formed by the acts of just one person!

When observing successful training models used in business, it is evident that providing baseline education leads to a knowledgeable employee. Those who are new to an organization not only perform better when they understand the why and how behind their role, but they are more confident in their position, resulting in higher engagement rates. Therefore, it is important for the health of the chapter to focus on educating pledges through all available opportunities. It is rare for organizations or companies to segregate their new members or new hires. Those who are new to an organization not only learn better through integration but tend to develop an attachment to the organization when they feel included and like a valued member of the team, resulting in higher retention rates. Therefore, it is important for the health of the chapter to focus on integrating pledges in the chapter instead of separating them with their own activities and projects.

Keep in mind that **integration occurs both ways**. Reaching out to someone new can be intimidating, especially if they are seeking membership, so a brother reaching out to a pledge can help **build the pledge's confidence** and **show them the culture** of the brotherhood.

Program Snapshot

The program snapshot is an overview of events that occurs during the pledge process.

Induction

- Induction to the pledge process
- Follow the Ritual in the Ritual manual

Induction Module

- Introduction to the pledge program
- Follows the Facilitator Guide

Module 1: Building Relationships

- Introduction to the brotherhood
- Follows the Facilitator Guide

Module 2: Exploring Values

- Introduction to Alpha Kappa Psi's core values
- Follows the Facilitator Guide

Big Brother Reveal

- Assigned a Big Brother to be a mentor through the process

Module 3: Risk Reduction

- Review and application of Alpha Kappa Psi's Risk Management Policies
- Follows the Facilitator Guide

Module 4: Interviewing

- Discuss Interviewing
- Follows the Facilitator Guide

Mid-Term Interview

- Practice Interviewing skills
- Follows the process in the Facilitator Guide

Fraternal Exam

- Complete the online exam
- Recite the Anthem and the Creed

Module 5: Handling Feedback

- Discuss feedback
- Follows the Facilitator Guide

Module 6: Emotional Intelligence

- Introduction to Emotional Intelligence
- Follows the Facilitator Guide

Court of Honor

- Deliver the Court of Honor Presentations
- Follows the process in the Facilitator Guide

Initiation

- Initiation to the Fraternity
- Follows the Ritual in the Ritual manual

New Brother Orientation

- Introduction to the pledge program
- Follows the Facilitator Guide



This snapshot does not include any of the elective events which are a great opportunity for the pledge class to interact with members of the chapter. When planning events pledges are expected to attend, set reasonable expectations that will not overwhelm them. Remember, the pledge process is only their **introduction** to the chapter and the start of their journey toward becoming a principled business leader. Their learning is only just **beginning!**

Initiation Requirements

The requirements for the pledge process include:

- Attend the educational modules
- Complete a personal development plan
- Create a résumé
- Conduct an informational interview
- Complete the Mid-Term Interview
- Complete all chapter-added elective requirements
- Deliver the Court of Honor Presentation
- Pass the Fraternal Exam with at least 76 percent
- Recite the anthem and creed to a member of the pledge education committee

To qualify for initiation to college chapter membership each pledge must:

- Fulfill the qualifications for admittance to the pledge period;
- Have satisfactorily completed the pledge program and Fraternal Exam;
- Have paid any required initiation fees in full; and
- Be invited to and approved for membership by the members of the college chapter.

Any improvement plans must also be completed prior to Initiation. At all times, chapters must comply with university and federal regulations and should allow flexibility to accommodate academic and work obligations, and any disclosed disabilities.

Fraternal Exam and Recitation

Each pledge must successfully pass the Fraternal Exam with at least a 76 percent by the end of the pledge process. The exam must be administered at least two weeks prior to Court of Honor. Should a pledge not pass on the first attempt, they are able to retake the exam up until Court of Honor. Online practice quizzes are provided; however, they are not mandatory, and scores have no bearing on a pledge's continuance of the program.

In addition to the Fraternal Exam, pledges must recite the anthem and creed individually to a member of the pledge education committee. Big Brothers can also be used to help facilitate this requirement. This should occur during a private, scheduled time between a single pledge and a single member of the committee. Brothers may not solicit pledges to recite the anthem or creed at any other time. Pledges may recite the anthem and creed at the same or separate times throughout the program, but both must be completed before Court of Honor. The pledge education committee should keep track of everyone's progress.



Elective Activities

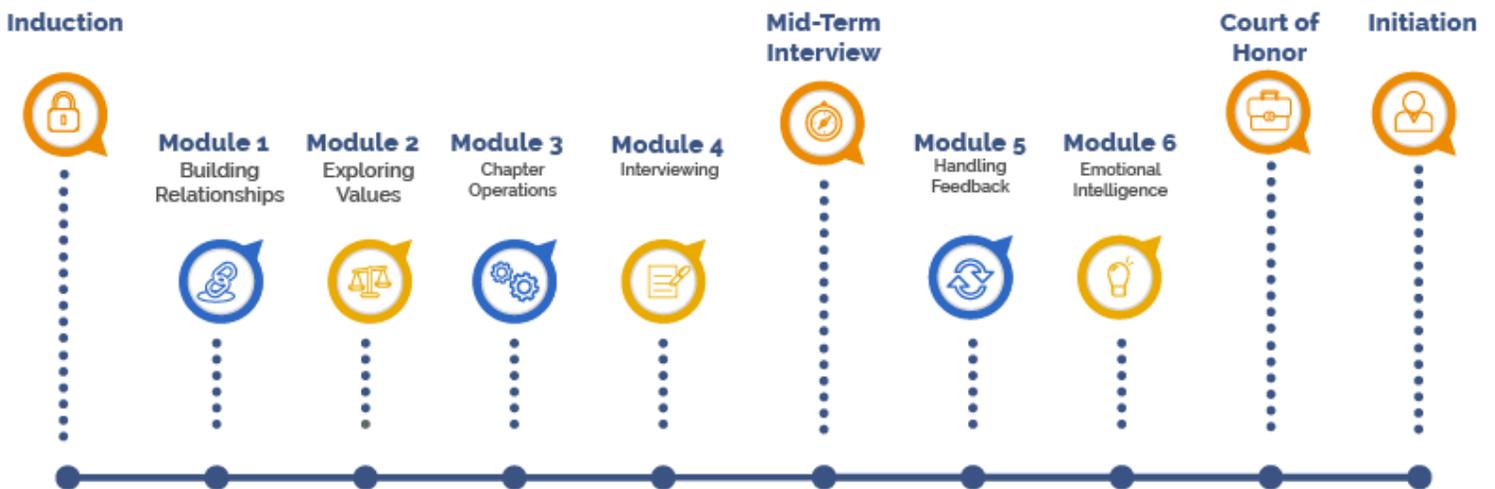
Any electives indicated on the Program Syllabus are included as chapter-specific requirements, provided they follow all Fraternity guidelines. Should a pledge not be able to complete an elective for any reason, the chapter should provide accommodations.



Pledge Program Structure

The program may be conducted between five and nine calendar weeks and comprises six educational modules, as well as Induction, Mid-Term Interview, Court of Honor Presentation, Initiation, the Fraternal Exam, and New Brother Orientation. The number of calendar weeks is determined from Induction to Initiation.

The six educational modules each have corresponding lesson plans in this facilitator guide and are designed to be completed in their entirety as written, without revisions or modifications. The modules and rituals must be completed in order according to the provided timeline.



Fraternal Exam

The Fraternal Exam and oral recitations of the anthem and creed must be administered at least two weeks prior to Court of Honor. While there is not a specified time for the exam, it is recommended not to be given prior to module three in order to allow adequate time to study and the exam may not be combined with the Mid-Term Interview.

New Brother Orientation

New Brother Orientation should occur within one week of Initiation when possible, but at minimum prior to the first chapter meeting new members will attend. This session will not count toward the total number of weeks in the chapter's pledge program. This module should follow the lesson plan in the facilitator guide, but depending on the amount of chapter-specific information needing to be presented to the new members, it could run longer than an hour. If so, it may need to occur over a longer period of time or multiple meetings.

Electives



To supplement the educational modules, chapters can select electives from the Elective Bank to enhance their pledge class' personal, professional, and Fraternity development. Each elective has a corresponding number of credit hours associated with the option, and depending on the length of the program, chapters have a select number of credit hours available to use. Chapters are not required to use all the credit hours available to them, but they may not surpass the prescribed number. This may require the chapter to make decisions based on the needs of the pledges and campus community.

Electives can be designed specifically for members of the pledge class, or as an opportunity to integrate members of the pledge class with the chapter. Any electives selected may not replace the educational modules or activities within the modules. All electives must occur prior to or after a module, or at a separate time, and must comply with Fraternity risk management policies. When selecting the activities from the Elective Bank, chapters must follow the corresponding guidelines for each activity.

Length of Program (Induction to Initiation)	Number of Elective Credit Hours
5-week program	6
6-week program	9
7-week program	12
8-week program	15
9-week program	18

Project Leads

To provide pledges the opportunity to begin taking on leadership roles, there are several project lead roles in the program. Each Court of Honor Presentation group will elect a project lead to manage the group's progress and keep the Fraternity educator informed. Certain elective options also require multiple project leads to assist in the planning and execution of the elective. Therefore, the number of leadership roles available depends on the size of the pledge class and elective options selected by the chapter. To increase the number of leadership opportunities available, consider the elective options which require project leads.

Pledge Class Liaison

Chapters have the option to create an additional role for a liaison between the pledge class and chapter. Elected by their pledge class during Module One, the liaison is a peer leader for pledges to share questions or concerns if they do not feel comfortable going to the Fraternity educator. If the chapter implements this role, they will need to identify it on the Program Syllabus and the Fraternity educator should touch base with the Liaison on a weekly basis.

Chapter Events



Chapters are also strongly encouraged to invite pledges to chapter events. A lot of effort goes into planning events such as fundraisers, professional workshops, and service opportunities that can be beneficial for brothers as well as pledges. Consider what chapter and university events are already scheduled to make the best use of the elective options and not recreate an event. Unless the *chapter event* elective is chosen, attendance at chapter events is not a requirement, but pledges should be encouraged to take advantage of the opportunities.

Chapter Committees



Chapters can choose to allow pledges to join chapter committees to help plan events in addition to attending them. Allowing pledges the opportunity to see how chapter committees work, as well as interact with members during the planning process, can help pledges find their role in the chapter and learn more about positions they might like to hold as a member. Unless the *chapter committee* elective is chosen, participation is not required, but pledges should be encouraged to take advantage of the opportunity.

Brother Interviews



One of the benefits of joining an organization is the ability to meet people on campus who share a common interest. Brother interviews are an opportunity for brothers and pledges to begin building relationships separate from the Elective Bank. Chapters have the flexibility to select between formal and informal interviews further explained in the *Brother Interview* section. Chapters may not elect to do both, but the selection can be amended each term on the Program Syllabus.

Creating the Schedule

Chapters can set the schedule of modules, rituals, and electives according to what works best with the university calendar, provided modules and rituals are delivered in order and the program falls between five and nine calendar weeks. Officers should be cognizant of pledges' workload, so it is not recommended to schedule more than two modules or electives in a week. Weeks with more than one meeting may be conducted at one time or separate. It is also recommended to limit the meetings and electives during the weeks of the Mid-Term Interview and Court of Honor Presentation to avoid stress on chapter officers and pledges. No additional modules or electives should occur on the same day as any ritual. All prescribed meetings of the pledge class (modules, rituals and electives) are strongly recommended to occur between 8 AM and 11 PM

Institution-Specific Modifications

If your institution has policies or restrictions with which the program does not comply, please contact the Heritage Center prior to the start of the academic year and provide documentation explaining the policy or restriction. The Heritage Center will work with the chapter to make accommodations and ensure compliance with the university. If your chapter cannot recruit due to disciplinary sanctions, the Heritage Center must be notified prior to the start of the academic term.

Big Brother Mentor Program

Through the Big Brother Mentor Program, members and pledges will form a mentoring relationship as big brothers support the personal and professional development of his or her little brother and guide them along the path to membership into Alpha Kappa Psi. By being intentional in what your Big Brother Mentor Program requires and fostering a commitment to personal and professional development, you can create an environment where members and pledges alike will be invested in AKPsi not just during their collegiate experience, but throughout their lifelong affiliation. Below are suggested touchpoints, but the frequency and level of involvement should be determined by each pair based on the little brother's needs and comfort.

Big Brother Reveal

Should be a fun bonding activity to begin developing a level of trust and connection between bigs and littles.

Module 2 (if the reveal has already occurred)

Discuss how your values connect to Alpha Kappa Psi and how being a member can help you grow as a servant leader.

Module 3

Discuss the operations of the chapter and the risk management policies, as well as answer any questions.

Module 4

Meet with your big brother to discuss any hesitations about the Mid-Term Interview.

Mid-Term Interview

Discuss the performance of the Mid-Term Interview

Module 5

Discuss feedback from the Mid-Term Interview, progress on the Court of Honor Presentation, and any hesitations as the end of the program approaches.

Module 6

Discuss hesitations about the Court of Honor Presentation and concerns about the transition to membership.

Court of Honor

Discuss the performance of Court of Honor and the transition to membership.

Throughout the pledge process, bigs should also frequently check in on their little's progression in studying and preparing for the Fraternal Exam, as well as address any concerns or questions the little has about what they learned in the modules or about the chapter.

Brother Interviews

Formal Interviews



Formal Interviews are an opportunity for pledges to gain experience with the complete interview process. They will schedule and complete professional one-on-one interviews with current collegiate members of the chapter, as well as send a follow-up afterward. Through completion of interviews, pledges and chapter members will get to know one another and gain experience in an interview setting. Since formal interviews target professional development and skill-building, it is recommended the chapter use the elective bank to supplement pledge's personal and fraternal development.

Requirements

- Interviews may not be longer than 30 minutes each. If both the pledge and member are interested in continuing the conversation, it should be stated the interview is complete and either may leave at any time.
- Chapters may not exceed the designated number of formal interviews allowed based on the length of their programs. This number equates to two (2) a week, though pledges can complete the formal interviews at a pace that is comfortable to them.

Length of Program	Number of Formal Interviews
5-week program	10
6-week program	12
7-week program	14
8-week program	16
9-week program	18

- Formal interviews must be done with current collegiate brothers.
- Chapters should not assign specific individuals for a pledge to interview. They should provide pledges with the list of brothers available and interested in completing the interviews for the term and their contact information.
- It is recommended chapters also provide a few facts about each brother, such as major and any previous internship or work experience, so pledges can select who they might want to reach out to based on similar career paths or interests.
- Pledges cannot be required to dress professionally to attend the interview.
- Brothers may not require the interview to take place in a specific location.
- To teach pledges the proper procedure for writing a professional email or making a professional phone call, the chapter will need to complete the additional content during the Induction Module.
- Brothers may not require pledges to ask or answer any specific questions.

- The interview is not an opportunity to belittle a pledge based on their answers or lack of experience. The purpose is to stimulate an interview environment and get to know the pledge through interview-type questions.
- The focus of the interview is primarily on the interview process, not building relationships.

Expectations of Pledges

- To request the interview, pledges should either write a professional email or make a professional phone call to the brothers. They may not be required to do both.
- During the Interview, pledges should be prepared to both answer questions about themselves and their experience, as well as ask questions about the brother.
- Pledges should send a thank you note after the interview to the brother thanking them for their time, copying their Fraternity educator on the email. If the pledge elects to send a handwritten thank-you, they will still need to send confirmation to the Fraternity educator.

Expectations of Brothers

- Upon receiving the interview request, brothers should respond within 24-48 hours.
- If the brother no longer has the time to complete an interview, they may decline the interview, but should recommend another brother who may have the time.
- Brothers should not deny an interview for any reason other than not having the availability.
- If a brother receives an unprofessional email or phone call, the brother should provide feedback to the pledge on how their request could have been more professional but should not require another email or call before accepting the interview. Brothers should then inform the Fraternity educator so they can monitor the pledge's improvement.
- During the interview, the brother should ask questions about the pledge and their experiences to simulate questions that could occur during a job interview.
- The interview is not the proper forum to question a pledge about their knowledge of the Fraternity or chapter.
- Brothers can provide general advice on interview techniques or responses, but more emphasis should be placed on the interview process and building a relationship in a professional environment.
- Brothers may not require a pledge to answer specific questions or perform tasks or assignments to complete the interview.
- Brothers should also be prepared to answer questions from the pledge.
- Upon receiving the thank you note, brothers should consider responding to thank the pledge for their time and provide any additional feedback on the interview.

Explanation of Completion

To confirm completion, pledges will copy the Fraternity educator, or a member of the pledge education committee, on the thank you letters sent to the brothers after completing the interview. The thank you letters will serve as completion for each interview. Both pledges and the pledge education committee should keep track of the interviews completed.

Informal Interviews



Informal Interviews are an opportunity for pledges and current collegiate members to get to know each other on a more individual basis. These interviews have less structure and should focus on the conversation and personal connection. As informal interviews target personal development through relationship building, it is recommended the chapter use the elective bank to supplement pledge's professional and fraternal development.

Requirements

- Informal interviews should only be 15-20 minutes in length. If both the pledge and member are interested in continuing the conversation, it should be stated the interview is complete and either may leave at any time.
- Chapters may not exceed the designated number of informal interviews allowed based on the length of their programs. This number equates to four (4) per week, though pledges can complete them at a pace that is comfortable to them.

Length of Program	Number of Informal Interviews
5-week program	20
6-week program	24
7-week program	28
8-week program	32
9-week program	36

- Informal interviews must be done with current collegiate brothers.
- Chapters should not assign specific individuals for a pledge to interview. They should provide pledges with the list of brothers available and interested in completing the interviews for the term and their contact information.
- It is recommended chapters also provide a few facts about each brother, such as major and any previous internship or work experience, so pledges can select who they might want to reach out to based on similar career paths or interests.
- Pledges can request the interview by professional email, phone call, or in person.
- To teach pledges the proper procedure for writing a professional email or making a professional phone call, the chapter will need to complete the additional content during the Induction Module.
- Brothers may not require pledges to ask or answer any specific questions.
- The interview is not an opportunity to belittle a pledge
- The focus of the interview is on building relationships, not the interview process.

Expectations of Pledges

- Both pledges and members should ask questions and carry on a conversation.

Pledge Program Experience

- Pledges should send a thank you note after the interview to the brother thanking them for their time, copying their Fraternity educator on the email. If the pledge elects to send a handwritten thank-you, they will still need to send confirmation to the Fraternity educator.

Expectations of Brothers

- Upon receiving an interview request, brothers should aim to respond within 24-48 hours.
- If the brother no longer has the time to complete an interview, they may decline the interview, but should recommend another brother who may have the time.
- Brothers should not deny an interview for any reason other than not having the availability.
- During the interview, both pledge and member should ask questions and carry on a conversation. The interview is not a time to question a pledge about their knowledge of the Fraternity or chapter.
- Upon receiving the thank you note, brothers should consider responding to thank the pledge for their time and providing any additional feedback on the interview.

Explanation of Completion

To confirm completion, pledges will copy the Fraternity educator, or a member of the pledge education committee, on the thank you letters sent to the brothers after completing the interview. The thank you letters will serve as completion for each interview. Both pledges and the pledge education committee should keep track of the interviews completed.

Program Resources

The **AKPsi Community** is Alpha Kappa Psi's membership platform. Members use the community to communicate within the chapter and with the Heritage Center, collect dues, and collaborate with one another through maintaining resources. Through the community, officers can use the single sign on feature to access **ChapterSpot** and the following:

Recruitment

- Streamline the recruitment process
- Maintain recruitment records
- Set clear and attainable goals

Status Changes

- Report pledges and new members
- Easily make status changes

HQDocs

- Central location for chapter documents
- Assists with officer transition

As a chapter officer, you want to become familiar with the features of the AKPsi Community and ChapterSpot. Utilize the resources located in HQDocs to help you in your position. If you have any issues with ChapterSpot, contact caroline@chapterspot.com and copy your chapter educational resources coordinator.

Alpha Kappa Psi's member website, myakpsi.org, has many available resources.

Collegiate Chapters

- Programs – includes details and registration about Fraternity programs and events
- Personal and Professional – includes eLearnings and webinars related to personal and professional development
- Resources – includes eLearnings and webinars related to chapter operations

Programs

- Pledge Education – Access to the Bridge to Brotherhood program materials including
 - Facilitator Guide
 - Program Syllabus Link
 - Module PowerPoints

If you have any questions about the website and available resources, contact communication@akpsi.org.

Resources for Pledges

Once invited to the AKPsi Community, pledges will have access to the Journey, which is Alpha Kappa Psi's educational pathway. The **Bridge to Brotherhood Learning Plan** is the first Learning Plan they will receive which will correspond with their pledge process and include a number of resources and additional activities to support their education and growth. Items housed in the Bridge Learning Plan include:

- Risk Management Policies and Assurance
- Fraternal Exam Study Guide
- Fraternal Exam Quiz Links
- Personal Development Plan
- Informational Interview Guidelines
- Module PowerPoint Presentations
- Module Reflection activities

Chapters should provide pledges with all resources, dates, and times up front. Throughout the process, they should be focused on the activities and education, rather than scrambling to write down the information from a slide or remember upcoming dates.

Until pledges have access to the Community, they should be directed to akpsi.org/bridgepledge for study material.

- Fraternity Policy Quiz: <https://www.surveymonkey.com/r/akppolicy>
- Fraternity History Quiz: <https://www.surveymonkey.com/r/akphistory>
- Fraternity Structure Quiz: <https://www.surveymonkey.com/r/akpstructure>

To ensure pledges have the resources they need to be successful, chapters will also need to provide pledges with a copy of their **pledge program calendar** and contact information for relevant members of the chapter. Chapters may use the templates found in the Appendix or create their own. If a chapter elects to print out and provide any materials for each pledge at the beginning of the process, chapters may not require the pledge to carry the binder, folder, or other organization system at any specific time, or reprimand them for not having it when asked. Like a textbook for class, the information should be used as a reference.

The chapter will also receive copies of **Connections: Alpha Kappa Psi's Resource Guide to Principled Business Leadership** to provide each new initiate with their membership certificate. This resource includes fraternal information such as history, program descriptions, and Alpha Kappa Psi's competency model, as well as professional development tips for the job search process, networking, interviewing and more. The Resource Guide can be retained and referenced throughout membership and their professional careers.

Chapter and University Specific Resources

Chapters should also provide the pledges with information about chapter- or university-specific resources they can take advantage of throughout the pledge process. These can include, among others:

- University Career Services
- College of Business Career Services
- Chapter Expectations
- Chapter Event Calendar
- Alumni contact information
- Brother contact information



ALPHA KAPPA PSI
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Advisor Touchpoints

Reporting

Reporting is an important part of pledge education for both chapters and the Heritage Center to stay organized and up-to-date on the chapter's pledge program.

As the chapter advisor, your responsibility is not to fill out the reports or instruct the chapter on which selections to make. That is the Fraternity educator's responsibility. You should understand the reports and know how to fill them out to ensure the Fraternity educator is completing them on time. It is important to be familiar with what content must be reported so you can provide feedback, coaching, and guidance. You do not want to be caught off guard should a Regional Director or the Heritage Center follow up on issue and you were not aware of the situation.

SmarterSelect Reports

The **Program Syllabus** is required of all chapters to report their schedule and chosen electives. To allow chapters flexibility in revising their program from one pledge class to the next, as well as indicating the dates of pledge modules and rituals, chapters are required to submit a new Program Syllabus for each term according to the schedule below. If a chapter does not submit the syllabus by the due date and receive approval by the chapter educational resource coordinator, they will not be eligible to add on chapter electives or Brother Interviews for that term and will be expected to only deliver the educational modules and rituals.

Semester Schools

May 15 for Fall Program Syllabus
November 15 for Spring Program Syllabus

Quarter Schools

May 15 for Fall Program Syllabus
November 15 for Winter Program Syllabus*
February 15 for Spring Program Syllabus*

*If a quarter school is not conducting either a winter or spring program, it must be noted in the Chapter Success Plan. For quarter schools, winter programs begin in January-February and Spring programs begin in March-April.

The form can be accessed through the link in the Facilitator Guide, and only forms submitted through the chapter @akpsi.org email account will be accepted. If the Program Syllabus needs revised after submission due to unexpected circumstances such as inclement weather, or if the chapter sees a need to change their schedule or electives for any reason, they should contact their chapter educational resource coordinator to discuss options and determine the best solution.

Your Role as Advisor

You should review the selected electives to provide feedback and guidance on how to implement them in an appropriate manner and discuss potential risks and how to mitigate them.

The Program Syllabus is an important document the chapter agrees to follow for the term. Encourage the chapter to select the electives carefully to ensure maximum growth and development for the pledges. The chapter should also review the selections each term to ensure it is still meeting the needs of the pledges.

Should the Heritage Center or Regional Director follow up regarding chosen selections, you should follow up with the chapter and assist with any adjustments.

The **Chapter Success Plan** and **Chapter Success Plan Reflection**, due at the end of the academic year, require the executive board to collaborate to effectively and accurately complete the reports. Both reports require information regarding the pledge program.

To access SmarterSelect, chapters will need their chapter's login information found in HQDocs.

Your Role as Advisor

You should ensure chapter officers are submitting the reports on time. During the spring term when chapters are completing these documents, you should continually reach out and challenge the executive board members to dive deep into assessing the previous success plan, how they performed, and how they can do better the following year. Encourage officers to drill deeper into the root causes and outcomes.

ChapterSpot Reports

Reporting **pledges** is required within seven (7) days of the Induction ceremony. The chapter is then billed pledge fees based on the number of pledges reported. To report pledges, you must know the individual's email and phone number. Delaying reporting can impact pledges gaining access to materials they need to complete the pledge program.

Reporting **initiates** is required within seven (7) days of the Initiation ceremony. The chapter is then billed based on the number of status changes from "Pledge" to "Collegiate," so confirm everyone updated to "Collegiate" was initiated. Delaying reporting can impact initiates receiving their membership certificates.

Reporting **dropped pledges** is required within seven (7) days of a pledge voluntarily leaving or being dismissed from the program. It is important to report them as a "Dropped Pledge" so the chapter does not accidentally report them as "Collegiate" after Initiation. If they are being dismissed from the program, the reason for removal is required. If a pledge is reported as dropped within ten (10) days of the induction date, the chapter is issued a credit for the Heritage Center pledge fee.

To submit these reports, officers will need to log in to ChapterSpot through the single-sign-on in the AKPsi Community and follow the *Pledge Program Reporting Process*. Any issues reporting a ChapterSpot report should be directed to caroline@chapterspot.com, in addition to informing the [chapter educational resource coordinator](#) of the issue.

Your Role as Advisor

You should ensure chapter officers are reporting pledges and initiates timely. If chapter officers need help submitting reports, they can reference the *Pledge Program Reporting Process* in the *Understand Your Role* section of the Facilitator Guide.

Program Modules, Electives, and Rituals

Educational Modules

The six educational modules have corresponding lesson plans in this facilitator guide and are designed to be completed in their entirety as written, without revisions or modifications. The modules and rituals must be completed in order according to the provided timeline.

Electives

Electives are the additional workshops, activities, and assignments chapters can select to include in their program to enhance the pledge class' personal, professional, and fraternal development.

Induction

Induction is the pledges' introduction to the chapter and Fraternity experience as they formally become members of the pledge class. The first educational module should follow the ritual to provide pledges with an overview of the program and its requirements.

Mid-Term Interview

The Mid-Term Interview is conducted like a professional job interview where pledges can reflect on their experiences thus far in Alpha Kappa Psi, obtain relevant feedback on their growth and performance, and practice their interviewing skills in a safe and controlled environment.

Court of Honor Presentation

The Court of Honor Presentation is the final reflection point of the program and marks the conclusion of pledge education. Pledges are asked to pause and reflect upon what they learned throughout their time in the program. The Court of Honor Presentation will showcase the pledges' experiences in the program, including the exploration and development of Alpha Kappa Psi's key practices and skills. Pledges will complete the presentation in assigned groups.

Initiation

This is the final ritual pledges will go through to become members of the chapter and Fraternity. The chapter officers will lead the pledge class through the ceremony, which should occur either on the same day or the day after the Court of Honor Presentation.

Your Role as Advisor

While you do not need to be present during the modules, electives, or rituals, you should ensure the Fraternity educator understands the module content and corresponding activities. Rituals are most often the times when chapters are found responsible of risk management violations, so it is important to ensure the chapter is executing the rituals correctly if your schedule does not allow you to attend. Follow up with the Fraternity educator and Master of Rituals before each ritual to walk through the procedure and ensure they are prepared.

Improvement Plans

Sometimes a pledge will not perform according to expectations or will exhibit behavior that is not tolerated in the organization. Whereas chapters can remove a pledge at any time by following the proper voting procedures, it is a best practice to enact an improvement plan before moving for a vote to remove the candidate from pledging. Following the improvement plan process closely aligns with the feedback cycle in the professional world, which will set up both the pledges and chapter for greater success in focusing on the pledge's development.

At the first indication of a concern, it should be determined if it is related to a performance issue which can be addressed. At no point should a pledge be removed for something outside of their control (such as an introverted personality or having too quiet of a voice), or without the pledge first being made aware of the concern and given the opportunity to improve. Some issues can be handled with a conversation, such as asking a pledge to work on projecting their voice. It is crucial when discussing a pledge's performance to foster an open dialogue to determine whether the pledge received the tools and resources necessary to be successful in the program. When attempts to improve performance are not successful through discussion alone, the use of an improvement plan should be considered. If there is verifiable proof a pledge violates a risk management policy, chapters should work with you to determine the best course of action depending on the incident. Regardless of the situation, pledges should always be informed of the situation and able to provide a response before removal.

Improvement Plans

An improvement plan is an opportunity to give struggling pledges the ability to succeed, while still holding them accountable for past performance. While an improvement plan plays a vital role in correcting performance discrepancies, it should not be used as a disciplinary mechanism. It should be used as a tool to monitor and measure the unmet expectations or undesired behaviors of a pledge to improve performance or modify behavior. Any time an improvement plan is issued, it is recommended to upload a copy to HQ docs for records.

A Fraternity educator might identify performance concerns in the areas of:

- Teamwork (i.e. not participating in COH presentation, electives)
- Participation (i.e. absence without notice, late to meetings, not participating in activities)
- Conduct (i.e. inappropriate behavior, disrespect)
- Fraternity Knowledge (this should only be used if they fail the exam)



Any time there is a concern with a pledge, it is important to involve the Big Brothers. They should be made aware of the concern, present during the conversation, and provide support to the pledge throughout the issuing of an improvement plan.

Your Role as Advisor

While you should not create the improvement plan for the chapter, you should be notified when one is issued. As the advisor, it's your responsibility to provide feedback on the improvement plan and be aware of the situation should it escalate further. You do not want a pledge removed from the process and you were not aware of the situation.



ALPHA KAPPA PSI

The Professional Business Fraternity

Frequently Asked Questions

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Program Structure and Requirements

What is the time commitment of the program?

For the five to nine weeks of pledging, the program should require no more than five (5) hours a week of time in total, including meetings, elective attendance, and preparation, as well as time spent interviewing and networking with brothers. As everyone requires a different amount of preparation, time spent studying for the Fraternal Exam may be in excess of this time frame.

Can the chapter ask pledges to provide written reflection or updates about their process to the chapter or Fraternity educator?

While it is important for pledges to reflect, it is not their responsibility to report it to the chapter. The chapter should not require any additional writing assignments outside those already included in the program requirements or module activities. The Fraternity educator should connect with the pledge class consistently to update them on progress and any issues that arise.

How does the chapter introduce the pledges to our specific chapter operations?

Chapter operations are demonstrated to the pledges through a few different points in the process. Before the pledge process, members should be highlighting chapter events, expectations and operations during recruitment, and then reviewing the expectations at Induction so they are not a surprise after Initiation. During Module 3, pledges will walk through a mock chapter meeting, so Fraternity educators should use this time to incorporate their chapter specific standing rules. At the end of the process in New Brother Orientation, chapters will share any remaining pieces of chapter operations that are essential for members to know prior to their first member meeting. Through the elective bank, chapters also can select a number of electives related to chapter operations including joining chapter committees, attending chapter events, and chapter history.

How can the chapter use chapter events to integrate the pledges with the brotherhood?

Pledges should be invited to events the chapter hosts. The chapter is already putting a great deal of effort into hosting the events, whether brotherhood, professional development, service, fundraising, or otherwise. Not only will the chapter have greater attendance by expanding its reach, but the pledges will start familiarizing themselves with chapter activities and members. Chapters can also consider allowing pledges to participate on the chapter committees. This provides another avenue for pledges to excel and get a head start on chapter participation. They may have great ideas and fresh perspectives to share with the chapter. While chapter events and committee participation are great opportunities for the pledges to take advantage of, they cannot be required.

What leadership opportunities exist in the program for the pledges?

Pledges can take on leadership opportunities through project lead roles. Certain elective options require a number of project leads to assist with the planning and management of the events, and additionally each group for the Court of Honor presentation requires a project lead to manage the group's progress. Therefore, the number of leadership roles available depends on the size of the pledge class and elective options selected by the chapter.

Are there any chapter events or activities the pledges are not able to attend?

Pledges are not able to attend chapter meetings, as they have not yet been initiated. Meetings are reserved for members in good standing to discuss official Fraternity business. All other events should be open to pledges to encourage familiarization with chapter activities and members.

Reporting

What if the chapter does not submit the Program Syllabus by the deadline?

If the Fraternity educator does not submit the Program Syllabus by the deadline, the chapter is expected to complete the base program without the addition of any chapter-specific requirements or electives. The Fraternity educator still must submit the Program Syllabus but is no longer able to select electives. Therefore, it is important to ensure the Fraternity educator knows the deadlines to maximize the options for the upcoming pledge class. If there are extenuating circumstances that will not allow you to complete the Program Syllabus on time, reach out to your [chapter educational resource coordinator](#) for assistance.

Do I need to review the Program Syllabus before it's submitted?

It is a best practice to discuss the Program Syllabus with the Fraternity educator before submission. Having a conversation allows you to understand his or her thought process and reason for selecting the length of program and electives, as well as gives you the opportunity to provide feedback. It is important to note the selections should not just be what the Fraternity educator thinks is best, they should get the entire chapter's buy-in on the selections. Additionally, if the regional director has made it a requirement for the region, you will need to follow his or her guidelines.

Can the chapter make edits to the syllabus after it is submitted? Or after it is approved?

If the Program Syllabus needs revised after submission due to unexpected circumstances such as inclement weather, or the chapter sees a need to change their schedule or electives for any reason, reach out to your [chapter educational resource coordinator](#) to discuss options and determine the best solution.

What if the chapter does not report pledges or initiates on time?

Reporting pledges after induction and new members after initiation are the first steps in triggering a series of administrative items, so it is important Fraternity educators and/VP Membership complete these processes per the requirements. Delaying submission could cause the chapter to not receive access to program materials or sent certificates in a timely manner.

What if the chapter is having technical issues with submitting the reports?

If the Fraternity educator experiences issues with ChapterSpot or SmarterSelect should report the issue to the [chapter educational resource coordinator](#).

Educational Modules

In what order does the chapter have to facilitate the program?

The modules and rituals must be completed in order according to the provided timeline: Induction, Module 1, Module 2, Module 3, Module 4, Mid-Term Interview, Module 5, Module 6, Court of Honor, Initiation. The Fraternal Exam and oral recitations of the anthem and creed must be administered at

least two weeks prior to Court of Honor. New Brother Orientation should occur within one week of Initiation when possible, but at minimum prior to the first chapter meeting new members will be attending. All electives should occur between Induction and Court of Honor.

What if the chapter needs to reorganize the meetings due to the university calendar?

The modules and rituals must be executed in the prescribed order. The suggested schedules do not factor in university calendars, and Fraternity educators should use their best judgement when scheduling the modules and electives. You should aim to have no more than two meetings a week, unless university calendars do not allow or it is in the best interest for the pledge class.

Sometimes an extenuating circumstance causes meetings and events to be cancelled, such as illness, weather, or otherwise. Should a change in the university or chapter schedule affect a pledge meeting after the schedule is set and reported, the chapter should readjust the calendar as needed. The chapter should not skip a module, but instead will need to add an additional meeting or extend the process to make up for the missed meeting. In this instance, the chapter should move forward with extending the process or accommodating an additional meeting date and time and inform the [chapter educational resource coordinator](#) of the delay. Should a university closure affect the chapter for an extended period of time, the resource coordinator can provide guidance on how to handle its effect on the pledge process.

What should I do if the chapter does not follow the prescribed lesson plans?

As the lesson plans are part of the program, not following the prescribed lesson plans would mean the chapter is in violation of the Board of Directors' approved pledge education program. This could result in missing the minimum standard and placing the chapter on show cause. This means the chapter is ineligible for Fraternity awards, and failure to correct the discrepancies could result in action by the Judiciary Committee. As the advisor, it is important to ensure your chapter and its officers understand the lesson plans are not to be added to or altered.

What if the chapter follows the lessons out of order?

The order of the modules was intentionally designed to build off one another and provide the knowledge pledges need in a specific timeframe. If the chapter is not following the correct order, you should first find out why the change was made. Explain that the order is not changeable, and if it was simply an oversight, it can be corrected moving forward. If there is a concern about the content, contact Alpha Kappa Psi's [education department](#).

What if the chapter is not able to complete the activities in the suggested time?

The activity times are estimations based on how long the activities and discussions should take. The Fraternity educator should do their best to stick to the timeframe, but if an activity runs over, use your discretion on continuing the conversation for the sake of the pledges' learning versus cutting the activity short. To maintain the one-hour length of meetings, if the facilitator opts to continue an activity or discussion, he or she may need to amend the allotted time for other activities later in the meeting. If an activity is taking drastically shorter or longer than prescribed, the facilitator should both take note of it to pass along to Alpha Kappa Psi's [education department](#) and review the execution of the event to see where you could have expanded or shortened the activity.

Rituals

How are rituals utilized in the program?

During the program, pledges go through a number of Fraternity rituals based in Fraternity history and practice professional development skills gained from the pledge program. The first ritual, Induction, signifies pledges have been accepted into the pledge program. About half-way through the program, pledges go through the Mid-Term Interview. This is a professional interview that allows pledges the ability to practice interviewing skills in a low-stress environment, and be provided with feedback on their performances. The Court of Honor Presentation is the last ritual prior to Initiation where the pledge class is split into groups to provide a reflective presentation on their experiences in the pledge program.

What should I do if the chapter does not follow the ritual?

The rituals of Alpha Kappa Psi are standard across the Fraternity and are not to be amended or redacted in any way. Should you discover the chapter is not following the ritual per Fraternity guidelines, or is conducting additional rituals, contact the chapter to end the activities immediately and consult your Regional Director and Chapter Educational Resource Coordinator for assistance.

What if the chapter wants to ask a question not included in the Ritual Question Bank?

Asking questions outside of the Question Bank (found in the *Facilitator Guide*) creates a potential risk. The questions in the Ritual Question Bank were vetted and approved by the Fraternity, but questions outside of the Question Bank may be deemed inappropriate. Depending on what the chapter wants to ask, there is likely a question in the bank that is similar and will allow the pledge to address a similar experience. As the Executive Panel asks clarifying or follow-up questions based on the pledge's answer, panelists need to be conscious of their wording and how the question could be perceived.

How should the chapter provide feedback to the pledges?

At both the Mid-Term Interview and Court of Honor Presentation, the program has rubric sheets for the Executive Panel to provide written feedback to the pledges. The rubrics cover both soft skills of their performance as well as their preparation and content.

What is the involvement of the brothers during the rituals?

During both the Mid-Term Interview and the Court of Honor Presentation, the brothers are present and serve on the interview panels. During the Court of Honor Presentation, there should still be a panel to ask questions of the group after the presentation. Depending on the size of the chapter and pledge class, chapters should consider holding multiple interview and presentation rooms to involve more brothers in the panels and expedite the process.

Electives and Modifications

Are pledges required to complete the electives?

Yes, any electives indicated on the Program Syllabus are included as chapter-specific requirements, provided they follow all Fraternity guidelines. Should a pledge not be able to complete an elective for any reason, the chapter should provide accommodations.

What if the chapter wants to select electives that push them past the allowed number of credit hours for the program length?

The number of credit hours assigned to each elective was carefully selected based on the amount of time each activity should take. The number of credit hours allowed per program length was derived from the estimated amount of time a pledge should be spending on AKPsi activities and

assignments per week, and chapters are not able to go beyond that number. Chapters need to carefully select the electives to ensure they do not go over the number of credit hours allowed. If the chapter submits a Program Syllabus with more credit hours than prescribed, the Heritage Center staff will follow up with you and the chapter to amend the selections.

What is the policy on overnight retreats and what is the process?

If a chapter wishes to hold an overnight retreat for the pledge class, it must first be approved by the Heritage Center. The overnight retreat needs to be indicated on the Program Syllabus, and the Fraternity educator will need to submit the Pledge Retreat Approval Form at least one month prior to the anticipated event. Information in this form includes the anticipated date, time, and location, as well as a complete agenda for the event. If the agenda is approved, the chapter will move into the next stage, where they will need to work with the Regional Director to find an approved designee to attend the duration of the event. This should be a Fraternity volunteer whenever possible. On the approval form, chapters will be asked to provide the name and contact for an individual they would like to serve this role and the Regional Director will then conduct an interview to determine eligibility and approval. No contracts should be signed until after an agenda has been approved. The purpose of pledge retreats should solely be for teambuilding and relationship building, and the only attendees of the event should be the pledge class, pledge education committee, and approved designee, unless pre-approved by the Regional Director.

Can a chapter choose to hold additional electives not submitted in the Program Syllabus, as long as they are not required?

All activities and events designed for the pledge class should be submitted on the Program Syllabus and fit within the prescribed number of credit hours. Pledges can and should be invited to other events the chapter is holding, but the chapter should not plan additional optional electives specifically for the pledge class.

What if the chapter wants to do an event or activity not included in the Elective Bank?

Chapters can provide feedback and submit ideas for enhancements at the end of each term. The program is reviewed on an annual basis, including the proposed suggestions, to ensure the Fraternity is still meeting the needs of its chapters and incoming members.

What should I do if the chapter conducts additional activities beyond the Program Syllabus?

Submitting the Program Syllabus is the chapter's agreement to follow the program as submitted. If you become aware the chapter is not following the program it reported, either by doing different or additional activities, it is important to get as much information from the chapter on what it is doing and for what purpose. If the chapter needs to alter the schedule, changes must be reported to the [chapter educational resource coordinator](#), who will then work with the chapter to make necessary accommodations. If the chapter is not following the program for other reasons, contact your regional director and [chapter educational resource coordinator](#) for assistance. This could result in missing the minimum standard and placing the chapter on show cause. Show cause would mean the chapter is ineligible for Fraternity awards, and failure to correct the discrepancies may result in action by the Judiciary Committee.

What should I do if the chapter is not following the guidelines for the selected electives?

The elective guidelines are provided for the chapter's protection. If a chapter is not following the guidelines, it may be breaking Fraternity policies, or even local, university or federal policies. This

could result in missing the minimum standard and placing the chapter on show cause. Show cause would mean the chapter is ineligible for Fraternity awards, and failure to correct the discrepancies may result in action by the Judiciary Committee. If you find out the chapter is not following the guidelines, it is important to first get as much information from the chapter on what it is doing and for what purpose. Then contact your regional director and [chapter educational resource coordinator](#) for guidance. If the chapter simply does not understand the guidelines it can be corrected, and if the chapter is choosing to conduct events outside the guidelines, you and your Regional Director can work together to coach the chapter.

Do the Formal and Informal Interviews use up any Elective credits?

No. All chapters can select an Interview option without using any of their Elective credits.

If the chapter has less brothers than the number of Interviews allowed, are we able to require alumni interviews to make up the difference?

No. The purpose of the Brother Interviews, both formal and informal, are to network with the current collegiate brotherhood. There is an elective available for conducting Interviews with alumni members should the chapter choose that option.

Fraternal Exam and Chapter History

How does the program incorporate chapter and fraternal history?

To demonstrate knowledge of the Fraternity, all pledges are required to pass the Fraternal Exam. This online exam tests their knowledge of Fraternity history, structure, and policies. Pledges are also asked to recite the anthem and creed to a member of the pledge education committee. There is a study guide, practice quizzes, and additional study materials available as study tools. Pledges will not be required, however, to use any of the quizzes or materials, and they can prepare using their study method of choice.

When providing pledges the Fraternal Exam Study Guide, chapters should also include information on local chapter history and information. While it will not appear on the Fraternal Exam, pledges will be expected to know the information and could be asked about it during a ritual. The chapter may also choose an elective activity for a deeper dive into a specific chapter topic or subject.

Can the chapter use the quizzes during meetings or ask pledges to report their scores?

The quizzes provided are designed as practice for the pledges to use as a study tool only. Chapters should not be adding quizzes as a required part of a pledge meeting, nor asking pledges to take them on their own and report their scores. Just as each student studies differently to prepare for exams in class, pledges should be able to study and prepare as they need for the Fraternal Exam. The only score which impacts membership is the Fraternal Exam, and as adults, the chapter should not be monitoring their study progress.

How does the chapter administer the exam?

The Fraternal exam must be proctored by the pledge education team in a computer lab or room where each pledge has access to their own computer. The pledge education team will provide the password to take the exam when everyone is ready. It should be noted up front that upon completion, pledges should share their score with the pledge education team before exiting the web browser as scores will not be sent to the Fraternity educators.

Can the chapter get the scores after the pledges take the exam?

Currently, scores cannot be provided to the chapter. Pledges will need to be sure to not close out of their browser before sharing their score with a member of the pledge education committee.

Chapter Concerns

What opportunities exist for members to engage in the pledge program?

Each pledge will be assigned a big brother to serve as their mentor throughout the program. Members in good standing who have the time commitment to serve as a role model and guide throughout the process can fulfill this role. There are specific points throughout the process where Big/Little pairs are expected to meet, but beyond that relationships can be determined by each individual pair. There is no expectation that gifts are provided to either big brothers or little brothers at any point in the process but can be given if desired.

Additionally, as the pledges will be future members of the chapter, all pledges, current members and alumni are encouraged to interact and start building relationships from the moment they begin the process. Chapters can add in a Formal or Informal Interview requirement to assist in this process, though the number of interviews is limited based on the length of the program. To maximize relationship building and engagement with pledges, members should reach out and interact freely with pledges based on common interests and the desire to build a fraternal network.

What should the chapter do if brothers don't feel like they know the pledges?

While there are several electives that will allow the chapter to bring the pledge class and brotherhood together, the best way to increase interaction is organically. While it is important the pledge class tries to attend chapter events and reaches out to get to know brothers, the brothers also need to make the effort to reach out to the pledges. It should not be solely on the pledge class to develop a relationship with the chapter. Reaching out to someone new can be intimidating, especially if they are seeking membership, so a brother reaching out to a pledge can help build confidence and show pledges the culture of the brotherhood. As future members of the chapter, the brothers should want to get to know the pledge class and should take the time to extend a hand. At the end of the process, if brothers feel they do not know the members of the pledge class, it is important to consider what effort they made to build the relationship.

The chapter thinks Bridge is too easy/not strenuous enough for the pledges, what can they do?

Bridge to Brotherhood is designed to target areas of personal and professional development regarding how to become a principled business leader, as well as build an awareness and appreciation for the history, values, and vision of Alpha Kappa Psi. Pledge education should build and develop individuals, not wear them down. It is not meant to be strenuous, but instead should allow pledges to feel prepared for their role as brother. Additionally, pledge's education does not end when they become initiated, and they should continue their growth and development throughout their time as a member of the organization. The pledge program is designed to be an introduction which is built upon as pledges become members and they continue in the chapter.

How can the chapter ensure the quality of members with the new pledge process?

During recruitment, your chapter should hold sufficient opportunities to meet all potential new members. Through these interactions, brothers should get to know potential new members well enough to understand their intentions for joining and if they will uphold the values of our Fraternity.

It is important to remember individuals joining our organization do not need to have all the qualities of a strong member to start, but merely the desire and drive to become a principled business leader. The path to principled business leadership does not end when you complete the pledge process. The quality of membership stems from the ability of chapters to provide continual learning and growth opportunities throughout the entire membership experience. As always, a chapter should not offer bids to individuals which they are not confident will positively represent the Fraternity, but individuals who demonstrate the qualities we aspire to have as brothers.

How will Bridge to Brotherhood affect the recruitment process?

The general way you recruit members should not be impacted by this change. If your chapter sold your pledge program as a key feature, you will be able to do the same with the new program. Student chapters should still hold informational sessions and events to promote the chapter, and they will still need to follow all risk management policies. Chapters should be open about the pledge process and its expectations, but not just aim to sell the benefits of pledging. Chapters should focus its efforts on selling the benefits of membership in the chapter and Fraternity.

Pledge Removal Process

What if a pledge wants to drop or the chapter find them not upholding our values?

Alpha Kappa Psi understands that sometimes what looks like a good fit may not be so. Therefore, pledges may choose to drop at any time if they are not receiving the anticipated benefits. If it is more than 10 days from their Induction date, however, they will not receive a refund of the pledge fees paid to the Heritage Center. If the chapter finds a pledge is not upholding the values of the Fraternity, removing a pledge should not be the first instinct. Members must do their due diligence in educating and coaching the individual. The Regional Management Team should always be consulted on the proper procedure to remove a pledge from the process.

When can the chapter drop pledges?

There are sometimes instances when a pledge does not perform according to expectations or exhibits behavior that is not tolerated in the organization. Whereas chapters can remove a pledge at any time by following the proper voting procedures, it is a best practice to enact an Improvement Plan before moving for a vote to remove the candidate from pledging. Following the Improvement Plan process closely aligns with the feedback cycle in the professional world, which will set up both the pledges and chapter for greater success in focusing on the pledge's development.

At the first indication of a concern, it should be determined if it is related to a performance issue which can be addressed. At no point should a pledge be removed for something outside of their control (such as an introverted personality or having too quiet of a voice), or without the pledge first being made aware of the concern and given the opportunity to improve. Some issues can be handled with a conversation, such as asking a pledge to work on projecting their voice. It is crucial when discussing a pledge's performance to foster an open dialogue to determine whether the pledge received the tools and resources necessary to be successful in the program. When attempts to improve performance are not successful through discussion alone, the use of an improvement plan should be considered. If there is verifiable proof a pledge violates a risk management policy, please work with your regional management team to determine the best

course of action depending on the incident. Regardless of the situation, pledges should always be informed of the situation and able to provide a response before removal.

What if the chapter reported a dropped pledge for an insignificant reason?

If the chapter voted correctly, there is nothing we can do for that dropped pledge, but you should address removals with the executive board. Ensure the chapter is utilizing improvement plans and viewing the pledge process as an opportunity for pledges to grow and learn, as opposed to a means to remove those who are not excelling.

What if the chapter removes a pledge without providing an Improvement Plan?

Using improvement plans is a best practice, but chapters can remove a pledge at any time by following the proper voting procedures. Following the improvement plan process closely aligns with the feedback cycle in the professional world, which will set up both the pledges and chapter for greater success in focusing on the pledge's development. Improvement plans are not only designed to inform pledges of areas of growth and assist them in improving performance with that growth, but also to protect the chapter. Should a pledge not complete his or her Improvement Plan and the chapter decides to remove him or her from the process, the Improvement Plan serves as documentation that the chapter tried to assist the pledge.

What if I don't agree with what the chapter prescribed for an Improvement Plan?

The chapter ultimately can issue an improvement plan and remove a pledge for any reason, but if they are unjust reasons, it could create larger issues. If you see signals that the chapter is prescribing improvement plans inappropriately, turn it into a coaching opportunity. Have a conversation with the chapter officers to understand why they felt it was appropriate and identify a process to handle the situation.