

Section Chief Manual

The Fraternity of Phi Gamma Delta

SECTION CHIEF MANUAL

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Revised September 2018



PHI GAMMA DELTA

BUILDING COURAGEOUS LEADERS

1201 Red Mile Road, Lexington, KY 40504 | 859-255-1848 | www.phigam.org

Welcome Section Chief,

With over a century and a half of experience, it has been demonstrated to us that undergraduate chapters consistently perform well when supported by constructively engaged Graduate Brothers. Our volunteer leadership structure of General Officers [Archons, Appointed General Officers, Section Chiefs] and chapter advisors [PLs, BCAs, HCs] is the result of this historical experience.

Your commitment to become a Section Chief is greatly appreciated. You will have the opportunity to help promote, guide and lead our young Brothers, just as you were mentored as an undergraduate.

This Manual is designed to help Section Chiefs understand the context in which we currently operate, your role in Phi Gamma Delta, how to recruit robust graduate support networks for every chapter, how to intervene (when necessary) and several other topics which will be of interest to you. We hope you find this information useful and wish you well on your journey as a new Section Chief.

The contents of this manual are the product of the devoted service provided to our chapters by advisors over the years. To you and your predecessors go the deep appreciation of the Fraternity and the good wishes for your valuable services to continue through the coming years. PHI GAMMA DELTA is greater because of you, and you are greater because of PHI GAMMA DELTA.

If the Headquarters staff may assist you in any of your endeavors, please do not hesitate to call.

Fraternally,

Rob Caudill
Senior Director of Graduate Development & Operations

Perge!

EXECUTIVE SUMMARY

Serving as Section Chief is an incredibly rewarding position for any Graduate volunteer. The Fraternity is better for having so many Graduate Brothers step up and accept the position of Section Chief. Since the inception of the Section Chief Program in 1880, the concept of the Section Chief has largely remained unchanged, though changes in society have driven changes to the Fraternity, our inter-fraternal community and the various institutions which foster it. Some of the changes have been easy to make while others have been much more difficult.

As times change, so must our Fraternity. This manual is intended to assist Graduate Brothers appointed as Section Chief to successfully carry out their charge in the world of today and lay the groundwork for the Fraternity of tomorrow. This manual does not provide a “recipe” for success; rather it provides content and information that is salient and germane to our Fraternity and its successful operation now and in the future. This manual will provide the Section Chief, both rookie and experienced, with points of reference that define the role of the Section Chief and how the Section Chief fits into the larger picture of Fraternity operations and success. Additionally, this manual will provide information on how to approach uncommon situations and provide a listing of various tools and resources that are available to assist a Section Chief in the fulfillment of his duty. Finally, this manual provides a brief overview of the current Fraternity initiatives, policies, common by-laws, rules and guidance that are applicable to the position of Section Chief.

Thank you, Brother, for your decision to accept the responsibility of being a Section Chief. We firmly believe that chapters having active graduate participation on their Boards of Chapter Advisors, their House Corporations, and from their Purple Legionnaire, function and achieve at a higher level than those chapters that do not. As Section Chief, one of your primary duties is to ensure that all the chapters in your care have this active graduate involvement. By achieving this pivotal element for all your chapters, you are helping Phi Gamma Delta succeed today and are laying the groundwork for a future that is even more successful.

Overview of the Section Chief Program

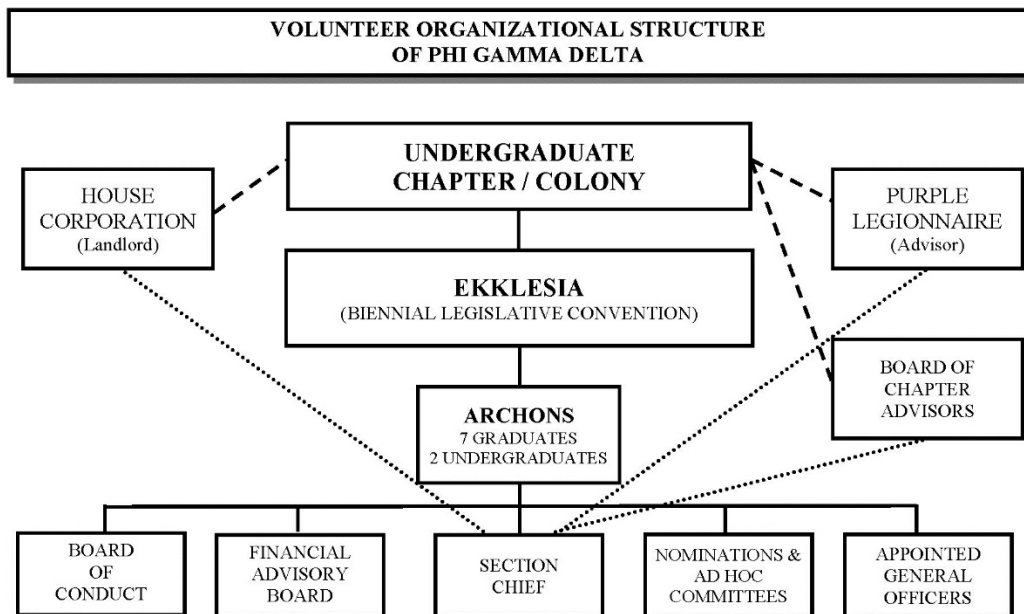
Historical Overview

The position of the Section Chief was created by the 1880 convention during the early years of the Fraternity. Since that time, the role of the Section Chief has remained largely the same: to care for and “shepherd” the chapters under his care and to ensure that the chapters have adequate Graduate Brother involvement.

The Section Chief within the Fraternity

Within the framework of the Fraternity, the Section Chief a “General Officer” of the Fraternity. Each Section Chief is appointed by the Archons to serve a two-year term that coincides with each meeting of the Ekklesia. The Archons appoint Section Chiefs at the start of each biennium, immediately following the Ekklesia. In the event of a vacancy or new section created during any biennium, the Archonate will appoint a new Section Chief to complete the remainder of the term and who would be eligible for re-appointment at the next Ekklesia.

It is important to understand the larger organization of the Fraternity and where the Section Chief sits within it, so as to better delineate the particular roles and responsibilities of each of Phi Gamma Delta’s bodies. Please refer to the Organizational Chart below:



Section Chief Executive Committee

The Section Chief Executive Committee (SCEC) is appointed by the Archonate to oversee the Section Chief Program. The SCEC consists of five Section Chiefs appointed from within the current Section Chief ranks to serve a two-year term spanning each biennium. The SCEC members are eligible for re-appointment and ideally represent a broad geographic interest.

In addition to his own section, each SCEC member oversees one of the five regional zones as defined below in the Geographic Organization. The SCEC is responsible for identifying and vetting new Section Chiefs to fill vacancies, oversees the Graduate Leadership education programming at the Ekklesia and Academy, and completes any additional tasks as the Archonate sees fit to request. The SCEC is advised by a member from the International Headquarters (IHQ) staff and one current Archon.

The five Regional Zones are supervised by a corresponding member of the SCEC. Each Zone Leader is responsible for supporting and assisting the Section Chiefs within their geographic zone. Each Zone Leader monitors ten to twelve Sections, providing guidance and counsel to Section Chiefs, assisting with identifying and vetting Section Chief candidates for open Sections within their zone. The Zone Chief is also responsible for providing performance evaluations on all Section Chiefs within their zone.

Geographic Organization

The Fraternity has organized the role of Section Chief largely on a geographic basis. Typically, each Section Chief is responsible for three to four chapters located in close geographic proximity to each other. The Archonate and the SCEC review the sections periodically and re-align or add new sections as needed to ensure as many sections as possible meet the preferred ratio of chapters per section. Given the wide geographic distribution of Phi Gamma Delta throughout North America, chapter distribution within a section will vary and some sections may encompass a larger geographic area to allow a manageable distribution of chapters and proper coverage by Section Chiefs.

Role of the Section Chief

Historically, the Section Chief has had a critical role in the success of the Fraternity, and this role will continue to be an important aspect of our future endeavors. While the Section Chief Program has waxed and waned throughout the years, the basic function of the Section Chief has remained largely unchanged. A long history of both anecdotal and specific evidence has provided a picture of who may achieve the best success in the role of a Section Chief.

The information presented here is to provide depth and detail for Brothers who are new to the role of Section Chief. The added scope may offer more experienced Section Chiefs a broader knowledge of the Fraternity.

Prerequisites

A Graduate Brother who is a candidate for Section Chief must be in good standing with the Fraternity, and have been vetted and then approved by the Archonate. The SCEC will generally serve the Archonate in this role of vetting Section Chief Candidates. All Section Chiefs must be regularly installed at an Ekklesia or, in the case of an inter-biennium appointment, at the first possible Academy. Ideally, a Section Chief has been a graduate for at least five years and has prior experience as an undergraduate officer, committee chair or Purple Legionnaire. Additionally, active involvement at the local and/or international level is considered advantageous.

Attributes

Following is a list of attributes a strong Section Chief would likely have. These are not requirements nor is it expected every Section Chief would have all the listed attributes. However, long experience has shown that these attributes usually accompany a successful and strong Section Chief.

- Active as an undergraduate brother
- Experience at the graduate level, be it local, regional or International
- Sufficient time available to commit to the Section Chief role while maintaining a good work-life-Fraternity balance
- Solid speaking and written communication skills
- Self-motivating and able to motivate others as needed
- Ability to move beyond their local chapter and work effectively at a regional level with all chapters
- Ability to assess a situation quickly and act rationally, without undue emotion or personal drama
- Have been a Graduate Brother for some period of time (five years or more) and able to bring a longer perspective and life experience to bear on the role
- Team player who works well with others and allows for differing opinions to be expressed as needed
- Has demonstrated living the values of the Fraternity
- Has good business sense and has a teacher's mentality

Attributes other than those listed here may certainly be beneficial to a Section Chief. This list is provided only as a foundation upon which to consider a Graduate Brother's attributes and how indicative they may be as a predictor of a successful Section Chief.

Position Description

A Section Chief has several primary and secondary responsibilities. A brief description of these primary responsibilities is presented here as a summary. The full list of responsibilities will be discussed in more detail elsewhere in this manual.

- Recruitment of Purple Legionnaires – A Section Chief is responsible for identifying and recruiting Purple Legionnaires for each of his chapters as needed.
- Recruitment of Graduate Volunteers – A Section Chief is expected to assist each of his chapters in ensuring that the graduate support groups (BCA and HC) have enough Graduate Brothers to properly function.
- Provide support and guidance for Purple Legionnaires, Board of Chapter Advisors, House Corporations, and Graduate Associations and Graduate Chapters.
- Attendance at Fraternity Events – The Section Chief is expected to represent his section at the annual Fiji Academy and biannual Ekklesia; additionally, the Section Chief is expected to attend his local chapters' Pig Dinners and other important events as possible.

Recruitment of Graduate Volunteers

The recruitment of graduate volunteers stands as one of the primary responsibilities of the Section Chief. After reviewing the current status of each of his chapters' BCAs and House Corporations, the Section Chief should work to identify local Graduate Brothers who could assist each of his chapters' respective graduate groups. If the graduate group is inactive, the Section Chief should be at the forefront to "re-start" the group; ensuring that it gets off the ground, is functional and is self-sustaining. The Fraternity utilizes the "5/5/1" model for determining whether a graduate group has the sufficient minimum number of Graduate Brothers involved (See the "Initiatives" section on page 16).

Recruitment and Advisement of Purple Legionnaires

The interaction between the Section Chief and a Purple Legionnaire, or "PL", is very important. The PL provides the day-to-day mentoring and advice to their respective chapter, and the Section Chief should very diligent in his efforts to maintain or recruit an active PL for every chapter in the section.

Care should be taken to discuss the ideal candidate with all parties involved (i.e. the chapter, Board of Chapter Advisors, etc.) to ensure the Section Chief is recruiting the strongest possible candidate.

The Section Chief should act as an advisor to each of the PLs in his section, to the extent possible, given the Section Chief's experience. Further, the Section Chief should endeavor to maintain a consistent periodic communication with his PLs to keep abreast of any new information and to reaffirm and/or disseminate information to the PLs from IHQ or the Archonate. Significant additional information regarding the PL can be found on the Fraternity website.

Support and Guidance of Graduate Groups

It is the Section Chief's responsibility to ensure each of the chapters in his section has sufficient graduate advisory groups. In addition to the actual recruitment process, the Section Chief should act as an advisor to the best of his abilities to other Graduate Brothers as they work to conduct the business of their

respective groups. If a Section Chief is not able to advise a Graduate Brother on a particular subject, the Chief is tasked with locating or providing additional resources to the graduate groups to address and resolve the issues.

This discussion about the recruitment of graduate volunteers is divided into the most common graduate groups for easy reference. The BCA and House Corporation are the two primary graduate groups supporting each individual chapter. A brief summary of the Section Chief's role in maintaining these groups is provided below.

Board of Chapter Advisors (BCA)

The Board of Chapter Advisors is the primary strategic advisor to each chapter. The BCA is expected to advise the chapter in all aspects of chapter operation. The Section Chief should ensure each chapter's BCA is viable and meeting regularly. If a BCA is inactive or has not been formed, the Chief should provide guidance as needed to assist in the development and formation of a BCA. Additional information for reference regarding a BCA group can be found on the Fraternity website.

Housing Corporation

The House or Housing Corporation oversees all matters of the physical house and the tenants within. This group does not advise the chapter directly, instead serving as a separate entity focused primarily on the long-term stability that the operation of a chapter house requires. This group may have more specific skill set requirements for its members (e.g. lawyer, property manager or financial advisor) and, therefore, the Section Chief should consult with the existing House Corporation to ensure he is recruiting appropriate candidates. To maintain separation between the Housing Corporation and the Graduates directly advising the chapter, members serving on the BCA or as Purple Legionnaire should not serve concurrently on the Housing Corporation, nor should Housing Corporation members serve on the BCA or as Purple Legionnaire (though Purple Legionnaires generally serve as ex-officio members).

Each chapter and colony does not necessarily need a House Corporation. For example, if there is not a chapter house, or if the house is entirely owned and operated by the University, a House Corporation may not be necessary. However, if a House Corporation needs to be formed, the Section Chief again should be mindful of the proper mix of professional and personal attributes of any candidates and should, within his capacity, serve as an advisor to the group as it forms.

The Section Chief should be aware of the resources available to House Corporations, particularly those available through the newly formed 1848 Properties, Inc., Phi Gamma Delta's National Housing Corporation. 1848 Properties, Inc. seeks to provide a growing number of resources to House Corporation members and to brothers with regards to chapter housing.

Additional information about Housing Corporations and 1848 Properties Inc. can be found on the Fraternity website.

Graduate Chapters

Phi Gamma Delta allows for, and encourages, the formation of Graduate Chapters. These chapters are not specifically associated with any single institution of higher learning. Rather, a Graduate Chapter is most commonly associated with a geographic area where a sufficient population of Graduate Brothers reside and generally exists for social purposes – to connect brothers in the area.

Graduate Chapters are expected to demonstrate they are active by holding at least two events a year and documenting attendance at the events. Graduate Chapters are allowed to send one voting delegate to each Ekklesia, provided the Graduate Chapter is recognized by the Fraternity.

The Section Chief should work with the President or oversight committee of any Graduate Chapters in the section, including helping them seek out Graduate Brothers to be involved. It is encouraged and beneficial for the Section Chief to be involved in Graduate Chapters in his region. Though not all members of the Graduate Chapters may desire to be part of an advisory board or house corporation, its members tend to be more likely to want to be engaged at the chapter level. The Fraternity has provided additional guidance on Graduate Chapters on the Fraternity website.

Attendance at Fraternity Events

The Section Chief is expected to attend the bi-annual Ekklesia convention (held in late July/early August of even numbered years) and the annual Fiji Academy (held annually in early January). Attendance at either of these events is required for newly appointed Section Chiefs so they may be properly installed.

A Section Chief can expect to be reimbursed for all or part of the cost associated with attending in accordance with the Fraternity's Expense Reimbursement policy. When possible, the Section Chief should be available to assist the IHQ Staff and Fraternity by serving on a committee or leading groups at an Ekklesia or Academy. Additional information regarding upcoming Fraternity events and the reimbursement program can be found elsewhere in this manual.

With regard to Ekklesiai and Academies, it is also the responsibility of the Section Chief to encourage each undergraduate chapter in their section to send a full delegation to each of the events.

- Three undergraduates to an Ekklesia (ideally the President, Treasurer and another delegate)
- Three undergraduates to the Academy (ideally the President, Treasurer and Recruitment chairman)
- Encourage the Purple Legionnaire from each chapter in the section attends events as possible
- Encourage active Graduate Chapters in the section to send a voting delegate to each Ekklesia

Ekklesia

Phi Gamma Delta's biennial convention, the Ekklesia, is held in the summer of even-numbered years. In this governing body, each undergraduate chapter has up to three voting delegates. Each Graduate Chapter may have up to one voting delegate. The primary business of the Ekklesia is to elect new Archons (Board of Directors), approve the budget for the ensuing biennium, and amend the Bylaws and Constitution.

Fiji Leadership Academy

The Fiji Leadership Academy, conducted each year in early January is designed to get new chapter officers off to a strong start by giving them the knowledge and skills they need to lead their chapter. Participants are exposed to the basic elements of chapter operations as well as higher level leadership development.

The Academy has educational training for ALL undergraduate officer positions, recruitment chairmen and undergraduate emerging leaders. It is expected the Chapter send the Chapter President, Chapter Treasurer, and recruitment chairman and/or emerging leaders. The Academy also includes educational tracts for graduate volunteers who serve as a Purple Legionnaire or Section Chief.

Chapter Visits

The Section Chief is expected to visit each chapter in the section at least once each year and provide feedback to the Field Secretary and PL as needed. This visit should be announced in advanced and should coincide with a formal meeting of the chapter if possible. Additional visits are certainly encouraged but are not mandatory.

Annual Reports

Each year, Section Chiefs are required to provide a brief report on activity within their section. This generally includes pertinent updates and happenings of his undergraduate chapters and, where appropriate, graduate chapters.

The report is submitted to the SCEC and/or staff for compilation into a final report that is sent to the Archons and the Ekklesia. The report is due to the Archons in early June each year.

Pig Dinners

In addition to visiting the chapters as noted in “Chapter Visits” (on page 10), the Section Chief should attend each of their chapters’ Pig Dinners as his schedule allows. While attending a Pig Dinner is first and foremost a social / reunion event, the Section Chief should be mindful of possible recruitment candidates and should approach Graduate Brothers as decorum and the function allows. The travel cost of attending a chapter Pig Dinner may be reimbursed.

Section/State Day Organization

The Section Chief should be the primary organizer of any section/state day that is held in their section. Ideally, these events are held on an annual basis with the primary purpose of furthering the leadership education for the undergraduate brothers in attendance. A social component (a dinner or banquet or other group activity) can also be held in conjunction with the event. The Section Chief should coordinate with the PLs and chapter cabinets within the section to identify the best date and time for the event. Additionally, the Section Chief should coordinate with other Graduate Brothers and/or

Headquarters Staff to provide programming for the event. If a section doesn't currently host an annual event, it is strongly encouraged that the Section Chief work to begin such an event. Costs associated with hosting the event are not considered reimbursable although the Section Chief may expense his travel costs, as with other events. Costs are often covered by having each chapter contribute a cost per attending member, or by soliciting donations from Graduate Brothers.

Fraternity Expansion/Recolonizations/Delta Colonies

The Section Chief is expected to assist with the expansion of the Fraternity and support growth initiatives. Expansion may come as a re-colonization of a currently closed chapter or starting a Delta colony at an entirely new institution. This support is provided in several different ways.

First, the Section Chief should work with the SCEC and IHQ to identify potential candidate institutions in their section. Once an expansion has been approved in a Section Chief's section, the Section Chief should work to identify and organize the graduate base near the institution to support the expansion effort. This would include identifying a PL, members of a BCA and House Corporation, as appropriate, and helping the IHQ expansion team while they are on campus and recruiting potential candidate members.

Obviously, an expansion can take significant resources and the Section Chief is expected to help find and coordinate Graduate Brothers to assist the expansion. Additional information regarding expansion can be found on the Fraternity website.

Section Chief Uncommon Situations

Though the role of Section Chief is largely a well-defined and predictable effort, uncommon situations do occasionally arise. A brief discussion of how to approach these situations is warranted.

First and foremost, contact a member of the SCEC and/or IHQ staff as appropriate. You are not expected to stand alone in addressing uncommon situations. Reaching out to others that have experience dealing with these situations is strongly recommended.

For the sake of discussion, these uncommon situations will be divided into two categories. The first category is the "Acute Crisis" situation and the second is the "Non-Time Critical" situation.

An "Acute Crisis" situation is defined as a serious and/or dangerous occurrence which requires immediate attention. Examples include, but are not limited to, an injury or death in the chapter (natural or otherwise), the discovery of hazing or other prohibited activity, sexual assault or other situation in which the institution or other agency is involved. The first step in addressing this type of situation is to inform the IHQ staff and consult with them on the next step. It is advised that each Section Chief be familiar with that Fraternity's Crisis and Incident Management Tips available at www.phigam.org/advisor.

It is important to remember that the Section Chief and other Graduate Brothers should immediately engage with the chapter and provide insight and instruction where possible. While a prescribed approach to crisis management exists, and should be implemented and followed, please remember

you are a Brother and our undergraduate brothers may look to you for leadership and as an example of how to handle the crisis appropriately.

The “Non-Time Critical” type of uncommon situations are those that deal with the resignation and succession of you, as the Section Chief, and Chapter Graduate Trusteeship.

Struggling chapters may be placed on Graduate Trusteeship as a method to correct concerns and return the chapter to a proper course. A Section Chief may not impose a Graduate Trusteeship. Rather, a Graduate Trusteeship is a disciplinary action which either the Board of Conduct or the Archons may impose. The Archons will appoint Graduate Brothers to serve as trustees. As the Section Chief, your role once a Graduate Trusteeship is implemented, is typically limited to facilitating and assisting Graduate Brothers serving as trustees for the chapter. A Section Chief should be aware of the general reasons for how and why a Graduate Trusteeship is instituted, and the Fraternity has provided additional guidance on the website. Staff should also be consulted to guide the development of a Trusteeship.

A Section Chief will ultimately have to hand the reins of their section off to a successor. In most cases, a Section Chief chooses to resign and informs the SCEC of their intention to do so.

When a Section Chief decides to resign, the Fraternity asks and would prefer the resignation and succession of a new Section Chief be done in an orderly fashion and with as much advanced notice as possible. If, given your particular circumstances, you feel you are no longer able to fulfill the role of a Section Chief, please try to give the Fraternity as much notice (a semester or more) as possible. Ideally, the outgoing Section Chief will have identified one or more potential successors (and had an initial discussion with them) and will have communicated this to the SCEC and the IHQ staff. In these cases, the resignation of the current Section Chief and the appointment and installation of the new Section Chief can be completed in an orderly manner and the hand-off of all materials and notes pertaining to the section can be completed and discussed in detail.

The Fraternity acknowledges that occasionally a Section Chief must step down immediately. In these cases, it is still important the current Section Chief inform the SCEC and IHQ staff of this event. It is expected the Section Chief will make the proper arrangements for all materials and notes pertaining to the section to be held and transferred to his eventual successor.

RISK MANAGEMENT

As the Section Chief, you should assist your Purple Legionnaires in being aware of the Fraternity's Risk Management Policy and support them in adequately communicating the policy to their respective undergraduate chapters.

One of the Purple Legionnaire's primary responsibilities is to advise his Cabinet Officers and brothers of his chapter to read, understand and abide by the Fraternity's Risk Management Policy. In this regard, the Fraternity requires a written indication from each Chapter President each semester that he holds office indicating he has read and *agrees to abide* by the Risk Management Policy. This document is called the Chapter President's Risk Management Agreement. Failure to submit the Chapter President's Risk Management Agreement by the deadline may result in a referral to the Board of Conduct.

The Risk Management Policy serves our chapters and their advisors alike. The policy clearly defines behaviors not permitted by the Fraternity and provides guidelines for chapter activities.

It is important to understand the role of Section Chief and the roles as advisors to the chapter are not 24/7 positions. You and the advisors for your chapters are not members of the chapter nor are you expected to be present at all times. If you suspect a violation, you should make a reasonable effort to make the chapter aware of the violation and report concerns to the Fraternity Headquarters. If a chapter violates the Risk Management policy, the chapter is subject to disciplinary action by the Fraternity.

As a Section Chief, you are insured under the Fraternity's general liability policy in the faithful execution of your duties. If you observe or have knowledge of a Risk Management violation and do not take reasonable action to eliminate it or you condone the violation, you may face exclusion under our liability policy.

Risk Management Policy Basics

- Don't Break the Law – Don't serve to minors
- No Chapter Purchase or use of Bulk Quantities of Alcohol
- No Open Parties
- No alcohol in recruitment or pledge education
- No Illegal Drugs in the Chapter House
- No Co-Sponsorship with Distributors
- The Fraternity will not tolerate or condone any form of sexist or sexually abusive behavior
- The employment or use of strippers, exotic dancers or similar is prohibited
- The construction and/or use of water features, towers, rope bridges and slides is strictly prohibited whether on chapter property or elsewhere.
- Hazing is defined as any action taken or situation created, intentionally, whether on or off fraternity premises, to produce mental or physical discomfort, embarrassment, harassment, or ridicule.
- Further, hazing is any activity which is not consistent with: academic achievement; Fraternal law; the regulations and policies of the educational institution; applicable state law.

Fraternity Insurance Basics

Advisors to Chapters, General Officers and Archons are covered by the Fraternity's liability insurance policy in the normal execution of their duties. Advisors who adhere to the policy and who have made reasonable efforts to correct violations of the Risk Management Policy if they are discovered are covered by Phi Gamma Delta's General Liability Insurance Coverage.

Phi Gamma Delta's General Liability Insurance has a \$1,000,000 primary coverage for Bodily Injury and Property Damage in addition to a \$5,000,000 Umbrella Liability policy. You should contact the Headquarters for additional information regarding our insurance coverage.

Other types of insurance coverage provided

Directors and Officers Liability: Covers officers and directors of the Fraternity, House Corporations, alumni/alumnae groups for claims arising out of misconduct or wrong-doing in the course of performing their duties as directors and officers of Fraternity groups.

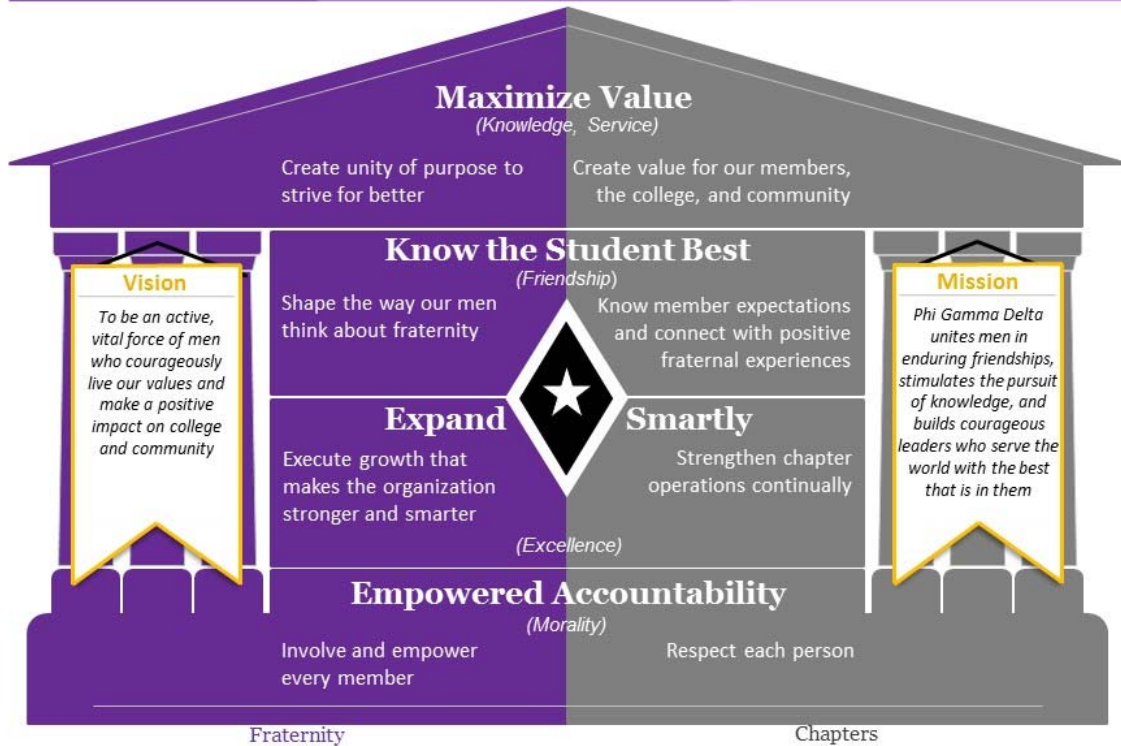
Fidelity Coverage: Bonds the treasurer or officers who handle money, checks, or funds for dishonest acts of the employee or volunteer.

Fraternity Insurance Exemption Basics

- No coverage for individuals who violate the Risk Management Policy
- Automatic Exclusion for **ANY WATER FEATURE**
- No coverage for intentional or criminal conduct

PHI GAMMA DELTA INITIATIVES

Positive Impact 2030 – ‘House’ Model



Phi Gamma Delta and the fraternity system are at a natural inflection point. Our environment is undergoing major changes. Recognizing this, the Archonate considered deeply what’s next for Phi Gamma Delta and, on June 10, 2017, adopted a strategic framework to carry us forward. Our path forward is a values-based strategy to achieve “Positive Impact”. It is an outward facing focus on what we do for the world.

There are four strategic priorities (‘must-win’ battles) we have identified. They are must-win battles because they will determine whether Phi Gamma Delta continues to flourish and deliver value to our colleges and communities.

Phi Gamma Delta has a compelling vision for who we will be and what we will accomplish. Our strategy to realize that vision, Positive Impact 2030, is regularly evaluated and adjusted to account for progress and environmental factors.

Must-Win Battle: Maximize Value

Value creation for our members, the college and community is the essence of our vision for positive impact. Value is what attracts and keeps members. It's also what attracts and maintains relationships with university administrators, community citizens, campus organizations and other stakeholders who trust us to be reliable and who are critical to our chapters' long-term success. To cause value to rise, we do not need to know precisely what maximum value is, but we must have an idea of 'better'. Our full potential is reachable only when we share a unity of purpose with a common and collective set of goals across the Fraternity.

Positive Impact - 2030 Goals:

- Scholarship: 80% of chapters above All-Men's Average
- Service: 400k hours - 25 hours/man/year (+ 1 hour/man each year)
- Philanthropy: \$2.5 million raised annually - \$160/man/year (+ \$1/man each year)
- Campus Involvement: 100% of chapters have at least 90% of brothers actively involved in a campus organization

Must-Win Battle: Know the Student Best

Knowing and understanding the expectations of members is the overarching rule of an exceptional brotherhood. Chapter leaders and graduate advisors that possess this knowledge can align the chapter organization and brothers' hands-on experiences in a way that creates personal insight, development and a shift in mindsets and engagement. They shape the way our men think about fraternity to create positive membership experiences. A positive membership experience as a student is the key to having fantastic, flourishing chapters, abundant graduate volunteers and growing our graduate chapters.

Positive Impact - 2030 Goals:

- Member Experience Scale: Best in Class or continually improving (solidarity, shared social experiences and belonging)
- New Member Retention: 90% of pledged men initiated
- Member Persistence: 90% of initiated members completing four active years
- Advisor Ratio: 100% of chapters have 5 BCA members, 5 House Corporation members and 1 Purple Legionnaire

Must-Win Battle: Empowered Accountability

Fundamental to 'Building Courageous Leaders' is the concept of teaching brothers the "why" behind everything they are asked to do and not do. When members understand "why", they become empowered to take responsible actions. Empowered brothers who are accountable to respect each person in their decisions and actions are far more likely to make good decisions when faced with testing points. Chapters with a solid accountability system in place and a high level of individual accountability have a culture of empowerment, where the full potential of every single member can be realized.

Positive Impact - 2030 Goals:

- Courageous Leaders Scale: Best in Class or continually improving ('Testing Point' tolerance, rationale, mentality and accountability)
- LMS Certifications (Undergraduate): 100% of officers and pledge educators certified annually
- LMS Certifications (Graduate): 100% of Purple Legionnaires, BCA and Section Chiefs certified biennially
- Courageous Leadership Training: 25% of members receiving in person training annually

Must-Win Battle: Expand Smartly

Expansion strengthens our resilience, flexibility and ability to adapt smartly to changes in the higher education environment. There are two elements to expansion: growth and development. Growth, in terms of the number of members and chapters, is an externally quantifiable change. Development is more qualitative, as it is a process of transformation in which complexity, infrastructure and excellence increase. Together they enable us to be an active and vital force, creating greater capacity and competitiveness for our chapters, broader influence in our communities, better brand recognition and increased ability to reinvest.

Positive Impact - 2030 Goals:

- Operational Excellence: 90% Chapter Performance Indicator (CPI) goal attainment
- Average Chapter Size: 74 (10% annual growth for chapters less than average fraternity size on their campus)
- New Colonizations: 6/year through 2030 (>25% Greek Campus Share)
- Graduate Chapters: 100 by 2030, with an enhanced programming, purpose and collaboration model

BUILDING COURAGEOUS LEADERS

Courage is not simply one of the virtues, but the form of every virtue at the testing point. - C. S. Lewis

What is Building Courageous Leaders?

We are compelled by the above quote from author C. S. Lewis. In Phi Gamma Delta, we talk frequently about our values of friendship, knowledge, service, morality and excellence. But it is one thing to talk about values and another altogether to act on those values when they are tested. It is true in life and in fraternity that so many problems could be averted if someone – whether a formal leader or a bystander – had the courage to assert his values, or the group’s espoused values, at the testing point.

Each of us is certain to confront many testing points in our lives. Some will be minor decisions, while others will have a profound impact on us and on others. Likewise, chapter leaders will face many testing points that will impact the future of their chapter, their brothers, and sometimes the Fraternity at large.

Building Courageous Leaders means that our brothers will understand and embrace the values of Phi Gamma Delta, will recognize when those values are being challenged and understand the implications of a particular choice, and at that testing point, will know how to confront and lead others in an ethical, productive way.

How can Phi Gamma Delta develop and support courageous leaders?

We have identified three elements of courageous leadership:

- Understanding and committing to our values
- Recognizing the testing points - times when our values are challenged
- Applying our values at the testing point and confronting the issue

These concepts are built into many of the Fraternity’s existing programs, including the Fiji Academy, Taking the Lead programming, Risk management education, Alcohol education, Hazing prevention, Sexual misconduct prevention and Chapter discipline. As appropriate and needed, they will form the basis of new programs.

Section Chief Resources

- **Chapter Annual Calendar and Checklist** – a copy of the general, annual chapter calendar that is provided to the chapters and Purple Legionnaires for reference
- **Section Chief “Getting Started” Checklist** – a brief checklist to help a new Section Chief set-up and establish himself within his section and to assist in providing relevant reference materials
- **Section Chief Self Evaluation Form** – a review sheet for Section Chiefs to use each year in discussions with the Zone Leaders to evaluate the effectiveness of the SC, and to plan for future development and growth
- **Purple Legionnaire Selection Form** – a copy of the form which must be completed, signed and returned to IHQ upon the confirmation of a new Purple Legionnaire for a chapter
- **Relevant Fraternity Laws** – a brief summary of the relevant Fraternity laws that pertain to the Section Chief and the carrying out of his duties

Additional resources are available at www.phigam.org/advisor

CALENDAR AND CHAPTER CHECKLIST

Below is a reference of key activities, deadlines and considerations for you, your PLs and your chapters. Reference <http://www.phigam.org/OfficerCalendar> for the most current information.

JULY / AUGUST

Chapter Retreat - Work with PLs / BCAs to help chapters identify in writing fall goals for the chapter/officers

Create fall semester Calendar

PL: Work with cabinet / Recruitment Chairman to insure fall recruitment is entirely planned

PL: Work with cabinet / Pledge Educator(s) to ensure fall Pledge Education Program is fully planned.

PL: Make annual fall courtesy call to university/college Greek advisor
Ekklesia (exact dates vary, even numbered years)

SEPTEMBER

PL: Attend a Recruitment Event

PL: Attend a chapter meeting

Chapter: Pledge Educator's Agreement is due

Chapter: Annual Financial Report is due

Chapter: Chapter Budget form is due

Chapter: REPORT pledges within 15 days of pledging

Chapter: REPORT initiates within 30 days of initiation

OCTOBER

Chapter: Chapter President's Risk Management Agreement due

Chapter: Set date for spring Pig Dinner; book speaker, inform IHQ

Chapter: Annual review of chapter's financial records due

NOVEMBER

Chapter: Submit to IHQ Certificate of Election of Undergraduate Officers ASAP after elections

Chapter: Spring Field Secretary visit request form due

Chapter / HC: IRS Form 990 due by 15th of 5th month after end of fiscal year (typically Nov), send copy to IHQ

Chapter: Deadline for all pledges to complete GreekLifeEdu

DECEMBER

Fiji Leadership Academy registration deadline

JANUARY

Fiji Leadership Academy, St. Louis

Chapter: Submit fall grade report

Chapter: Pledge Educator's Agreement due

PL: Work with cabinet / Recruitment Chairman to insure spring recruitment is entirely planned

PL: Work with cabinet / Pledge Educator(s) to ensure spring Pledge Education Program is fully planned. (PL)

FEBRUARY

Chapter: Chapter President's Risk Management Agreement due

Chapter: Set date for fall Pig Dinner; book speaker, inform IHQ

MARCH

Chapter: Secret Ballot Certificate due

Chapter: All annual awards reports must be submitted

Archives weekend

APRIL

Chapter: Application deadline for Alcohol-Free Housing Exemption

Chapter: Deadline for all pledges to complete GreekLifeEdu

Chapter: Fall Field Secretary visit request form due

MAY

FOUNDERS DAY MAY 1: Celebrate Phi Gamma Delta

Chapter: Chapter history due

JUNE

Recruitment Workshop at IHQ, Lexington

Leadership Institute

Chapter: Submit spring grade report

Chapter: Fiscal year-end: 10% penalty for accounts not at zero with IHQ

Section Chief Getting Started Check List

- Update the Fraternity with your preferred contact information ([Rob Caudill](#), IHQ)
- Create a new email account...Gmail, yahoo, Hotmail (If you don't want to use your work/personal email account for Fraternity business)
- Register with Phi Gamma Delta website (if not already) (<http://www.phigam.org>, select **"Register" in the upper right corner**)
- Request a spreadsheet of Graduate Brothers (Contact Info/Attributes) for the State or Geographical Area you advise ([Rob Caudill](#), IHQ)
- Create a Facebook account (if you do not already have one) & subscribe to your chapter's Groups
- Download a copy of the Fraternity's Risk Management Policies & Manuals (http://www.phigam.org/risk_management)
- Familiarize yourself with the Fraternity's Pledge Education and Anti-Hazing Resources (https://www.phigam.org/pledge_education)
- Download a copy of the PL Selection Form (<http://www.phigam.org/advisor>)
- Download a copy of the Expense Report (Mileage is \$0.32 per mile) (<http://www.phigam.org/advisor>)
- Develop a listing of key University/College personnel for each of the chapters in your section. Be sure to include (Assistant/Associate) Dean of Students, Greek Life Director, and any Faculty/Staff that are fellow Phi Gams. (College University Website, Chapter Contacts, IHQ)
- Ascertain the dates (time of year if specific date has not been determined) for each chapter's Pig Dinner. (Chapter PL)
- Request a Ritual Book if needed ([Rob Caudill](#), IHQ)
- Request Section Chief esoteric equipment (If you think that you might regularly attend a chapter's meetings) ([Rob Caudill](#), IHQ)

The following will be sent by the Headquarters upon your appointment by the Archons (follow up if needed)

- Copy of the By-Laws of the Fraternity ([Rob Caudill](#), IHQ)
- Copy of the Constitution ([Rob Caudill](#), IHQ)
- List of Chapter Officers, PL's, BCA Members, and HC members. ([Rob Caudill](#), IHQ)
- Copies of the Field Secretary Reports for your chapters for the last two visits ([Rob Caudill](#), IHQ)

Key Contacts:

SCEC

Rob Caudill, Senior Director of Graduate Development & Operations

Jack O'Neill, Assistant Director of Graduate Development



PHI GAMMA DELTA

Selection of Purple Legionnaire

Instructions: The Section Chief should identify a qualified Graduate Brother who has agreed to serve as Purple Legionnaire. He should then submit the brother's name to the undergraduate chapter for confirmation by a majority vote. Once the confirmation is received from the chapter, this form should be completed and sent to the Headquarters.

In accordance with Section 16.20 of the Fraternity's Bylaws, I hereby select the following brother as Purple Legionnaire of the chapter/colony at _____ (college/university) for the year _____.

Full Name: _____

Chapter and Year: _____

Date of Selection: _____

Preferred Address: _____

Telephone: Office: _____ Home: _____
Cell: _____ Email: _____

As required by Section 16.20, this selection has been confirmed by a majority vote of the undergraduate chapter.

Chapter President Signature

Date

Section Chief Signature

Date

Revised: February 2013

Relevant Fraternity Laws

Section 16.0 – Appointment and term of Section Chiefs

After having been interviewed and recommended by the Executive Director, Section Chiefs shall be appointed as General Officers of the Fraternity by the Archons to serve at their pleasure but in no event for a term longer than the final adjournment of the Ekklesia next following such appointment, and each shall be duly advised of his appointment by the Archon Secretary and installed according to the Rituals. Section Chiefs may be reappointed.

Section 16.1 Duties of Section Chiefs.

The Section Chief shall perform such duties as from time to time may be assigned by resolution of the Archons.

Section 16.20 – Selection and term of Purple Legionnaire

At the time of the annual undergraduate chapter election, the Section Chief shall select, subject to an affirmative majority vote of the undergraduate members of the chapter, a graduate member as Purple Legionnaire. He shall be installed in accordance with the Ritual. The Purple Legionnaire shall serve for one year and shall be eligible to serve additional terms. The Purple Legionnaire shall receive reimbursement of expenses for attendance at a Fiji Academy. The level of such expense reimbursed shall be set by the Archons.

Section 16.21 – Duties of Purple Legionnaire.

The Purple Legionnaire shall be the lead graduate advisor to an undergraduate chapter. The duties of each Purple Legionnaire shall be: to advise an undergraduate chapter and its officers in the conduct of meetings, initiations, ritual, recruitment, pledge education, scholarship, financial operations, chapter-house management, campus activities and faculty, interfraternity, student and general social, collegiate, and fraternal relationships; to support the chapter's observance of risk management policies and of the laws prohibiting preinitiation and hazing ceremonies and practices; and to file prompt and complete reports thereon whenever requested by the Section Chief or the Archons.

Section 16.22 - Release of Purple Legionnaire.

In case any Purple Legionnaire fails to perform the duties satisfactorily, the Section Chief shall relieve the Purple Legionnaire of the office. A successor shall be at once chosen in the manner prescribed in Section 16.20.

Section 16.30 - Selection of Board of Chapter Advisors.

The Section Chief may select a Board of Chapter Advisors for an undergraduate chapter in accordance with fraternity policy. In case of a Section Chief vacancy, the Purple Legionnaire or a member of the Board of Chapter Advisors may select persons to serve. Graduate members, parents of members, and faculty members are eligible for selection. The Purple Legionnaire of the chapter may be a member of this board and may serve as chairman.

Section 16.31 - Terms of Advisors.

Each advisor shall serve for a term of two years and may serve additional terms.

Section 16.32 - Release of Advisor.

In case any member of the Board of Chapter Advisors fails to perform the duties satisfactorily, the Section Chief may relieve the member of the duties.

Section 16.33 - Advisory Responsibilities.

Each member of the Board of Chapter Advisors shall support the chapter and the Purple Legionnaire by advising the chapter in a specific area of operations, including finances, graduate relations, publications, the Frank Norris Pig Dinner, recruitment, pledge education, scholarship, philanthropy and community service.

Relevant Fraternity Policies

APPOINTED GENERAL OFFICERS (including Section Chiefs)

Effective September 1, 2018, no Appointed General Officer, including Section Chiefs, may serve as Purple Legionnaire, Chapter Advisor, House Corporation officer or director, or faculty/scholarship advisor. If a member is serving in such position at the time of his appointment as an Appointed General Officer, he must resign immediately from the other position.

(Adopted 10/28/17)

CRITICAL DOCUMENTS

Copies of these policies and documents are made available here for your reference. The most current and additional resources are always available at

www.phigam.org/harmreductioneducation.

- Risk Management Policy
- Pledge's Bill of Rights
- Stance on Hazing
- Sexual Assault Prevention Education – Consent Guidelines Face Sheet
- Statement on Sensitivity
- Responsible Action Protocol

RISK MANAGEMENT POLICY

The policy stated below has been adopted by the Archons of Phi Gamma Delta as a consolidated statement on the Fraternity's major exposures to risk. All chapters and members are expected to comply with this policy.

GENERAL STATEMENT

All undergraduate members and pledges of Phi Gamma Delta shall abide by any and all applicable laws of the federal government, state, province, county, city, and institution of higher learning.

The possession, sale, use, or consumption of **ALCOHOLIC BEVERAGES**, while on chapter premises, or during a Fraternity event, in any situation sponsored or endorsed by the chapter, or at any event an observer would associate with the Fraternity, must be in compliance with any and all applicable laws of the state, province, county, city, and institution of higher learning, and must comply with either the BYOB or Third Party Vendor Guidelines.

2. No alcoholic beverages may be purchased through chapter funds nor may the purchase of same for members or guests be undertaken or coordinated by any member in the name of or on behalf of the chapter. **THE PURCHASE OR USE OF A BULK QUANTITY OF ALCOHOL (I.E. KEGS OR CASES) IS PROHIBITED.**

3. **OPEN PARTIES**, meaning those with unrestricted access by non-members of the Fraternity, without specific invitation where alcohol is present, are prohibited. The number of guests in attendance at any event where alcohol is present shall be limited to a maximum of three (3) guests per member. A guest is defined as a person who is not a member of the host chapter. It is recommended that all guests be listed on a predetermined guest list.

4. No members, collectively or individually, shall purchase for, serve to, or sell alcoholic beverages to any minor (i.e., those under the legal drinking age).

5. The possession, sale, or use of any **ILLEGAL DRUGS OR CONTROLLED SUBSTANCES** while on chapter premises or during a Fraternity event, or at any event that any observer would associate with the Fraternity, is strictly prohibited.

6. No chapter may co-sponsor an event with an alcoholic distributor or tavern (tavern defined as an establishment generating more than half of annual gross sales from alcohol) where alcohol is given away, sold, or otherwise provided to those present. This includes any event held in, at or on the property of a tavern as defined above for the purposes of fundraising of any kind. A chapter may rent or use a room or area in a tavern as defined above for an event held within the provisions of this policy, including the use of a third party vendor and guest list. A chapter may conduct or participate in an event with a charitable organization where alcohol is present if the event is held within the provisions of this policy and does not fundraise through the sale of alcohol or the sale of tickets (or otherwise) which can be exchanged for alcohol.

7. No chapter may co-sponsor or co-finance a function where alcohol is purchased by any of the host chapters, groups, or organizations.

8. All recruitment activities associated with any chapter will be **DRY** recruitment functions. No recruitment activities may be held at or in conjunction with an alcohol distributor or tavern as defined in this policy.

9. No member or pledge shall permit, tolerate, encourage, or participate in "drinking games." The definition of drinking games includes but is not limited to the consumption of shots of alcohol, liquor or alcoholic beverages, the practice of consuming shots equating to one's age, "beer pong," "century club," "dares" or any other activity involving the consumption of alcohol which involves duress or encouragement related to the consumption of alcohol.

10. No alcohol shall be present at any pledge program, pledge activity, or ritual of the chapter. This includes, but is not limited to activities associated with "bid night," "Big Brother – Little Brother / Pledge Father – Pledge Son" events or activities, "family" events or activities and initiation.

HAZING

No chapter, colony, pledge, undergraduate or Graduate Brother shall conduct nor condone hazing activities. Permission or approval by a person being hazed is not a defense. Hazing activities are defined as:

Any action taken or situation created, intentionally, whether on or off Fraternity premises, to produce mental or physical discomfort, embarrassment, harassment, or ridicule. Such activities may include but are not limited to the following: use of alcohol; paddling in any form; creation of excessive fatigue; physical and psychological shocks; quests, treasure hunts, scavenger hunts, road trips or any other such activities carried on outside or inside of the confines of the chapter house; wearing of public apparel which is conspicuous and not normally in good taste; engaging in public stunts and buffoonery; morally degrading or humiliating games and activities; and any other activities which are not consistent with academic achievement, Fraternal law or policy, or the regulations and policies of the educational institution, or applicable state law.

Section 19.35 of the ***Bylaws of the Fraternity*** provides:

"No chapter shall allow any of its pledges, members, or other persons to participate in any pre-initiation or hazing ceremony or practice which involves physical exhaustion or abuse, or would in any way interfere with the person's mental or physical ability to perform college work efficiently, or tend to reflect unfavorably upon the Fraternity in the eyes of the public, or is of a dangerous, rude, or vulgar nature, whether taking place within or without the chapter house. For any infraction of this section, the Archons may impose the penalties and sanctions described in Sections 25.12 and 25.28."

ABUSE & HARASSMENT

The Fraternity will not tolerate or condone any form of sexist or sexually abusive behavior on the part of its members, whether physical, mental or emotional. This is to include any actions, activities or events, whether on chapter premises or an off-site location which are demeaning to women or men, ranging from but not limited to verbal harassment to sexual assault by individuals or by members acting together. The employment or use of strippers, exotic dancers or similar, whether professional or amateur, at a Fraternity event as defined in this policy is prohibited.

FIRE, HEALTH, AND SAFETY

All chapter houses should meet all local fire and health codes and standards.

2. All chapters should have posted by common phones emergency numbers for fire, police, and ambulance and should have posted evacuation routes in the common areas and on the back of the door of each sleeping room.

3. All chapters should comply with engineering recommendations as reported by the insurance company.

4. The possession and/or use of firearms or explosive devices of any kind on chapter property is expressly forbidden.

5. The construction or use of water features, towers, rope bridges and slides is strictly prohibited whether on chapter property or elsewhere. The terms "water features" and "slides" include but are not limited to above-ground pools, waterfalls, slip-n-slide and similar structures, but do not include fountains, in-ground pools or slides connected to such in-ground pools, which are built and operated in accordance with applicable engineering standards and local building codes and ordinances. In addition, the terms "towers" and "rope bridges" do not include such structures that are part of certified COPE or ROPES Courses or rappelling towers built and operated in accordance with applicable engineering standards and local building codes and ordinances.

EDUCATION

Each undergraduate brother and pledge shall be instructed annually on the Risk Management Policy of Phi Gamma Delta.

RMPolicyRev: 8/2013

PLEDGE'S BILL OF RIGHTS

As a pledge in Phi Gamma Delta, the Pledge Education program in which you participate should allow you to:

- Achieve the highest scholarship of which you are capable
- Gain fundamental knowledge of the history and organization of the chapter, Fraternity and college or university
- Develop an understanding of Phi Gamma Delta's values and the correlation of your personal values with those of the Fraternity
- Demonstrate friendship and provide a conduit to build strong, lasting friendships
- Understand the benefits and responsibilities of membership in Phi Gamma Delta
- Develop organizational and leadership skills through responsibility and accountability

As a pledge member you have the right not to participate in activities which you feel uncomfortable with or you believe may involve hazing. Hazing in any form is prohibited by the Bylaws of the Fraternity.

You should NOT be required or suggested to participate in any activity which:

- Is illegal, immoral, violates the Student Code of Conduct on your campus or reflects negatively upon you, your chapter or the Fraternity
- Interferes with your academic pursuits or causes you to be ill prepared for academic courses
- Treats you as a second class citizen, in a degrading manner or requires you to relinquish your rights as an individual
- Forces or suggests you consume alcohol or provide alcohol to others
- In any way places you in physical danger or has the potential to be unsafe
- Does not allow you to get normal amounts of sleep or will require unreasonable amounts of time
- Involves pranks such as stealing, scavenger hunts, "kidnapping", vandalizing property or harassing others
- Requires you to participate in calisthenics of any form, "line ups" or other confrontational questioning activities
- Involves performing personal services for brothers including, but not limited to, cleaning, running errands or acting as a chauffeur

If you have questions about your chapter's Pledge Education Program or activities, you should communicate these to your chapter's Purple Legionnaire and/or to the Fraternity Headquarters at (859) 255-1848.

STANCE ON HAZING

Contrary to society's stereotypes and the images often portrayed in movies and television, hazing has never been an endorsed or encouraged method for a man to be "trained" or for him to "earn" his membership in a Fraternity. In fact, hazing is directly contrary to the values and mission of Phi Gamma Delta, especially those expressed by our Founders in the ritual. Unfortunately, hazing creeps into Greek organizations far too often. **We must be diligent to keep it out for numerous reasons:**

Separation and animosity

The ultimate goal of bringing new men into the Fraternity is to make it stronger and to perpetuate its existence for the benefit of those who come after us. Hazing weakens the chapter by building animosity and separation between pledges and brothers that lasts well beyond pledgship. For example, initiated brothers might tell pledges that they need to learn unity, "bond," and become better pledges by completing what amount to meaningless and unproductive tasks while they are harassed. In fact, they are being isolated from the initiated brothers in this adversarial relationship, and the pledges (those who stick around) will resent the older brothers for years to come.

False unity

Rather than isolating pledges and trying to force "pledge class unity," a Phi Gam chapter that is true to the mission, tradition, and history of the Fraternity will bring the pledges closer to the brotherhood by focusing on chapter unity, working side by side, rather than as separate entities. It's teamwork as a collective group.

Laziness

Hazing is perpetuated by laziness in the chapter. By relying on the pledges to handle all sorts of tasks and duties (particularly house cleaning), the brothers rest on their laurels, and only one quarter of the chapter's membership is truly being productive.

Risk of injury or death

Sadly, there are plenty of documented hazing activities which have escalated into incidents of physical and/or mental harm, even death. And while the planners of the activity may have never intended for harm to result, situations of this nature tend to spiral out of control. A prime example is the tragic death of Scott Krueger, a Fiji pledge at MIT. In 1997, on a night when Scott and his pledge brothers were introduced to their big brothers, the pledge class was given cases of beer and bottles of liquor and strongly encouraged to consume it a short amount of time. Scott ingested enough to pass out, and when he did, he was placed on a couch to "sleep it off." He vomited in his sleep, inhaled his vomit, and was found as he went into cardiac arrest. While doctors were able to save his body, he was brain dead, and his family made the heartbreaking decision to unplug his life support. The subsequent lawsuit was settled against the chapter officers, the pledge educator, and the International Fraternity for amounts in excess of several million dollars.

ZERO TOLERANCE

Phi Gamma Delta, the North American Interfraternity Conference (NIC), our host institutions, and many states have explicit laws and regulations against hazing. The penalties for violations are swift and serious.

IMPORTANT FRATERNITY LAWS

The following excerpts are from the Bylaws of the International Fraternity and must be upheld by all pledges and brothers, both undergraduate and graduate. Read them carefully and be well aware of their content. We are expected to always follow these laws, regardless of time or place. If you have any questions concerning these laws, or if you believe they are being violated, you are obligated (as is every brother) to report and confront the problem for the preservation and betterment of the Fraternity.

Section 19.35 Prohibition of Hazing

“No chapter shall allow any of its pledges, members, or other persons to participate in any pre-initiation or hazing ceremony or practice which involves physical exhaustion or abuse, or would in any way interfere with the person’s mental or physical ability to perform college work efficiently or tend to reflect unfavorably upon the Fraternity in the eyes of the public, or is of a dangerous, rude, or vulgar nature, whether taking place within or without the chapter house. For any infraction of this section, the Archons may impose the penalties and sanctions described in Section 25.12 and 25.28.”

Section 25.11 Prohibition of Hazing

“No chapter shall allow any of its pledges, members, or other persons to participate in any pre-initiation or hazing ceremony or practice which involves physical exhaustion or abuse, or would in any way interfere with the person’s mental or physical ability to perform college work efficiently or tend to reflect unfavorably upon the Fraternity in the eyes of the public, or is of a dangerous, rude, or vulgar nature, whether taking place within or without the chapter house. For any infraction of Section 19.35 prohibiting hazing, the Chapter or the Archons may find such individual, if a pledge, guilty of an offense punishable by revocation of pledgeship, and if a graduate or undergraduate member, guilty of an offense punishable by suspension or expulsion.”

Section 25.28 Prohibition of Hazing

For any infraction of Section 19.35 prohibiting hazing, the Archons may place any chapter on graduate trusteeship for a period not exceeding the end of the school year following the second year in which the infraction occurs and/or may levy a fine not to exceed \$5000.00 payable to the Operating Fund, the severity of such penalties to be as determined by the Archons after consideration of all of the relevant facts and circumstances of the infraction.

SEXUAL ASSAULT PREVENTION EDUCATION CONSENT GUIDELINES FACT SHEET

PREFACE

This is not a manual for proper sexual conduct, but rather a series of guidelines to help you and your partner make safe and healthy choices. Remember, sexual interactions should always occur between two consenting adults.

SOME GOOD PRACTICES

TALK! Ongoing conversation is an important vehicle for consent. Stating your own desires doesn't ensure consent. Both parties should clearly and unambiguously express consent.

CLARIFY: When in doubt, find out! Don't be afraid to ask questions if anything is unclear. The responsibility for obtaining consent lies with the person initiating the sexual act. Avoid ambiguity; be verbal. Without verbal conversation, mutual agreement and understanding is difficult, if not impossible, to reach.

MUTUALITY: Sex is a two-way street. If sex is mutually and simultaneously initiated, then responsibility for communicating consent (agreeing/obtaining/refusing/denying) continues to rest with all involved.

ON-GOING PROCESS: Consent should be understood as an on-going process rather than a one-time, one-conversation, open door to any or all-sexual interactions. Be aware that consent for one act (such as kissing) does not automatically imply consent for subsequent behaviors. Asking "Do you want to have sex with me?" is a good start but not enough. People have different ideas about what sex is.

RESPECT: Consensual sex is best established when both partners can express themselves, be listened to, and have their desires and needs respected.

CHECK-IN: It's okay to check in and see if everyone's enjoying themselves. If you sense at any point that your partner is not fully participating or not completely engaged in sexual behavior or has changed his/her mind, then ask if s/he wants to stop. Mutuality — if you've changed your mind, say so.

NO always MEANS NO, not maybe and ONLY YES MEANS YES: At any point of sexual engagement, anyone has the right to stop any specific act or all sexual interactions. This can be done through verbal statements [e.g. "No." "Don't." "I don't want to do this specific behavior ("kiss", "be touched here", etc.) anymore." "I don't like that." Any use of designated safe word. "Stop"] and/or through non-verbal actions [e.g. pulling and/or pushing away, getting up and/or walking, turning away, etc.]. At this point, check-in because consent has ended and the other person(s) must comply.

SOME POOR PRACTICES

SILENCE: Silence and/or non-communication and/or relying on assumptions.

INTOXICATION: According to the laws of some jurisdictions, consent cannot be given when any person is intoxicated (whether by drugs or alcohol), unconscious or asleep.

VIOLENCE: The threat of or use of violence or force negates any previous consent or subsequent assumptions of consent.

COERCION: Like physical force, coercion and intimidation negate consent. (For instance, threatening to shame a person in front of peers; or threats of outing).

DRUGS/ALCOHOL: Giving someone drugs or alcohol with the intent to impair his or her judgment or make them unconscious violates the law.

HARASSMENT: By the very definition, when someone is sexually harassed, the behavior is unwelcome; therefore, any form of sexual harassment is nonconsensual. For instance, masturbating in front of someone without their agreement and/or touching and groping someone at a party is not considered consensual.

HOOKING UP: The less you know the other person, the greater the risk for misunderstanding the wishes and intent of the other person.

Source: The University of Chicago's Resources for Sexual Violence Prevention [<http://rsvp.uchicago.edu>] & Pi Kappa Phi Fraternity [<http://www.pikapp.org>]

STATEMENT ON SENSITIVITY

WHEREAS, the Fraternity of Phi Gamma Delta seeks to promote brotherhood and harmony, not only among our members, but among all people; and

WHEREAS, membership in Phi Gamma Delta is not restricted on the basis of race, color, creed, national origin, ancestry, age or physical handicap;

THEREFORE, BE IT RESOLVED, that the Fraternity of Phi Gamma Delta chapters shall not discriminate on the basis of race, color, creed, national origin, ancestry, age or physical handicap; and

BE IT RESOLVED, that the Fraternity of Phi Gamma Delta considers its members' actions which reflect insensitivity to another race, color, creed, national origin, ancestry, age or physical handicap to be violations of Fraternity policy.

RISK MANAGEMENT POLICY

ABUSE & HARASSMENT

The Fraternity will not tolerate or condone any form of sexist or sexually abusive behavior on the part of its members, whether physical, mental or emotional. This is to include any actions, activities or events, whether on chapter premises or at an off-site location, which are demeaning to women or men, ranging from but not limited to verbal harassment to sexual assault by individuals or by members acting together. The employment or use of strippers, exotic dancers or similar, whether professional or amateur, at a Fraternity event as defined in this policy is prohibited.

Violations of these policies are punishable by the Archons or Board of Conduct.

PHI GAMMA DELTA RESPONSIBLE ACTION PROTOCOL

This Responsible Action Protocol encourages members (brothers and pledges) to be accountable, make responsible decisions, and seek medical assistance and treatment for members or others when they are faced with an alcohol or other drug-related potential emergency (including but not limited to alcohol poisoning or health related complications from other drug use) or another medical emergency. This policy also seeks to diminish fear of disciplinary and conduct sanctions in such situations as a potential barrier to members and chapters seeking immediate medical attention for members and others in distress from alcohol, drugs, or to another medical emergency.

Individual Members

If a member of the Fraternity assists another person in obtaining immediate appropriate medical assistance, including but not limited to by calling 911, related to the use or consumption of alcohol, drugs, or another medical emergency, that member, as well as those who are assisted, will not be subject to individual discipline by the Fraternity with respect to the incident. This protocol applies in the case the assisting member contributed to the cause of that emergency. A member may benefit from this policy more than once, though repeated use of the policy may receive stricter scrutiny. If the member seeking or obtaining medical assistance has been determined to be eligible for an exemption from disciplinary action under this protocol, the member may still be required to meet with the chapter advisor or their designee to develop a success plan/agreement outlining appropriate behavioral and education components that maximize the member's personal, social, and academic success.

Chapter

A chapter of the Fraternity that seeks immediate appropriate medical assistance for a person in need related to the use or consumption of alcohol, drugs, or to another medical emergency, including but not limited to by calling 911, may be eligible for mitigation of charges by the Fraternity related to violations of organizational policies. To be eligible for this potential mitigation, the chapter will be required to meet in person or by phone with a staff member of the Fraternity, or a graduate advisor designated by the Fraternity, and may be required to complete educational programming or additional requirements. A chapter may benefit from this policy more than once, though repeated use of the policy may receive stricter scrutiny.

Obstruction

Any member who discourages, obstructs, or prevents any person from seeking appropriate medical assistance for a person experiencing an alcohol, drug, or other medical emergency, including but not limited to by calling 911, shall be subject to such sanctions by the Fraternity, up to and including expulsion from the Fraternity, as may be determined by the Board of Conduct or the Archons. If it is determined that the obstruction is a chapter activity, the chapter shall also be subject to sanctions by the Fraternity, up to and including suspension of the Chapter's charter.

This protocol does not apply to situations that are first discovered by a staff member, university official, or public safety officer.

Adopted by the Archons on February 3, 2018

SECTION CHIEF CRITICAL CONTACTS

International Headquarters

Main Number (859) 255 – 1848

Address: The Fraternity of Phi Gamma Delta
1201 Red Mile Road, P.O. Box 4599
Lexington, Kentucky 40544-4599

Website: www.phigam.org

IHQ Contacts

Bill Martin (Mississippi State 1975)
Executive Director
bmartin@phigam.org

Bryan Hartzell (Western Kentucky 2014)
Director of Chapter Services
bhartzell@phigam.org

Rob Caudill (Akron 2004)
Senior Director of Graduate Development &
Operations
rcaudill@phigam.org

Todd Rotgers (Minnesota 2011)
Senior Director of Undergraduate Services
trotgers@phigam.org

Jack O'Neill (Missouri 2012)
Assistant Director of Graduate Development
joneill@phigam.org

SECTION CHIEF EXECUTIVE COMMITTEE

Chairman, Matthew Hazleton (Colorado School of Mines 1996): comattdog@yahoo.com

Tim Kilduff (Kent State 1968): tkilduff@att.net

Rich Hertzog (Arizona State 1985): Zonazog@aol.com

Chip McClimans (Western Michigan 1979): chipmcclimans@gmail.com

Jason Newcomb (Virginia Tech 1998): jtnewcomb.vt@gmail.com