



Alpha Phi Omega

National Service Fraternity

SECTIONAL RESOURCE MANUAL

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* Indicates material you will need to [download](#) separately or request from the National Office.

INTRODUCTION

Effective operation of each Section is immensely important to Alpha Phi Omega. Our primary purpose can be met only on the college campus, but Chapters with quality outside guidance and support will operate more efficiently, provide more service, and are more likely to remain active. It is the Sectional Chair and staff (in addition to the essential efforts of advisors) who provide the on-going support our Chapters require.

No manual can provide all the answers and all the techniques you will require to be an effective Sectional leader. We have not tried to do that in this "Resource Manual". Instead, we recognize that before you became a Sectional leader you had some experience in Alpha Phi Omega which let the Brothers in your Section to have confidence in your abilities. But since your position is unique in many ways, there will be a period of adjustment. There will be situations that are new to you and which will require you to utilize skills not previously used or to develop new skills.

This guide is intended as a starting point, to assist you in your adjustment. While you establish yourself as a Sectional leader, you may find that this material provides you with a place to begin to answer your questions. As your experience grows, we hope that this manual will continue to be a convenient reference point.

We have attempted to provide material covering as many aspects of your role as possible. If there are additional items you feel should be included, please let us know. If this material does not suit your needs, it is not doing its job and we will replace it with something that does.

Please send your comments to:

Leadership Development Chair
Alpha Phi Omega
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Independence, MO 64055
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Preface

Time is precious, yet almost every adult citizen of the United States gives some time to volunteer service. No other country in the world depends so heavily upon volunteer effort, and in no other country have citizens accepted so universally the idea that volunteer service is a requirement of good citizenship. Since most Americans accept this principle, and since there is no shortage of good causes to serve, each of us must make a choice.

Alpha Phi Omega thrives because of its volunteers and could not exist without them. The question is, why do people choose Alpha Phi Omega for their volunteer service? We asked that of many of our volunteers and their responses may help you understand not only what motivates those who work with you but may also illuminate your understanding of our purpose:

- 1) **A DESIRE TO MAKE A DIFFERENCE WITH THEIR LIFE.** Most of us wish that. Surely nothing could be more deadening to the human spirit than to reach the last part of life without being sure of that. Our volunteers believe they are making a difference by making the difference in the success of our Fraternity.
- 2) **A STRONG CONCERN ABOUT YOUNG PEOPLE.** If you care, we are for you and you are for us.
- 3) **A CONCERN ABOUT THE FUTURE.** It isn't the easiest thing to care about. Most of us are kept very busy with today's problems. But if you care about the future of our country, volunteer service in Alpha Phi Omega is quite satisfying. One of the best ways to have a hand in shaping the future is to help shape the young people who will ultimately own it.
- 4) **A BELIEF IN THE PRINCIPLES OF ALPHA PHI OMEGA.** If you believe they are worth strengthening and spreading, then Alpha Phi Omega is a cause worth your gift of time.
- 5) **A DESIRE TO BE INVOLVED IN VOLUNTEER SERVICE THAT IS DIFFERENT FROM EVERYDAY ACTIVITY.** Alpha Phi Omega is different and therefore refreshing. The skills you use in your work may be helpful to your volunteer service, but it won't just be more of the same.
- 6) **AN ENJOYMENT OF RELATIONSHIPS WITH SPIRITED PEOPLE.** We have many, all serving a common cause, and it shows in our relationships with each other. We know why we are here, and we are enthusiastic about what we are doing.

Alpha Phi Omega met a need for you as a college student. It can still do that and you can share with others what you experienced as a Brother. The rewards you will receive remain the same: a child's smile, a skill learned, a sense of satisfaction derived from a job well done for others and an opportunity for personal growth and leadership.

Thanks for accepting the challenge!

THE SECTIONAL CHAIR

RESPONSIBILITIES:

The Fraternity's By-Laws (Article X, Section 2) provide for the election of a Sectional Chair for a one-year term. Election shall be by majority vote of those Chapters present and voting at a Sectional Conference."

Fine. But once elected, what is a Sectional Chair supposed to do?

The Chair is responsible for the maintenance and growth of Alpha Phi Omega within the Section. Developing and giving leadership to programs which will assist Chapters in their operations and which will lead to the establishment of new Chapters is a major objective.

More specifically, the position's responsibilities include those items listed below. The Sectional Chair must identify those responsibilities important to the Section in relation to the goals set.

- a) Knowing and upholding Alpha Phi Omega's National By-Laws and Standard Chapter Articles of Association.
- b) Establishing and maintaining an active relationship with every Chapter President and other Chapter Officers.
- c) Establishing and maintaining an active relationship with every Chapter's Advisory Chair and other advisors.
- d) Recruiting and developing a Sectional Staff, including Vice-Chair, Sectional Committee Chair and Sectional Representatives.
- e) Ensuring the regular publication of a Sectional newsletter to communicate with Chapter Presidents, Advisory Chair and Sectional Staff on a periodic basis.
- f) Maintaining records on the condition of each Chapter and petitioning group and keeping the Regional Director informed of the status of each Chapter.
- g) Ensuring that each Chapter complies with the requirements established for it to be recognized as an active Chapter.
- h) Personally visiting each Chapter at least once each academic year.
- i) Ensuring that a Sectional Conference occurs at least annually and working with the host Chapter as a resource and support person.
- j) Communicating the concerns of the Chapters to the Regional Director and the National President.
- k) Assisting Chapters with the resolution of specific problems, as required.

- l) Encouraging Chapters to conduct as well as complete the H. Roe Bartle/Annual Chapter Program Review process.
- m) Encouraging full participation in Sectional, Regional and National Conferences, workshops and seminars.
- n) Foster inter-Chapter activities
- o) Assisting with the formation of new Chapters

It should be clear that no one person can accomplish all of these things alone. A Sectional Chair must share the leadership responsibilities with others - or fail. That is why building a Sectional staff is crucial for the successful administration of a Section. It is also vital that the ability to set goals and priorities be sharpened. The Sectional Chair must identify those responsibilities most vital to the Section in relation to the goals adopted. Without such a plan, no one can succeed in this key leadership role.

GOAL SETTING:

Before the beginning of each term, the Chair and staff should review the condition of the Section and set goals. These goals should include both Sectional and personal growth. Such goals (which must be measurable, attainable, and challenging) might be to:

- a) encourage membership retention and growth within the Section;
- b) increase attendance at conferences by 20%;
- c) establish a more effective Sectional staff by providing written definition of roles;
- d) encourage participation from each Chapter in programs such as the Chapter Program Workshop and the Leadership Development Workshop;
- e) visit each Chapter once a semester;
- f) publish a newsletter four times during the year.

These are, of course, examples. Each Chair should set goals and establish a timetable for accomplishing each of them. A plan to achieve the goals set by that target date should also be established.

(See "Goal Setting" at end of this Section)

SECTIONAL STAFF:

The organization of the Sectional staff is largely up to the discretion of the Chair who must assess the needs and resources available. The By-Laws require only the appointment of a Sectional representative for each Chapter (with Chapter approval). The Sectional representative(s) assist Chapters and reports to them. The Chair may also appoint a Vice-Chair and other Sectional staff members. Possible staff positions and responsibilities include:

A) Title: Sectional Vice-Chair*

Position Concept: Responsible for the maintenance and growth of Alpha Phi Omega within the Section at that Chapter level.

Position Responsibilities:

1. Establish and maintain an active relationship with all Chapter Presidents and other Chapter officers, as deemed necessary, within the Section.
2. Ensure a continual flow of information between Chapters and in the Section.
3. Assess the health and viability of each active Chapter and keep the Sectional Chair informed.
4. Assist in providing opportunities for inter-Chapter activities within the Section.
5. Actively seek Chapter participation in Sectional Conferences, Regional Conferences and National Conventions and assist at these events.
6. Insure that Chapters are abiding by the National By-Laws, Standard Articles of Association and other policies. Report any apparent infractions immediately to the Sectional Chair.
7. Additional duties as assigned by the Sectional Chair.

*NOTE: You may choose to have more than one Vice-Chair; if so, each one is often assigned to serve specific Chapters or areas, e.g. Vice-Chair for southern North Dakota, Vice-Chair for Scouting, and so forth.

B) Title: Sectional Secretary

Position Concept: Responsible for the maintenance of records and communication within the Section. (This can be held by an active Brother working with his Chapter to provide the newsletter.)

Position Responsibilities:

1. Establish and maintain an active relationship with all Chapter corresponding secretaries or their equivalent to facilitate gathering of news about Chapter activities. Maintain relationship with members of Sectional staff for same reason.
2. Publish a newsletter for all Alpha Phi Omega brothers in the Section at least three times annually. This newsletter shall be distributed in the most cost-effective manner.
3. Maintain a correspondence file.
4. Keep minutes of all Sectional meetings
5. Develop public relations tools for Chapter use.

6. Keep the Sectional Chair and other staff members informed of plans and activities of Chapters.
7. Such other assignments as may be given by the Sectional Chair.

C) Title: Sectional Membership (Committee Chair) or (Vice-Chair).

Position Concept: Responsible for assisting Chapters in realizing their membership growth and retention.

Position Responsibilities:

1. Establish and maintain an active relationship with Chapter membership Vice-Presidents.
2. Maintain a record of Chapter membership with trend-line data and prepare annually a written report for the Sectional Conference.
3. Recruit and develop additional committee members as may be necessary.
4. Develop programs to encourage membership recruitment and retention within the Section.
5. Keep the Sectional Chairman informed of committee membership and activity.
6. Be responsible for additional tasks as may be assigned by the Sectional Chair.

D) Title: Sectional Leadership Development (Committee Chair) or (Vice-Chair).

Position Concept: Responsible for assisting Chapters in conducting their own leadership development program.

Position Responsibilities:

1. Cooperate with the host Chapter of each Sectional Conference in planning the leadership development seminars.
2. Encourage Brothers to participate in programs offered by the National Leadership Development Committee.
3. Encourage Chapters to utilize the Leadership Series, the Chapter Program Planning Conference; the H. Roe Bartle/Annual Chapter Program Review and any other self-help programs offered by the Fraternity.
4. Recruit and develop additional members of the committee as required.
5. Keep the Sectional Chair and other staff members informed of committee membership and activity.
6. Be responsible for additional tasks as may be assigned by the Sectional Chair

E) Title: Sectional Service (Committee Chair) or (Vice-Chair)

Position Concept: Responsible for assisting Chapters in developing and maintaining an active, varied service program, incorporating all of the four main service areas.

Position Responsibilities:

1. Establish and maintain an active relationship with Chapter service Vice-Presidents or their equivalent.
2. Develop a Sectional service inventory to assist Chapters in furthering their service goals and provide a record of service as a Section.
3. Cooperate with the host Chapter to develop a service project in conjunction with the Sectional Conference.
4. Promote National Service Week and prepare a report for the Sectional Chair and the National Service Chair on the projects conducted by each Chapter.
5. Assist Chapters in developing inter-Chapter service projects.
6. Prepare an annual written report for submission at the Sectional Conference.
7. Recruit and develop additional committee members as necessary and keep the Sectional Chairman informed of committee membership and activities.
8. Be responsible for additional tasks as may be assigned by the Sectional Chair

F) Title: Sectional Alumni (Committee Chair) or (Vice-Chair).

Position Concept: Responsible for promoting the establishment and growth of alumni associations and encouraging Chapters to work with alumni.

Position Responsibilities:

1. Establish and maintain an active relationship with Chapter alumni secretaries or their equivalent.
2. Assist Chapters in developing alumni involvement.
3. Explore the development of alumni associations and work with interested alumni to create them.
4. Prepare a written report for the Sectional Conference.
5. Recruit and develop additional committee members as necessary and keep the Sectional Chair informed of committee membership and activities.
6. Be responsible for additional responsibilities as may be assigned by the Sectional Chair

Each Sectional Chair must establish the Staff positions based on:

- a) the Chair's abilities/weaknesses;
- b) the personnel available in terms of abilities, interests and number of people;
- c) the perceived needs of the Section;
- d) the geographical size of the Section; and
- e) the number of Chapters/colleges in the Section.

Staff can be recruited from a variety of sources. After assessing the needs for the Section, you should try to match individuals and roles based upon experience, personality, and resources. Possible sources of Staff include:

- a) Previous Staff - They may come back.
- b) Brothers who are about to graduate.
- c) Brothers who move from other Sections.
- d) Develop Staff by identifying potential Staff members in their sophomore and junior years. Involve them at the Sectional level.

ROUTINE ADMINISTRATION:

Once a Sectional Staff has been designated, the Section is ready to begin implementation of goals and objectives which have been properly identified and defined. While beginning work on attaining these goals, the Chair will also have to deal with routine administrative responsibilities:

- a) Correspondence must be answered, thoughtfully but also quickly. Form letters should be avoided.
- b) Maintain a complete, well-organized filing system. Preserve valuable correspondence and other data, such as monthly membership reports, but prune your records appropriately.
- c) Maintain effective communication with your Staff
- d) Carry out your Chapter visitation schedule.
- e) Develop and maintain regular contact with your regional director and neighboring Sectional Chair and Staffs.
- f) Work with the host Chapters for the next Sectional Conference.

In short, the Sectional Chair is the administrator of the Section, the facilitator of communication, and is responsible for giving direction to the efforts of the Section. It is the most personally rewarding volunteer role in the Fraternity, as long as the Chair remembers that there are no problems, just opportunities.

(See sample "Yearly Schedule")

STAFF DEVELOPMENT

It isn't enough to recruit an eager Staff and send them out into the Section. It's inadequate even if you provide each of them with a defined job role. One of your responsibilities is to provide development programming so that each member of your Staff can develop sharper leadership skills.

Their contacts with Chapters will probably be personally rewarding. Their contacts with you can be also. Offering methods to improve leadership is one way to offer this type of reward.

The Fraternity has several programs which you can utilize to assist in this area. The "Leadership Development Workshop" is a 6 1/2 hour intensive session which concentrates on leadership skills such as communication and use of resources. The "Chapter Program Workshop" focuses on how a Chapter should operate and how the Staff can assist Chapters in improving their operations. The "Sectional Resource Workshop" is offered at every National Convention as a half-day session. The "Sectional Resource Weekend" (SRW) is held every year in the summer for Sectional Chairs and their Staffs. This is a unique opportunity to consider the role of Sections and their leadership and to share experiences and ideas with other Sectional Staffs.

Your Regional Director is a valuable source of development ideas and materials. The Regional Director may conduct an annual retreat or planning sessions to which you and your Staff will be invited and he or she may also suggest or lead personal development seminars for you and your Staff.

One development technique is a Sectional Staff Workshop. (This can be combined with an annual planning session for the Section.) It is best done during the summer months when everyone is free of the demands of routine administration. This is an opportunity to accomplish several things:

- a) build Staff unity
- b) examine the duties of each position,
- c) analyze the condition of the Section,
- d) develop ideas for the support of the Chapters,
- e) develop ideas for extension efforts,
- f) agree on goals for the year,
- g) assign Staff responsibilities within the Section,
- h) agree on a program for reaching Sectional goals.

This seminar requires advance planning and preparation. It should be scheduled as far in advance as possible and you should consult each member of the Staff before setting the date and place. Get an early commitment to participate and make it clear that you expect Staff participation.

Finally, you will have to meet Staff members as you ask them to serve and on a periodic basis after they join the Staff. This will provide an opportunity to share ideas and experiences as well as to develop rapport. It will also be the opportunity for you to counsel members of the Staff in areas where they need your support and guidance.

SECTIONAL STAFF WORKSHOP

- I. Welcome
 - A. Statement of Purpose
 - 1. to learn individual jobs
 - 2. to build a functioning Staff
 - 3. to plan Sectional activities and Chapter support for the coming year.
- II. Statement on Duties
 - A. Have everyone spend 5 minutes writing his/her duties as a member of the Sectional Staff, without referring to any written material.
 - B. Read statements and keep for future reference.
- III. What do Staff members expect?
 - A. From Chapters in the Section (or What should the Section do?)
 - B. From Region and National (or What should the Region and National Fraternity do?)
 - C. From the Sectional chair
- IV. Understanding their Duties
 - A. One person reads responsibilities in Bylaws and Sectional Resource Manual.
 - B. Have each member compare his statement of duties with “II A” above.
 - C. Encourage discussion on differences. Experience has proven certain duties are necessary; tradition has determined no change should occur; consider if change is needed.
 - D. Discuss and determine specific roles of the Staff members and their areas of responsibility. Write down and adopt.
- V. Discussion on areas of support to Chapters in the Section
 - A. Program Support
 - 1. membership programs
 - 2. service programs
 - 3. fellowship programs

- B. Administration within the Chapter
 - 1. Advisor(s) participation
 - 2. leadership development opportunities - Officer's guides - programs
 - 3. Sectional, Regional and National participation

- C. General Resource to the Chapters
 - 1. communications link
 - a. National to Chapters
 - b. Chapters to National
 - 2. general operation of Fraternity
 - a. activities coming up
 - b. how Fraternity works
 - c. programs for Chapter support
 - d. resources available to Chapter

- D. Coordinate Sectional Conference and other activities.

VI. Planning Session

- A. Identify areas of immediate concern and attention
 - 1. Weak Chapters
 - 2. Reactivations
 - 3. Interest Groups

- B. Develop support for areas in "A" above.

- C. Define and assign responsibilities of Staff. Write down and adopt.

VII. Evaluation of program.

COMMUNICATION WITHIN THE SECTION

Communication is a key ingredient for a good Section. While successful communication requires effort on the part of the Chapters, it is the Sectional Chair who must take the initiative. You must demonstrate to the Chapters that you intend to communicate with them and that you expect them to communicate with you.

There are several methods of communication available to you:

- 1) **USE THE TELEPHONE AND E-MAIL!** Other than in personal visits, these are the most effective means of communicating. Communicate regularly with key Chapter officers and encourage them to communicate with you.
- 2) individual letters from the Sectional Chair to the newly elected Chapter Presidents, reviewing the status of that Chapter's history of communication, suggesting ways to improve it, and of course, providing the Chapter with a leadership directory of the Section;
- 3) periodic letters to Chapter Officers inquiring about the Chapter's programs, concerns, needs, etc.;
- 4) letters to the Advisory Chair of all Chapters, seeking their view of the Chapter's program and condition
- 5) visits by the Sectional Chair and other Staff members;
- 6) a Sectional newsletter, published several times during the school year, to publicize and praise the activities of each Chapter, provide upcoming Sectional, Regional and National activities and highlight other developments; and
- 7) a Sectional Leadership Directory, listing all of the Sectional staff, all Chapters, Advisory Chair, the Regional Director and any resident members of the National Board of Directors, distributed as widely as possible so that every Brother in the Section knows who is available for assistance and counseling; and
- 8) encourage the use of the Public Relations handbook (in the Leadership Series) mailed in the fall to all Sectional Chairs and Chapters.

In addition, Chapters should be urged to send copies of all newsletters, publicity and letters to the National Office or Regional Director to you as Sectional Chair. Let them know this will enable you to better support them and provide service to them.

As Sectional Chair, you must work to develop a good relationship with as many people as possible in each Chapter, especially one or two pledges in each class. Encourage all Brothers to feel that they can contact you when they feel a need to talk about the Fraternity or just about their own problems. Let them know that you want to hear from them and are willing to listen. In this way, you will learn a great deal about what is happening within the Section and also be in a better position to counsel Chapters about situations.

You must also work on your ability to communicate effectively through various media. Is your writing clear and concise? Can you make an oral presentation that is organized and coherent? These skills need to be practiced in order to be effective, so use them.

Sharing leadership and good use of resources are important, but communication is one of the basics of the Sectional Chair's job. It is the essential "glue" which holds a Section together.

SECTIONAL CONFERENCES

A Sectional Conference is one of the many valuable tools available to Sectional Chairs. It can be used to strengthen Chapters and enhance the quality of their programs. It can build the sense of belonging to a National Fraternity and increase each participant's pride in Alpha Phi Omega.

The Sectional Conference may be a tremendous asset to the Section and its Chapters if it is properly used. However, the conference can also become an administrative nightmare and a tremendous barrier to future participation in Sectional activities and conferences. It all depends on how well organized and planned the conference is.

GUIDANCE AND KEY FACTORS

The Sectional Chair as a key role to play in the conference, working closely with the host Chapter to ensure that the conference is being properly planned. As a resource to them in planning and execution of the plan, the Sectional Chair must always balance the obligation to the Section to ensure that the conference is valuable, and the obligation to the host Chapter to allow it to use the conference as a leadership development opportunity. The Chair must use communication skills and tact to ensure the final product is good while providing a learning opportunity to the undergraduates.

There are various types of conferences and numerous considerations involved. You should carefully review the Fraternity's "Conference Planning Guide" which appears at the end of this Section. You should also ensure that the National Office mails a copy of this guide to the Conference Chair as soon as you know who she/he will be.

The Sectional Chair should be actively involved in the selection of seminar leaders. The host Chapter should have the responsibility for developing topics and may have good suggestions for seminar leaders. You will often have a better idea of who is best able to lead a seminar on the chosen topics. Work with the host Chapter accordingly.

The Fraternity is developing a series of Staff guides for "modular seminars". These will be resources for seminar leaders to use in planning and conducting their sessions. You should ensure that the appropriate Staff guide is made available to the seminar leader as soon as possible after selection, allowing as much time as possible for preparation.

A lack of attendance is one of the most common problems with Sectional Conferences. Careful promotion of conferences is essential to their success. Means of promotion include:

- * Written and verbal contacts (multiple)
- * Get undergraduates to promote (peer pressure)
- * Bring in special guests such as National Board Members
- * Use off-the-wall ideas to increase interest (costume party/talent show)
- * Keep conferences fun so past attendees promote for you
- * Create a tradition (everyone goes)
- * Tie in with Chapter installation/reactivation
- * Combine with another Section
- * Remember to let advisors and alumni know of the conference

The Chapter program should be educational, motivational, and fun. Some successful conferences have included the following:

- Chapter competition/games
- Service projects such as one with handicapped kids
- Theme parties
- Trivia Bowls
- Swimming, volleyball, etc.
- Chance for informal mingling

Sectional Conferences provide an opportunity for recognition for those who have provided significant effort to support Sectional activities and particular Chapter achievements. Recognition can be as informal as publicly thanking the host Chapter, your Staff, etc. It can be more formalized and include distributing Sectional certificates of achievement or a Sectional Distinguished Service Key, both may be obtained from the National Office at (816)373-8667.

CHAPTER VISITATION

One of the responsibilities of Sectional Chair is to visit each Chapter in the section at least annually and preferably more frequently. This provides an opportunity to meet with the Brothers, Pledges and Advisors and discuss the fraternity and the Chapter. A visit can be used to establish personal relationships with Brothers and open lines of communication.

Prior to each visit, you should have established goals you want to accomplish through the visit. These can be as simple as obtaining a current telephone number for the Chapter president or as complex as selling the Chapter on a plan to resolve a membership retention crisis. The goals will depend on the Chapter's condition and your advance knowledge of the Chapter. Review the perpetual inventory for the Chapter in advance to help develop questions you will want to have answered. A description of this report is included at the end of this section.

When is a good time to schedule your visit? This will be determined by your schedule, the Chapter's schedule and the primary purpose of your visit. If you want to meet the Brothers, promote the forthcoming conference and find out what the Chapter has planned for the next few months, attending a Chapter meeting might be most effective. If, on the other hand, you need to find out why they are retaining only a handful of those who pledge, you might be better off attending a pledge class meeting or service project. A visit early in the year is more helpful in getting acquainted; a later visit could be used to review program successes and future plans.

While on campus, you should plan to meet with the Chapter president to review the status of the Chapter. Has it:

- *Reported membership and paid the annual active membership dues?
- *Registered its Pledges?
- *Conducted an evaluation process by utilizing the H. Roe Bartle/Annual Chapter Review Program and the Chapter Program Planning Conference?
- *Set up Chapter programs such as a complete pledge program.
- *Used the Leadership Series (mailed to all Section Chairs and Chapters) as guides in the operation of their Chapter.

You should review all of the Chapter's obligations with the president. If possible, the Chair of the Advisory Committee should participate in this discussion. If any of the Chapter's obligations have not been met, determine why. Obtain a commitment from the president of a date by which they will all be done. (Be sure to remind the president of this agreement by letter after you return home, with a copy to the Advisory Chair.)

In your meeting with the President/Advisory Chair, stress the potential to the Chapter of utilizing the various resource materials of the Fraternity. Provide them with a copy of the H. Roe Bartle/Annual Chapter Program Review form, the Chapter Program Planning Conference guide, etc. Offer your assistance (as well as that of your staff) to the Chapter in conducting these sessions. Be sure to thank the Advisory Chair for his involvement and to stress the importance of involved Advisors when speaking with the president. If the Chapter lacks sufficient active Advisors, encourage the president to establish a plan to correct this problem.

If you have any evidence that the Chapter is not adhering to the principles of the Fraternity, you should discuss this with the president and other Brothers. This must be done constructively, not in a threatening or accusatory manner. If, for example, you find that the pledge program includes aspects, which you believe might be considered hazing, lead the group into a discussion of the anti-hazing policy of the Fraternity. Then discuss what is meant by hazing; attempt to have the issues that concern you raised by one of the Brothers during the discussion. Only if this does not happen should you raise these points. Of course, you cannot leave the campus without having pointed out those situations, which you feel need to be corrected. It often requires a dialogue over a substantial period of time to achieve this type of education, but, once accomplished, this approach will have a much more permanent effect on the Chapter than any short-term result, which might be achieved through a menacing approach.

(Obviously, however, if you should discover flagrant hazing problems endangering the health of any person or which would subject the Fraternity to serious problems, you must, in consultation with the Regional Director, take immediate and forceful action.)

When you have returned home, compare what you accomplished with the goals you set. You should make a written report of your visit, both for the Regional Director and for your files. This will help you when you plan your next visit to the Chapter and will help your successor in comparing later findings with what you found when you visited.

CHAPTER OBLIGATIONS CHECKLIST

Each Chapter of Alpha Phi Omega is required to:

- 1) Pay a \$10 pledge fee for each new Pledge, to the National Fraternity, not later than ten days after the pledge ritual is conducted.
- 2) Pay a \$25 initiation fee for each new Brother, to the National Fraternity, not later than ten days after the initiation is conducted.
- 3) Submit a roster of active Brothers and pay an annual active membership dues of \$12 for each active Brother, to the National Fraternity, not later than November 15 of each year.
- 4) Complete the H. Roe Bartle/Annual Chapter Program Review and submit it to the National Fraternity not later than six weeks after the beginning of the academic year.
- 5) Have the Chapter's financial records audited on an annual basis by an official of the college at which the Chapter is located and a confirmation of the audit must be sent to the National Fraternity.
- 6) Operate on a written budget, which has been approved by the Chapter.
- 7) File Form 990 with the Internal Revenue Service each year (and also file any forms required by the state and/or city in which the Chapter is located).
- 8) Maintain a post office box or other permanent Chapter mailing address.
- 9) Have an Advisory Committee with at least four Advisors with two from the faculty, administration, or staff of the Educational Institution, one Scouting or other youth services, and one Advisor from the community.
- 10) Have an Executive Committee, which meets between Chapter meetings.
- 11) Have a minimum of two Chapter meetings per month throughout the academic year.
- 12) Conduct a service program involving all four fields of service.

Each Chapter of Alpha Phi Omega should:

- 1) Have a fund to assist delegates in attending Sectional, Regional and National conferences and conventions.
- 2) Have a fund to assist the Chapter President and vice-presidents in attending the Chapter Program Workshop.
- 3) Have a fund to assist Brothers in participating in leadership development opportunities.
- 4) Conduct a Chapter program planning conference on an annual basis
- 5) Have a minimum of 20 active Brothers and establish a goal each semester for growth.

- 6) Maintain an effective committee system.
- 7) Conduct an effective public relations program.
- 8) Have a leadership development program within the Chapter that gives every Brother the opportunity to develop his or her leadership skills to the fullest.
- 9) Keep the Sectional Chair and Regional Director informed of activities and programs within the Chapter
- 10) Submit an article to the National Fraternity for publication in Torch & Trefoil every year.
- 11) Participate in National Service Week the first full week of November every year.
- 12) Have an active fellowship program that promotes unity and spirit within the Chapter.
- 13) Incorporate activities with Scouting into the service program.

CHAPTER VISITATION CHECKLIST

DID YOU:

- a) Review all of the Chapter's obligations with the president?
- b) Review all of the Chapter's obligations with the Chair of the Advisory Committee (or other Advisor)?
- c) Get a commitment that the Chapter would fulfill any of these obligations which has not been met? (And that it would be done by a specific date?)
- d) Receive a current roster of Brothers?
- e) Verify the Chapter mailing address (and notify the National Office if it different from the address in the leadership directory)?
- f) Make sure that you are on the Chapter mailing list?
- g) Meet with the Chapter's Pledges?
- h) Review the Chapter budget?
- i) Review the Chapter's service program?
- j) Review the Chapter's membership program (including recruitment, education and retention)?
- k) Encourage Chapter involvement in Sectional, Regional and National activities?
- l) Review the Chapter's leadership development program?
- m) Confirm the Chapter's usual day, time and place of meeting?
- n) Review the Chapter's alumni program?
- o) Give your address and telephone number(s) to several of the Chapter's Officers and Advisors?

WORKING WITH CHAPTER ADVISORS

No matter how successful you are in recruiting and developing a staff, no matter how much time everyone has to devote to the needs of Alpha Phi Omega, there is no way you can substitute for on-campus Chapter Advisors. The function of Sectional leadership and Chapter Advisors is substantially different in many ways although the basic role of both is to provide support for the Chapter. Unless you are careful, however, Chapters can begin to use the staff in ways in which Advisors can better serve.

A Sectional Chair should establish and maintain strong communications with every Chapter Advisor in the section. Let them know that if there is a problem of any kind in the Chapter or if the Chapter needs help to be encouraged in some way, the Sectional leadership is available to help and will respond. Keep Chapter Advisors informed of activities such as Sectional conferences and service projects and encourage them to attend. When you meet with them, be sure they understand what the Fraternity expects of Advisors and of the Chapter. Help them develop a better understanding of the Fraternity if that is needed. Be sure to include them in your Chapter visitation.

Every Chapter should have a strong Advisory Committee. Advisors provide stability and a sense of perspective that only years of involvement with the Chapter can bring. They can provide guidance to you on the condition of the Chapter, and campus resources, which are available to resolve particular situations. Scouting and community Advisors can provide similar information for off-campus activities.

In working with the Chapter, you should evaluate the current Advisory Committee with the Brothers. Encourage the Chapter to improve communication with the current Advisors and to recruit additional Advisors if that is necessary. Assure that Advisors are selected for a known, stated term.

Good Advisors will make your job easier. Cultivate them and encourage their effective participation.

If Chapters lack sufficient Advisors, they can seek additional Advisors from such sources as:

- (1) Alumni of their Chapter or other Chapters,
- (2) the Local Scout Council,
- (3) Professors whom the Brothers know,
- (4) Administrators in the student activities office or in the student union, and
- (5) Civic and Community Leaders.

LEADERSHIP DEVELOPMENT

In addition to working with the members of your staff in their personal development, as Sectional Chair you must encourage leadership development programs within each Chapter. The Fraternity has developed several sessions, which can help you accomplish this.

- a) Chapter Program Planning Conference: This is a four to six hour session, which is designed for the entire Chapter. It can be led by the Chapter President, someone designated by the President, an Advisor or Sectional volunteer. It should be conducted at the end of the academic year. The purpose is to evaluate the current Chapter program and develop goals for the coming year. By involving the entire Brotherhood in this process, it both strengthens their sense that the Chapter depends on their involvement and ensures that the Chapter programs meet the needs and interests of the Brothers.
- b) H. Roe Bartle Award/Annual Chapter Program Review: This is an evaluation device, which is best completed as part of the Chapter Program Planning Conference. However a Chapter chooses to complete this process, it should not be done by one or two people alone. While Chapters are required by our By-Laws to complete the review and return it to the National Office, the primary purpose of this procedure is to encourage every Chapter to conduct a thorough self-evaluation.
- c) Chapter Program Workshop: As indicated earlier, this is a weekend program for current officers or those elected to serve as an officer next year, providing them with an opportunity to bring their knowledge of Chapter operation and administration to bear on their term of office.
- d) Leadership Development Workshop: This is a 6 1/2 hour leadership skills program designed for everyone in the Fraternity. Its goal is to enhance the leadership ability of the participants in any situation in which they might find themselves.
- e) Conferences: Utilize the leadership development programs at your Sectional conference to meet the needs of the Chapters. If you've determined, for instance, that several Chapters have weak financial administration, schedule a seminar on Chapter finance.
- f) Chapter Development Program: In working with Chapter officers, encourage them to put into operation a plan for leadership development within the Chapter. There should be a plan to involve every Brother in the Chapter's activities, with opportunities for a leadership role and responsibility. There should be a definite effort to give every Brother a leadership role. This should begin with the pledge program, with every pledge class electing its own officers and carrying out projects as planned. While all Chapters recognize the need for a service program, many do not see the identical need for a leadership development program. Part of your responsibility is, therefore, to lead them to a better understanding of this need.

- g) National Convention: An extensive selection of workshops is offered at every convention. These are especially geared toward non-voting delegates. Encouragement of Chapters to send several Brothers to conventions and attend these workshops is recommended.

By encouraging participation in these programs and doing everything possible to see that they are made available to your Section, you will be performing a vital service to the Fraternity and its brothers.

THE NATIONAL FRATERNITY

Many of the questions you will be asked as Sectional Chair relate to the National Fraternity. Why should we participate in conventions and conferences? Why should we pay dues? How is our money spent? It is impossible to anticipate all of the questions or provide all of the answers in advance, but there are certain things, which a Sectional Chair must know. Much of this information can be found in the Pledge Manual, with which every volunteer leader in Alpha Phi Omega should be familiar.

The Fraternity is governed by two bodies: the National Convention and the National Board of Directors. The convention meets every two years (in even numbered years) and determines the By-Laws of the Fraternity, adopts resolutions, which set general policy directions and elects our National Officers. In addition to the business side, conventions provide numerous opportunities for learning experiences, fun, and inspiration.

The Board of Directors consists of the National President, National Vice-President, six Program Directors, eleven Regional Directors and Life Members of the Board including former National Presidents. It governs the Fraternity between conventions. The Board, through the President, gives direction to the National Executive Director, establishes the annual budget of the Fraternity, and approves the programming of the Fraternity such as National Service Week. The Board also functions through a variety of standing and special committees, which brings their ideas to the Board for approval at its meetings. The Board meets twice a year.

Both the Convention and the Board must operate within the procedures and rules established by the By-Laws. Each Sectional Chair should be thoroughly familiar with the By-Laws and Standard Chapter Articles of Association.

The By-Laws establish the various categories of dues and the amounts of each. Briefly, these are:

Annual Active Membership Dues	\$12 per Brother, per year
Pledge Fee	\$10 per Pledge, at pledging
Initiation Fee	\$25 per Brother, at initiation

In addition to these revenues, the Fraternity derives income from the sale of jewelry and other merchandise as well as through the annual development campaign. This is a fund raising effort aimed at alumni and seeks to reduce the extent of our reliance on undergraduate fees.

How much does this come to and what is it spent on? An annual report is published in Torch & Trefoil but the budget is generally around \$500,000. This allows Alpha Phi Omega to maintain an office, with four professional staff members plus additional support personnel. It enables the Fraternity to publish Torch & Trefoil as well as the National Chapter Bulletin, the various guides and publications and membership materials.

Of course, none of this really explains the value of being part of a National Fraternity. Perhaps that can only be experienced, not explained. But the existence of Sectional Chair and staff as well as others who serve the Chapters is the direct result of the existence of a National Fraternity.

When Chapters face problems and seek assistance, it is available. New ideas for Chapter service often come from participation in Sectional or larger conferences. All of these items, intangible though they may be, are the true reason and value of a National Fraternity.

In some sense, every Sectional Chair is a “cheerleader” for the Fraternity. You must encourage participation and support of Sectional conferences. You must exhibit a positive attitude toward the National Fraternity or the Chapters will not do so. You must create a high level of expectation of service from the Fraternity and demand that it be met by the National Office and volunteer leaders. You must be able to explain and to obtain action.

Remember, while you are elected by the Chapters, you still represent the Fraternity to them.

FINANCIAL CONSIDERATION

All of the Fraternity's leaders on a sectional level are volunteers. That means that each person who agrees to serve, regardless of position, must be willing and able to incur certain expenses. Postage and telephone costs clearly will be involved, as well as the cost of travel to conferences and Chapters. There are other expenses to consider, such as business cards, letterhead and so forth. As with all other areas, each volunteer will have to determine his priorities and budget accordingly. It is important, however, to keep in mind that your primary function is to serve the Chapters in the section. In establishing your priorities, measure them against that goal.

Some sections have decided to establish "sectional dues" to help defray such costs as newsletter and letterhead. If your section does this, be sure that the account is held by and controlled by a Chapter. Sections are not permitted to establish any kind of bank account in their own name. The account should be audited periodically by the Sectional Chair. The purposes for which it is to be used must be clearly established in writing.

Whatever your priorities, keep an accurate record of your own expenses. This can be important both in advising others what they can expect to spend if they accept a similar position and in claiming deductions on your income tax return.

Although a deduction is not allowed for the contribution of services to Alpha Phi Omega, all out-of-pocket expenses incurred while performing a volunteer service for it will qualify as a charitable contribution deduction. This is because the Fraternity has been declared a "501 (c) (3)" organization under the Federal Tax Code.

Some of the deductible expenses are: travel, telephone, postage, food and lodging (if spent while in route or away from home overnight), printing, and, of course, direct contribution of money to the Fraternity. If you use your automobile, you may deduct either the actual maintenance, operating and repair costs directly attributable to your use of the automobile for Alpha Phi Omega, or you may use the standard mileage rate for charitable activities established by the Internal Revenue Service.

Whenever you incur an expense, you should obtain and keep a receipt. For mileage you should keep records indicating what your car's mileage was at the beginning and end of the trip.

While tax deductions will never match what you spend for Alpha Phi Omega, it does reduce your net cost somewhat. You should take advantage of this opportunity.

The National Fraternity also maintains a travel accident policy, which insures Sectional Chair against accidental death while engaged in Alpha Phi Omega business. Unless you make an alternative designation, the beneficiary is your spouse, if you are married, or your parents. You should check on this with the National Office, which will also tell you the current amount of the policy.

NEW CHAPTER ORGANIZATION

Building a stronger Section involves more than providing support and service to existing Chapters. You should analyze the colleges in your Section, which do not have an active Chapter and select those, which seem likely to be capable of supporting one. After you “target” these schools, you need to plan an approach that will likely succeed in organizing a Chapter. How?

First, recall that you should not be doing everything yourself. Chapter organization is an excellent area to involve other people. It gives them a specific challenge, which will benefit the Fraternity and help us achieve our purposes on another campus. It will enable them to develop the kind of leadership skills needed to serve as a Sectional Volunteer. And, of course, since your priority is serving existing Chapters, it will enable you to accomplish both tasks.

Now you must identify an on-campus contact. The first person interested on the campus will be much more effective in recruiting others than anyone off campus. This contact can be a student, a faculty member or even a member of the administration. A student, however, will be the one most likely to be able to recruit additional members. One way to locate this first student is to conduct a well-publicized open meeting (“rush”). This may not only attract several interested people, but will also help you to locate Brothers who may have transferred or may be doing graduate work at this school.

There are several means of identifying potential interested students. A recent meeting of Sectional Chairs established the following list:

Flyers	A.C.T information
School papers	Dorm meetings
Word-of-mouth — Friends	New student lists for mailings
“Tabling” — at dorms, student union	Registration packet information
P.R.	Target student leaders
Student fairs	Projects with open invitations
Scouting	Invite other groups

The on-campus contact should know the established means of communication at the campus and should be able to recruit additional members from among his own circle of friends. These people will expand the recruiting effort until you have reached the minimum number, which is 15. While you should not stop recruiting at this point, since some may drop out and a larger group will be able to accomplish more, it is time to begin the formal process of education about Alpha Phi Omega. It is important that the group understand the time frame for petitioning, expectations, requirements, while it learns about the purpose of Alpha Phi Omega. It is also time for the group to agree on a service program, determine a Chapter structure and leadership, and begin meeting the requirements for a charter.

When you, or your designated representative and you, believe that the group is ready to submit a petition or charter, arrange a meeting with the entire group. Discuss with them the responsibility of becoming a Chapter and what is expected of them once they become an active Chapter. Ask them to decide if they are ready to submit their petition. If they agree that they are, help them prepare it and after checking to see that it is complete and accurate, be sure they submit it to the National Office, with appropriate fees.

Be sure that you have consulted with your Regional Director before asking the group if they believe they are ready.

No application for a charter should be submitted without the prior approval of your Regional Director.

To summarize the process:

- a) Target schools
- b) Identify/recruit volunteers to lead the effort
- c) Recruit an on-campus contact
- d) Recruit at least five students and apply for recognition as a petitioning group
- e) Recruit at least a total of 15 students plus three faculty/staff advisors, and one scouting advisor.
- f) Educate and organize the group
- g) Group conducts a service program, plans for the future, established Chapter structure, etc.
- h) Regional Director approves group
- i) Sectional Chair approves group
- j) Petition for charter is prepared and submitted for Fraternity approval

No specific time frame is set for the petitioning process. At minimum, there must be sufficient time to provide for the education and experience for the group to function as a Chapter. New Chapters are particularly susceptible to failure. Proper preparation and follow up is essential to make the Chapter a healthy one.

Some Sectional Chairs have indications they like to use to determine a Petitioning Group is ready to charter. These include

- (1) three consecutive semesters of progressively improving operations/programs,
- (2) successful start up following a summer break to ensure students are truly committed and
- (3) a transition in leadership from the original core group to other students is a strong indication of the group's ability to survive.

A final comment involves dealing with campus administration, scouting, and other community leaders. You or your representative should be prepared prior to meeting with these individuals. Their time is limited and they will appreciate your thoughtfulness in being prepared. Also, remember to dress appropriately for the individual and situation.