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Values Into Action, 1991

THE PURPOSE OF THETA XI

In August of 1951 Theta Xi Fraternity adopted "The Purpose of Theta Xi." This document has become a critically important element in the history and traditions of our Fraternity. The Purpose defines what our brotherhood is about. The Theta Xi Fraternity Statement of Position on Fraternity Values was not developed as a replacement or a substitute for The Purpose; rather, it was developed to supplement and enhance The Purpose. The Values of Theta Xi are meant to reflect "The Purpose of Theta Xi." Although the two documents are not heavily redundant, it is clear that our values are a logical outgrowth of our Purpose.

The **PURPOSE** of Theta Xi is to provide a college home environment for its active members in which fellowship and alumni guidance lead to wholesome mental, moral, physical, and spiritual growth. To that end Theta Xi actively supports and augments college and community efforts to make individual members more mature and chapter groups more useful units of society. Through its alumni and undergraduate leadership Theta Xi endeavors to assist each member to develop:

ONE, intellectual curiosity that assures the highest scholarship rating consistent with his ability;

TWO, habits that lead to better mental and physical health;

THREE, sincerity in his association with others and confidence in himself;

FOUR, responsibility to chapter, college, community and country;

FIVE, leadership that comes from practicing the principles of democratic self-government;

SIX, interests and activities outside regular scholastic studies that employ spare time to advantage;

SEVEN, spiritual understanding that provides a reservoir of strength to draw upon when faced with conditions beyond comprehension.

Values Into Action, 1991

INTRODUCTORY REMARKS

Values Into Action is a collection of activities that focus on values; personal values, fraternity values, and the values of Theta Xi Fraternity. For our purposes we will define values as a set of beliefs or ideals that guide us in our decisions and our actions throughout the course of our lives.

By using this definition, our values should not remain lifeless, buried in our subconscious mind. Rather, they should serve as a constant source of reference whenever we contemplate a difficult decision, or a course of action. Simply stated, our behavior should reflect our values. For this reason, it is extremely important for us to take time to examine our values; to take an in depth look at those ideals and beliefs that are truly important to us, and to determine how we can demonstrate our commitment to our belief through our actions.

As we grow and change throughout our life, it is important for our actions to demonstrate our commitment to what we believe in. By developing the ability to translate our values into our daily actions, we will develop our potential as individuals, allowing us to achieve happiness and success in our endeavors throughout our lives. The abilities developed through the activities presented in this handbook will assist Brothers in their careers as supervisors of people, in their family lives as husbands and fathers and in their personal lives as citizens and community leaders.

The activities presented in Values Into Action are meant to be a useful resource for all members of Theta Xi – associate members, initiated Brothers, and alumni. Examination of our values and our desire to act in a manner that is consistent with our beliefs should be an ongoing process. Our commitment to this process should not end with initiation, nor should it end with graduation. You are encouraged to take full advantage of these activities by engaging the participation of your entire chapter as well as alumni members.

We hope you find that these activities bring positive and meaningful results.

Values Into Action, 1991

Using VALUES INTO ACTION

Theta Xi can be a truly valuable learning experience for each Brother. The college years are a time when individuals can learn an enormous amount about themselves, and about others. Throughout college, young men must make difficult decisions about the way in which they choose to live their lives.

This handbook, Values Into Action, will help members to explore their lives, to look in depth at what they believe in, and to determine how their actions will reflect ideals that they value. Values Into Action will also provide structured activities that will assist members in their efforts to gain a deeper understanding of their Brothers and the values that are important to them. Finally, this book will provide members with an understanding of the values and expectations that come with their membership in Theta Xi. The exercises contained in this handbook will ask you to think about the values of Theta Xi and how you can incorporate these values in your life.

To utilize Values Into Action effectively, it will be important for your chapter to follow these guidelines:

1. Appoint an officer (possibly the Vice President, Scholarship Chairman or Membership Educator) to be responsible for incorporating these exercises into the regular operations of your chapter.
2. This officer should be responsible for presenting at least three activities each academic term from either Section IV: The Values of Theta Xi, or Section V: Case Studies. **It is suggested that you:**
 - a. **Either set aside time during at least one chapter meeting each month to complete and discuss one of these activities**
Or
 - b. **Hold a chapter meeting or retreat at the beginning of each academic term at which all Brothers and Associates will be expected to participate in at least three of these activities. This meeting should be held in a comfortable location away from the distractions of the chapter house.**

These activities can also be extremely useful to generate discussion about Fraternity issues and values at chapter retreats, executive officer meetings, and alumni gatherings. The activities in this book can be easily removed to photocopy for chapter members. It is recommended that when you present these activities, you prepare enough copies of the exercise materials to distribute to each participant.

3. Exercises contained in this handbook should also be used extensively in conjunction with Alpha Nine, Your Membership Education Program. It is suggested that you select at least two activities from Section II: Personal Values, and one activity from Section III: Fraternity Values, Section IV: The Values of Theta Xi, and Section V: Case Studies to review and discuss in your Associate Member Education Program.

These activities have been utilized extensively with a wide range of Fraternity chapters. Chapters have found most of these activities to be both enjoyable, and beneficial for the members to use these activities, your chapter will benefit immensely. **Don't allow these activities to sit on a shelf or in a file cabinet gathering dust; by using these activities, you can insure that Theta Xi will have a more positive, lasting impact upon your brothers!**

Yours in the Bonds,

The Committee on Fraternity Values:

Robert J. Robeson, Chair, Iota 1135
Dr. Robert L.K. Richardson, Beta Delta 526
Frank R. Grapkowski, Gamma 919
James E. Vredenburg, Beta Omega 11

**THETA XI FRATERNITY
STATEMENT OF POSITION ON
FRATERNITY VALUES**



WHEREAS, each member of Theta Xi is charged with the responsibility to advance the high ideals of the Fraternity and uphold its standards of excellence; and

WHEREAS, it is the Fraternity's goal to advance these ideals by positively enhancing the development of its members with high-quality, personally relevant experiences; and

WHEREAS, Theta Xi Fraternity supports the belief that the fraternity experience should be designed to bond members together without sacrificing anyone's personal identity; and

WHEREAS, the membership of Theta Xi, through leadership at national and regional meetings, has identified basic Fraternity values;

THEREFORE, BE IT RESOLVED that consistent with the Ritual, the Constitution and By-Laws and the Purpose of the Fraternity, the members of Theta Xi, in each and every aspect of their fraternity experience, shall be guided by and promote to all fellow members these ten basic values and expectations:

BROTHERHOOD

Demonstrate a commitment to developing meaningful and lasting friendships.

RESPONSIBILITY

Accept accountability for one's decisions, behavior, obligations, and Commitments.

SELF-ESTEEM

Develop confidence in personal abilities and take pride in oneself.

INTEGRITY

Be honest and fair in conduct with oneself and others.

RESPECT

Show appreciation and concern for the worth of others.

LEARNING

Demonstrate a commitment to academic success and intellectual curiosity.

DIVERSITY

Recognize and appreciate the value of different ideas, opinions, and cultures.

COMPASSION

Reach out actively to support those in need of assistance.

ACHIEVEMENT

Accomplish tasks based on previously established goals.

LEADERSHIP

Develop an ability to foster teamwork to mobilize effort to achieve common fraternity, campus, and community goals.



Adopted August 13, 1989

Personal Values Activity Values Choices

Purpose: To assist individuals in examining and prioritizing their personal values.

Group Size: No more than 30 participants (if necessary more than one group may be formed).

Time: Approximately 1 hour.

Materials: Values Choices Worksheet
Definitions
Values Choices Scoring Form
Pen or pencil for all participants.

Physical Setting: Large room where groups will be able to work without interruptions.

Directions: Facilitator should pass out the Values Choices Worksheet and Definitions. Allow each participant to complete the Values Choices worksheet. Once participants have finished this task, the facilitator should pass out the Values Choices Scoring Form and allow participants to score their Worksheet. Once this is completed, the facilitator should ask each participant:

1. What were your three top values?
2. Do you agree that these are the values that are most important to you?
3. If not, which values should have been in your top three?

Values choices worksheet

Each of the groups below contains five values. In the parenthesis preceding each value, place a number from 1 to 5. Number 1 represents your MOST IMPORTANT value in that group; number 5 represents the value you rank LEAST IMPORTANT. Be sure to number each value. Repeat the same process for all 21 groups. For your reference, a bullet statement describing each of the values is attached.

1. Achievement
 Altruism
 Justice
 Religious Faith
 Wealth
2. Altruism
 Autonomy
 Loyalty
 Power
 Recognition
3. Creativity
 Love
 Pleasure
 Recognition
 Wealth
4. Altruism
 Justice
 Pleasure
 Power
 Wisdom
5. Altruism
 Honesty
 Love
 Physical Appearance
 Wisdom
6. Achievement
 Aesthetics
 Health
 Honesty
 Recognition
14. Aesthetics
 Altruism
 Creativity
 Emotional Well-being
 Skill
15. Autonomy
 Emotional Well-being
 Health
 Wealth
 Wisdom
16. Altruism
 Health
 Knowledge
 Morality
 Pleasure
17. Emotional Well-being
 Honesty
 Loyalty
 Pleasure
 Religious Faith
18. Autonomy
 Creativity
 Honesty
 Justice
 Morality
19. Emotional Well-being
 Justice
 Knowledge
 Physical Appearance
 Recognition

7. Achievement
 Autonomy
 Physical Appearance
 Pleasure
 Skill
8. Honesty
 Knowledge
 Power
 Skill
 Wealth
9. Achievement
 Emotional Well-being
 Love
 Morality
 Power
10. Aesthetics
 Autonomy
 Knowledge
 Love
 Religious Faith
11. Aesthetics
 Loyalty
 Morality
 Physical Appearance
 Wealth
12. Creativity
 Health
 Physical Appearance
 Power
 Religious Faith
13. Health
 Justice
 Love
 Loyalty
 Skill
20. Morality
 Recognition
 Religious Faith
 Skill
 Wisdom
21. Achievement
 Creativity
 Knowledge
 Loyalty
 Wisdom

Definitions

ACHIEVEMENT: Accomplishing tasks based on established goals and visions.

AESTHETICS: The creation and appreciation of beauty and order.

ALTRUISM: Unselfish regard for the welfare of others.

AUTONOMY: Self-directing freedom, independent decision-making.

CREATIVITY: The ability to perceive and to produce through imaginative skill.

EMOTIONAL WELL-BEING: Comfort with one's thoughts and feelings; at peace with self.

HEALTH: The state of physical, psychological, emotional, spiritual and social well being.

HONESTY: Sincerity, uprightness, probity, integrity; freedom from deceit or fraud.

JUSTICE: The quality of being free from self-interest, prejudice, or favoritism.

KNOWLEDGE: Possession of facts or ideas acquired through study, investigation, observation, or experience.

LOVE: Intense affection based on admiration, benevolence, and unselfish loyalty to another.

LOYALTY: Faithful allegiance to cause, ideal or custom.

MORALITY: A system of conforming to a standard of what is right and good.

PHYSICAL APPEARANCE: External looks.

PLEASURE: A state of gratification, delight, or joy.

POWER: Possession of controlling influence, authority to make decisions.

RECOGNITION: Acknowledgement; to give special notice or attention.

RELIGIOUS FAITH: Confidence in God; spiritual acceptance of truth or realities not certified by reason.

SKILL: Distinction in ability to execute learned tasks.

WEALTH: Abundance of valuable material possessions or resources.

WISDOM: Ability to discern inner qualities and relationship; insight.

Values Choices Scoring Form

Summarize the results of the previous exercise by entering the numbers you recorded (for the first set of five) in the first box for each of those five values below. Each value appears five times, so when you are through recording all 21 sets of five, you will have five entries for each value. Add those five numbers across. The TOTALS column will give you some idea of the respective weights you give to those values in this exercise. Remember, the lower the number in the TOTALS column, the higher that value ranks in your priorities.

	TOTALS				
1. Achievement					
2. Aesthetics					
3. Altruism					
4. Autonomy					
5. Creativity					
6. Emotional Well-being					
7. Health					
8. Honesty					
9. Justice					
10. Knowledge					
11. Love					
12. Loyalty					
13. Morality					
14. Physical Appearance					
15. Pleasure					
16. Power					
17. Recognition					
18. Religious Faith					
19. Skill					
20. Wealth					
21. Wisdom					

Personal Values Activity Values Auction

Purpose: To help individuals examine their own values by asking them to place a real value on various life experiences.

Group Size: No more than 12 participants (multiple groups should be formed if necessary).

Time: Approximately one hour.

Materials: Values Auction worksheet for all participants. Pen or pencil for all participants.

Physical Setting: Each group should be in a room of comfortable size for the number of participants. Rooms should be free of distractions.

Directions: Each group should have a group facilitator. The facilitator should give each member of the group a hypothetical \$1,000.00 with which to bid for the values from the auction that he finds most important. A participant may use all his money toward one value or try to purchase several values. Individuals may not team up to purchase values jointly.

After completing the auction, each participant will go around and speak about why they chose to bid on the items that they did. Below are some questions that the facilitator might like to ask participants:

1. Did you have to make any difficult decisions in prioritizing values? If so, what were they?
2. What did you learn about yourself from this activity?
3. What did you learn about other participants from this activity?

Values Auction Bidding Sheet

You have \$1,000 to bid for the following items:

**Priority and
Amt. budgeting**

Values

- a. A satisfying and fulfilling marriage. _____
- b. Freedom to do what I want. _____
- c. A change to direct the destiny of a nation. _____
- d. The love and admiration of friends. _____
- e. Travel and tickets to any cultural or athletic
Event as often as I wish. _____
- f. Complete self-confidence with a positive
Outlook on life. _____
- g. A happy family relationship. _____
- h. Wide recognition as an attractive person. _____
- i. A long life, free from illness. _____
- j. A complete library for private use. _____
- k. A satisfying religious faith. _____
- l. A month's vacation with nothing to do but
Enjoy myself. _____
- m. Lifetime financial security. _____
- n. A lovely home in a beautiful setting _____
- o. A world without prejudice. _____
- p. A chance to eliminate sickness and poverty _____
- q. International fame and popularity. _____
- r. A world without lying or cheating. _____
- s. Freedom within my work setting. _____
- t. A relationship sharing genuine love. _____
- u. Success in my chosen profession. _____

Personal Values Activity Values Shield

Purpose - To understand how individuals' values are influenced and developed.

Group Size -10 or less.

Materials - One large sheet of poster paper for all participants. Crayons or Magic Markers
For all participants.

Time - 40 - 90 minutes (depending on the size of the group).

Physical Setting - A quiet comfortable room for each group.

Directions - Participants should be divided into groups by the group facilitator. The Facilitator asks participants to draw a large shield on their paper. Once this is completed, they are asked to divide their shield into four Quadrants of approximately equal size to be labeled A, B, C, and D.

In each of the quadrants the facilitator asks participants to draw a representation of:

- A. A person in his life who has had a significant impact on him (other than parents).
- B. An accomplishment in his life that is a source of pride in his abilities.
- C. A difficult experience that he has had to overcome.
- D. An Area of his life that he would like to improve upon.

The facilitator then asks each participant to explain his drawings. He is asked in the Case of drawing A, B, and C, how each of these representations contributed to his values and attitudes. For representation D, he should explain why he would like to improve in this area, and how the fact that he has chosen this area might reflect his values.

Personal Values Activity Values Bags

Purpose: To discuss with others some of the important issues that reflect our personal values.

Group Size: 5-7 members (more than one group should be formed if necessary).

Time: 30-45 minutes.

Materials: A brown sack for each group containing;

- A coin
- A grade report
- Crayon or paintbrush
- Religious symbol of some type
- Valentine
- Bandaid or aspirin
- Fraternity jewelry
- Postcard from a resort area
- Any other items you might think appropriate

Physical Setting: A comfortable area where each group can talk in privacy.

Directions:

1. The group facilitator gives each group a bag and instructs them to dump out its contents. Each person is then to consider what personal value each item represents to him, and rank the items in order of importance from "most important" to "least important". Once he has done this, he explains his rankings and value symbol to the others in the group. Anyone can ask questions about another person's rankings.
2. Each person is to take a turn to explain the value symbol that the item represents, and to share his rankings and why he ranked the items the way he did.
3. Once each has had a turn, the group should discuss any commonalities and differences, any surprises, and their general feelings. Each person is asked to share one thing that he learned about himself during this exercise.
4. The leader of the group then summarizes the activity by pointing out how different individuals may have interpreted the symbolic value of the items differently, and points out any common themes among group participants (possible common values).

FRATERNITY VALUES

The activities in this section are designed to help brothers explore their general fraternity values. Individuals are drawn to the fraternity experience for vastly different reasons, and as a result, they can derive a sense of satisfaction from a wide range of fraternal experiences. The activities in this section are meant to demonstrate that the fraternity experience can fulfill different needs for different people.

Fraternity Brothers are bound by a sense of caring and friendship for each other. This is the very essence of fraternity life. Beyond this, fraternities offer a great deal in the areas of leadership, academic growth, and social development. Brothers often value certain aspects of fraternity life more than others. The activities in this section may help brothers to see more clearly how the fraternity experience can impact others in very different ways.

Fraternity Values Activity Fraternity Values Auction

Purpose: To help each member examine his fraternity values by asking him to place a real value on various experiences related to fraternity life.

Group Size: No more than 12 participants per group (More than one group should be formed if necessary).

Time: Approximately one hour.

Materials: Fraternity Values Auction Worksheet. Pen or pencil for all participants.

Physical Setting: A quiet and comfortable room for each group.

Directions: The group facilitator gives each member of the group a hypothetical \$1,000 with which to bid for the fraternity values from the auction that he finds most important. A participant may use all his money toward one value or try to purchase several values. Individuals may not team up to purchase values jointly.

After completing the auction, the facilitator will ask each participant to speak about why he chose to bid on the items that he did. Below are some questions that the facilitator might like to ask participants:

1. Did you have a make any difficult decisions in prioritizing values? If so, what were they?
2. What did you learn about yourself from this activity?
3. What did you learn about other participants from this activity?

Fraternity Values Auction Worksheet

Each member of the group is given a hypothetical \$1,000 with which to “bid” for the values that he finds most important.

<u>Values</u>	<u>Priority and Amt. Budgeted</u>
a. An opportunity to be chapter president.	_____
b. A high paying job upon graduation.	_____
c. Complete harmony within my chapter.	_____
d. An opportunity to be relieved of all house duties for one month.	_____
e. A 4.0 grade point average.	_____
f. Campus-wide popularity.	_____
g. Recognition as an all-American athlete.	_____
h. A spring break vacation in the Bahamas.	_____
i. Recognition as a nationally acclaimed performer.	_____
j. A chance to go back in time and witness the founding of Theta Xi.	_____
k. National recognition as an outstanding scholar.	_____
l. A new and beautiful chapter house.	_____
m. An opportunity to start college over again.	_____
n. The chance to travel to Theta Xi National Headquarters in St. Louis.	_____
o. A large Jacuzzi in my room.	_____
p. The ability to grant a full tuition scholarship to 10 students other than myself.	_____
q. The ability to study and learn more effectively.	_____
r. A fraternity chapter where all Brothers fulfilled their responsibilities without prompting.	_____
s. An opportunity to be Membership Educator.	_____

Fraternity Values Activity The Fraternity Experience

Purpose: To study the degree to which members of a group agrees on certain fraternity values. To examine differences in how individuals view the fraternity experience.

Group Size: 10 or less (more than one group should be formed if necessary).

Materials: Copies of Fraternity Ranking Sheet for all participants. Pen or pencil for all participants.

Time: Approximately one hour.

Physical Setting: A quiet, comfortable room for each group.

Directions: The facilitator forms groups of ten participants or less. The group facilitator then announces that each group will participate in an activity aimed at accomplishing the purpose above and distributes the Fraternity Ranking Sheet.

After groups have completed the process, spend time discussing the different perspectives participants brought to the discussion. What did participants learn from the experience and how did it alter the ways in which they view fraternity life?

Fraternity Ranking Sheet

Rank in the individual column the following functions of fraternities according to the importance YOU attach to them. Write the number 1 in front of the most important, the number 2 before the second most important, etc.

You have ten minutes to complete this task. After members of your group have finished working individually, arrive at a rank ordering as a group. The group has thirty minutes for this part of the activity. Do not choose a formal group leader.

Individual	Group	
_____	_____	Fraternities exist to provide students with a living environment where they can relax and socialize away from the academic pressures of college life.
_____	_____	Fraternities provide a family environment where Brothers are accepted and appreciated.
_____	_____	Fraternity participation provides training for leadership in life after college.
_____	_____	Fraternities provide an environment where members can grow and learn with others from very different backgrounds.
_____	_____	Fraternity participation develops business and social contacts that will be helpful after graduation.
_____	_____	Fraternities support and enhances of students.
_____	_____	Fraternities function as a model for democratic action.
_____	_____	Fraternities teach members how to support and trust in others.
_____	_____	Fraternities provide members with the opportunity to learn responsible behavior.
_____	_____	Fraternities serve as a living environment that gives Brothers valuable insight into human behavior.

Once the group rank order has been completed, discuss how this ranking is, or is not reflected in our chapter's activities and our brothers' lifestyles.

Fraternity Values Activity Sharing Thoughts Across Class Lines

Purpose: To share different values and perspectives on fraternity life between veteran (alumni, seniors, and juniors) Brothers and younger (freshman and sophomores) Brothers; giving younger Brothers insight into the experiences and values of veteran Brothers, while giving veteran Brothers the opportunity to share in the enthusiasm and goals of younger members.

Group Size: 4 to 7 younger members.
4 to 7 veteran members.

Materials: Young Member Inventory for each young member. Veteran Member Inventory for each veteran member. Pen or pencil for all participants.

Time: Approximately 90 minutes.

Physical Setting: A quiet, comfortable room for each group.

Directions:

1. The facilitator explains that this activity is meant to accomplish the purpose above by allowing all participants to share honestly and openly about their past fraternity experiences, as well as their hopes for future fraternity experiences.
2. The facilitator then passes out the Young Member Inventory to all young members and the Veteran Member Inventory to all veteran members. Allow approximately 15 minutes for all participants to read and make notes on their answers.
3. Begin with the first question on the Young Member Inventory, and ask each of the young members to share their answers. All participants should have the opportunity to ask others to expand on his answers or ask additional questions if they wish. Then the facilitator asks all veteran members to share their answers on the first question, and the same opportunity should be given for all participants to question the veteran members further. This process should continue until all young and veteran members have shared their answers to all five questions.
4. After this process is complete, participants should be asked how this activity was a worthwhile learning experience.

Young Member Inventory

1. What attracted you most to Theta Xi?
2. What does being a Brother of Theta Xi mean to you?
3. What aspects of Theta Xi are you most enthusiastic about participating in? Why?
4. What aspects of Theta Xi do you think will help you to grow the most as a person?
5. How do you think fraternity life will influence you throughout your life? After college?

Veteran Member Inventory

1. What personal contribution to Theta Xi are you most proud of?
2. Describe the most worthwhile fraternity experience you've ever had?
3. What aspect of your Theta Xi experience has challenged you most to grow as a person?
4. What did being a member of Theta Xi mean to you when you first joined? What does being a Brother of Theta Xi mean to you?
5. If you could give advice to a younger Brother about how to get the most out of his Theta Xi experience, what would you advise?

THE VALUES OF THETA XI

In August of 1989, a document was drafted summarizing the results of a comprehensive study in which Theta Xi student members and alumni responded to a 55 item survey asking which values were most important for Theta Xi chapters to attempt to influence. At Theta Xi Fraternity's 125th Anniversary Convention, convention delegates unanimously passed this document, entitled the "Statement of Position on Fraternity Values".

This document speaks eloquently to the values that our Fraternity is based. It is the result of serious examination by a large number of Theta Xi Brothers with respect for those beliefs and ideals that are central to the purpose of Theta Xi. This document is a statement of the values of our brotherhood and, as Brothers of Theta Xi we assume a commitment to "be guided by and promote to all fellow members these ten basic values and expectations".

This wording was chosen carefully because of the two fundamental premises upon which this statement was drafted. First, the expectation is that all Brothers will look to these values for guidance in their everyday actions. Second, and more important, is that each Brother will assume responsibility for promoting these values by insuring that his Brothers also act in a manner that is consistent with these values. As A Brother of Theta Xi, we undertake the responsibility of influencing our Brothers in a direction that will help them to become better human beings, individuals who will contribute in a positive way to our society. By translating the values of Theta Xi Fraternity into action we can serve as a positive influence on our Brothers.

The activities on this section are designed to help each member examine the meaning of our "Statement of Position on Fraternity Values". Through these activities you should come to a better understanding of how you can "be guided by and promote to all fellow members these ten basic values and expectations."

**THETA XI FRATERNITY
STATEMENT OF POSITION
FRATERNITY VALUES**

=====

WHEREAS, each member of Theta Xi is charged with the responsibility to advance the high ideals of the Fraternity and uphold its standards of excellence; and

WHEREAS, it is the Fraternity's goal to advance these ideals by positively enhancing the development of its members with high-quality, personally relevant experiences; and

WHEREAS, Theta Xi Fraternity supports the belief that the fraternity experience should be designed to bond members together without sacrificing anyone's personal identity; and

WHEREAS, the membership of Theta Xi, through leadership at national and regional meetings, has identified basic Fraternity values;

THEREFORE, BE IT RESOLVED that consistent with the Ritual, the Constitution and By-Laws, and the Purpose of the Fraternity, the members of Theta Xi, in each and every aspect of their fraternity experience, shall be guided by and promote to all fellow members these ten basic values and expectations:

BROTHERHOOD

Demonstrate a commitment to developing meaningful and lasting friendships.

RESPONSIBILITY

Accept accountability for one's decisions, behavior, obligations, and commitments.

SELF-ESTEEM

Develop confidence in personal abilities and take pride in oneself.

INTEGRITY

Be honest and fair in conduct with oneself and others.

RESPECT

Show appreciation and concern for the worth of others.

LEARNING

Demonstrate a commitment to academic success and intellectual curiosity.

DIVERSITY

Recognize and appreciate the value of different ideas, opinions, and cultures.

COMPASSION

Reach out actively to support those in need of assistance.

ACHIEVEMENT

Accomplish tasks based on previously established goals.

LEADERSHIP

Develop an ability to foster teamwork to mobilize effort to achieve common fraternity, campus, and community goals.

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Theta Xi Fraternity Values Activity Identifying Behaviors

Purpose: To examine each value and expectation articulated by the Statement of Position On Fraternity Values by identifying actual behaviors which are both consistent and inconsistent with each of the stated values and expectations.

Group Size: 5 – 12 participants (more than one group should be formed if necessary).

Time: Approximately 90 minutes.

Materials: Identifying Behaviors Worksheet, Statement of Position On Fraternity Values and pen or pencil for each participant.

Directions:

1. The facilitator will give to each participant a copy of the Identifying Behaviors Worksheet and Statement of Position On Fraternity Values.
2. He will then ask each participant to review the description of each of the values listed by the Statement of Position On Fraternity Values. The facilitator should then encourage participants to try to think back over the past 2 or 3 months to identify specific instances (this could be actions by another member, or a nonmember) where individuals acted in a manner that was **consistent** with each of these value statements. Each participant should describe these instances in the column **consistent** on their worksheet.
3. Once #2 is completed the facilitator should encourage each participant to think of instances where individuals acted in a manner that was **inconsistent** with each of these values. Each participant should describe these instances in the column labeled **inconsistent** on their worksheet. For these examples the facilitator may wish to ask participants to refrain from using examples involving other group participants.
4. After each participant has identified examples of both consistent and inconsistent behaviors for each of the ten value statements, each value should be addressed individually beginning with “Brotherhood”, and each member should be asked to share his example of consistent and inconsistent behavior.
5. In examples where Brothers act in a manner that is consistent with a value statement, it would be appropriate to discuss ways that these actions might be recognized or encouraged. Further, in examples where Brothers act in a manner that is inconsistent with a fraternity value statement, it would be appropriate to discuss ways that these actions or behaviors might be challenged, discouraged, and eliminated.

Identifying Behaviors Worksheet

Try to think of examples where you observed individuals acting in a manner that were consistent and inconsistent with the values stated in the left column. Describe the observations you identified in the appropriate box.

VALUE	CONSISTENT	INCONSISTENT
Brotherhood		
Responsibility		
Self-esteem		
Integrity		
Respect		
Learning		
Diversity		
Compassion		
Achievement		
Leadership		

Theta Xi Fraternity Values Activity Values Check

Below are lists of actions in which you have recently observed Brothers involved. Your task is to determine:

1. Whether this Brother's action is consistent or inconsistent with Theta Xi's Statement of Position on Fraternity Values.
2. If the action is consistent with our values, you must determine which specific value or values this action contradicts, and
3. Determine what action you should take in order to discourage this behavior since it is your responsibility to promote these values among your Brothers.
 - A. A Brother did not pay his house bill and used the money for a vacation since he had a rough semester.
 - B. A group of Brothers order out for pizza and leave the empty pizza box in the T.V. room.
 - C. A Brother consistently skips a class he has with you and asks to copy your notes.
 - D. An older Brother helps a group of associate members study for an upcoming exam.
 - E. A Brother tells a joke that depicts women in a negative way.
 - F. A Brother refuses to allow another brother to copy off his test during an exam.
 - G. A Brother lies to his parents about where he will be spending spring break.
 - H. A Brother promises to participant in a house clean up, and then never shows up.
 - I. A Brother goes to the library in order to get some work done on a Friday night because there is a party at the chapter house.
 - J. A chapter officer has done nothing throughout the entire semester to meet the responsibilities of his office.
 - K. A chapter officer insists on doing everything himself.
 - L. A Brother has sex with a woman who was very heavily intoxicated.
 - M. A Brother refuses to run for a chapter office because he is afraid he won't get elected.
 - N. A Brother verbally harasses an associate member who has made an honest mistake.
 - O. A Brother ridicules another Brother for being upset about the death of his pet.
 - P. A Brother accuses another Brother of being homosexual.
 - Q. A Brother is constantly cutting down the chapter officers and everything they are trying to accomplish.
 - R. A Brother admits that he has accidentally broken a window, and offers to fix it or pay for it.
 - S. One Brother constantly cuts down other Brothers and insists that he's just joking and it's "all in good fun".
 - T. A Brother misses an easy fly ball in an intramural softball game, and another Brother gives him a hard time about it, calling him a bonehead and a klutz.
 - U. A Brother pressures an associate member into drinking too much by calling him a wimp and a lightweight.
 - V. A Brother puts a hole in the wall while he is drunk one night but refuses to pay for the damage.
 - W. A Brother verbally abuses a woman at a party because she has refused to dance with him.
 - X. A Brother gets up in the middle of the night to pick up a Brother whose car broke down two hours away.

Y. A Brother intentionally breaks a beer bottle on the foyer floor, and the house manager is so upset that he picks up the broken pieces and dumps them in the Brother's bed when he is not around.

Theta Xi Fraternity Values Activity

THIS IS MY HOUSE

Video discussion Guide

Purpose: “This is My House” presents through videotape a challenging, realistic look at the dilemmas facing a chapter leader. In this video, a chapter president takes you on a tour of the chapter house while discussing issues with his chapter. Presented in a manner that fraternity members can identify with, “This is My House” will make Brothers think, and more importantly, talk about the issues facing every chapter.

Group Size: This activity is designed for the entire chapter. After viewing the videotape, the facilitator will divide chapter members into five groups. Each group should have an n equal number of older and younger members.

Materials: “This is My House” videotape. Available from the National Headquarters and a VCR.

Time: Approximately 2 1/2 hours to view videotape and 90 minutes for discussion.

Physical Setting: One large room where 5 individual groups can discuss the video free of interruptions.

Directions:

1. Before viewing the videotape, the facilitator explains that this activity is designed to allow chapter members the opportunity to discuss the issues facing the chapter, and how individual values impact the fraternity.
2. Show the video.
3. Divide into 5 discussion groups. Each group will have a recording secretary who will report back to the large group after the discussion, and there should be an equal distribution of younger and veteran members within each group.
4. The facilitator will give the Discussion Statements handout to each group. Groups will spend 15 minutes discussing each of the 5 statements on the handout for a total of 75 minutes.
5. After the 75 minutes has elapsed, groups will come together to discuss similarities and differences in their perspectives.

Discussion Statements

Discussion Statement 1

“All the obligations and responsibilities that come with belonging to a fraternity are fine and dandy as long as they are not inconsistent...”

1. What aspects of fraternity life are sometimes inconsistent? How do our members respond to them?
2. Is there a tendency among Brothers to look the other way when Brothers act irresponsible? If so, how does this tendency relate to Theta Xi's Statement of Position On Fraternity Values?
3. Is there a method in the chapter for confronting a Brother who might have a drinking problem, or do Brothers refrain from getting involved with such problems? Does the chapter utilize “Brother to Brother”?

Discussion Statement 2

“Are you gonna be President, or are you gonna be Steve. Sometimes you get caught in the middle...”

1. What is the key issues facing our Chapter? How does our chapter deal with these issues?
2. What does it feel like to be an officer? Are officers caught in the middle? Does it have to be that way?
3. What sources of pressure do chapter officers feel, from National, our College or University, our members? How do our officers deal with these pressures?
4. For members who are not officers, are there ways that we can share “the middle ground” with our officers? What responsibilities to the chapter do all members share?

Discussion Statement 3

“It's one of the great parts about Fraternity – the tradition...”

1. What is a tradition? Are traditions always positive?
2. Identify traditions within our fraternity which we are proud of; which we are not proud of?
3. What are some fraternity traditions, which have caused fraternities to be heavily criticized and in some cases eliminated?

Discussion Statement 4

“When most people picture life in a Fraternity...”

1. What kind of image does our chapter have? Is it a positive image? What values does our chapter display, to the Greek community? To the campus community? To the local community?
2. What factors do members of the campus community consider when they are developing impressions of our chapter? What can our chapter do to help create positive impressions on campus?

Discussion Statement 5

“This is the room where we bypass the policies, forget the drinking age...”

1. What role does alcohol play in our chapter? Can anyone get a beer regardless of the drinking age?
2. So many policies. What happened to “just having fun” in a fraternity house? Is that still possible?
3. “No one expects us, really expects us to do differently.” Do you think this is true about Theta Xi Fraternity? About our campus? About our officers?
4. Are Theta Xi’s alcohol policies “too far removed from reality,” or is our chapter?
5. What resources on campus can help our chapter with alcohol issues? National Fraternity resources?

Section V: Case Studies

This section will provide members with the opportunity to review realistic scenarios in the form of written case studies to determine how Theta Xi's Statement of Position On Fraternity Values can apply directly to chapter experiences. For each of the case studies contained in this section it will be important for members to ask themselves the question; How does our Statement of Position On Fraternity Values apply to this case study, and what values are at issue in each?

Below is a table that will help you to select which of the case studies would be most appropriate for your chapter. For example, if you would like to present to your chapter a case study that deals with the value "Brotherhood", you would probably wish to select from case studies 1, 2, 7, 8, or 9.

VALUES	CASE STUDIES											
	1	2	3	4	5	6	7	8	9	10	11	12
Brotherhood	X	X					X	X	X			
Responsibility	X		X	X	X	X	X	X		X	X	X
Self-esteem		X		X	X		X	X		X		X
Integrity						X	X		X	X	X	X
Respect	X	X		X	X		X	X				
Learning		X						X				X
Diversity		X	X	X	X				X			
Compassion	X		X	X	X							
Achievement			X						X	X	X	X
Leadership					X		X	X	X	X	X	

Guidelines for Case Study Group Facilitators

1. Keep the discussion on track.
2. Initiate summaries.
3. Prevent individuals who tend to dominate the discussion from speaking too often.
4. Involve individuals who are hesitant to speak in the discussion.
5. Resist unnecessarily closing the discussion due to fatigue, impatience, or boredom.
6. Stimulate participation from all group members.
7. Protect everyone's right to be heard.
8. Discourage arguments, and try to resolve interpersonal conflicts.

CASE STUDY 1
Who is responsible?

The officers of the Gamma Phi Chapter of Theta Xi Fraternity decide that the chapter will purchase beer for a party despite their knowledge that the National Fraternity's policy prohibits the purchase of alcohol with chapter funds. On the night of the party, **Dennis**, an associate member of the chapter, who lives four miles from campus, has been given a ride to the party by his roommate **Fred** (another chapter associate member). Throughout the course of the evening, **Ted and Chris** (upperclassmen and Brothers who live in the chapter house) decide that it would be amusing to get Dennis involved in a variety of drinking games which cause Dennis to become heavily intoxicated. Late in the evening, Fred gives his car keys to Dennis (who is visibly drunk), and states that he will be spending the night on campus with a female friend, and that Dennis is free to use his car to drive home.

Brian, another active Brother, sees that Dennis is too drunk to drive, so he asks **John**, an associate member of the chapter, if he would mind driving Dennis home. John states that he would like to, but his car is parked across campus and it would be extremely inconvenient to get his car and drive Dennis home because it would take a long time, and he has to get up early the next morning to work. Brian (who does not have a car) the asks **Thomas**, the President of Gamma Phi Chapter, to drive Dennis home, but Thomas claims that he has been having car trouble and would not trust his car to make it to Dennis' house and back. Finally, Brian decides to put Dennis to bed on one of the sofas in the chapter house living room, even though there are other members who have cars. Dennis wakes up later that night, still heavily intoxicated, and in a slight daze, decides to drive Fred's car home. On the way home, Dennis falls asleep at the wheel and dies instantaneously as his car hits a tree.

Ignoring legal liabilities, who is most directly responsible for Dennis' death?

Rank from 1 (most responsible) to 7 (least responsible).

	<u>Individual</u>	<u>Group</u>
The Chapter Officers	_____	_____
Fred	_____	_____
Dennis	_____	_____
Ted and Chris	_____	_____
Brian	_____	_____
John	_____	_____
Thomas	_____	_____

CASE STUDY 2

The problem of Membership Selection

The Problem:

Below is a list of the only ten young men who remain on the Chapter's rush list. They have all shown a strong interest in the Fraternity, and you believe that they would all accept a bid if offered. You serve on the membership selection committee. It was previously determined by the chapter that the associate member class for this term must be made up of at least five men, therefore, you must select at least five of the men listed below (there is not a pressing need to exceed this number). Your recommendations will have a major influence on which of these young men (if any) will receive bids.

You must rank the men below from 1 to 10 based on whether you believe the chapter should extend a bid to the man (1= the one you would most like to bid, 10= the one which you would least like to bid).

After ranking them, you must also decide at what point you would refuse to give the individual a bid. Remember that you must extend bids to at least five of the men.

TERRY - A 240-pound freshmen defensive lineman on the college football team. A number of the rowdier guys in the chapter really like him and are pushing to give him a bid. He has a reputation for getting out of control when he drinks, and last week he was arrested after getting into a fight in a local bar, and beating up two other students after they had spilled beer on him. He has been very polite at chapter rush functions where alcohol has not been served. His G.P.A. is 2.2.

JEFF - A black sophomore political science major from New York. He is quiet, and seems slightly apprehensive in the chapter environment where there are no other black members. He does not drink alcohol, and he is an excellent athlete. He has three very close friends in the chapter who are in favor of giving him a bid. His G.P.A. is 2.75.

MARK - A sophomore business student. He is good looking, and popular with the women on campus. He frequently boasts about his "sexual accomplishments", and his wealthy parents. Some of the Brothers have discovered that many of his claims are untrue. He also claims to have received bids from three other fraternities on campus; sources from two of these chapters deny that they have given him a bid. He has faithfully attended chapter rush functions and most of the Brothers (although they don't really know him that well) generally consider him cocky, but likeable. His G.P.A. is 2.8.

MIKE - A freshman art major that has become involved in numerous theatrical productions on campus. He does not date often, but has many female acquaintances. His mannerisms are slightly feminine and a number of the Brothers have continued to joke about his sexual preferences without any basis in fact. He has been somewhat reserved at most chapter rush functions. He is a talented pianist, and his G.P.A. is 3.6.

JAY - A sophomore business major that plays wide receiver on the college football team. He is enthusiastic about becoming part of the Fraternity but has strong reservations about his ability to afford the costs of fraternity membership. He is often short on cash, and has frequently borrowed

money from Brothers and only occasionally pays it back. He is extremely well liked by the Brothers, and is popular on campus. His G.P.A. is 3.2.

LEONARD – A freshman engineering major who enjoys playing chess. He is quiet and withdrawn and many of the Brothers in the chapter consider him to be rather dull. At the last rush function he showed up early and worked hard to help set up for the event, then he sat on the sofa for almost the entire party watching television. He tries hard to be nice and well liked, and shows a great deal of respect for the Fraternity. His G.P.A. is 3.75.

JAMES – A sophomore history major, he comes from a very wealthy, upper-class family. He is considered extremely arrogant by most of the Brothers in the chapter. A few Brothers claim that when they walk past him on campus, he does not say hello even when he recognizes them. His father is a Theta Xi, and wrote a letter on behalf of his son to the Chapter President. The Chapter Advisor has told a few Brothers that he will be extremely upset, and may resign, if James does not get a bid from the chapter. His G.P.A. is 2.7.

JOEY – A sophomore business major. He has been gung ho about pledging Theta Xi since last year. He knows all of the Brothers very well, and since he is around the house so much, he frequently assists chapter members with day-to-day cleaning chores and other less desirable chapter activities. He is very well liked by the Brothers, and fits in easily with the chapter. Thus far, his cumulative G.P.A. is 1.95, and his parents have told him that if he does not achieve at least a 2.5 this semester, he will have to leave school. When Brothers ask him about his grades, he vaguely answers, "They're OK" and tries to change the topic of conversation.

JOSE – A 24-year-old freshman from Puerto Rico. Jose is mature for a freshman after having been in the military for six years prior to attending the college. He appears to be a motivated student, easy to get along with and has a good grasp of the more serious aspects of fraternity life. He is somewhat worried about the reputation of fraternities as "partying" and "irresponsible" organizations. His G.P.A. is 3.35.

STEVE – A junior philosophy major, he is an outstanding student, popular with women, and has a reputation as someone who can add to the social atmosphere of a party. He is extremely comfortable at social functions, and enjoys going out dancing at local clubs. He dresses well, and seems to be able to make people feel at ease in his presence. Recently, three Brothers saw him out at a party off campus. At the party, Steve asked them if they would like to go to the back bedroom to "toot up". After talking to friends at the party, the Brothers found out that Steve often used cocaine on social occasions. His G.P.A. is 3.5.

CASE STUDY 3 Pick a By-Law

As a member of the Chapter By-Laws Committee for the Gamma Tau Chapter of Theta Xi, you have undertaken the task of revising the chapter By-Laws. Gamma Tau has an outstanding reputation on campus, and is regularly among the top ten chapters in the annual Memorial Trophy competition. One of the goals of your committee is to rank the chapter By-Laws aimed at regulating the behavior of chapter members so that the brothers will have a clear idea of what is expected of them.

The committee has identified eleven chapter By-Laws of this nature that are essential to the chapter operation. Your task is to rank these eleven By-Laws (1= most important to include in chapter By-Laws, 11= least important) from 1 to 11. In Column 1, **you must rank the eleven By-Laws considering only the importance of the By-Law in maintaining the smooth functioning, and respected status of the Chapter.** In Column 2, you must rank the eleven By-Laws considering only **the ability of the Chapter to realistically hold members of the Chapter responsible for violations of these By-Laws.**

In ranking these items, assume neither the National Constitution nor the Ritual addresses any of these topics. After you have completed your ranking, your committee will gather in order to achieve a consensus ranking.

The eleven By-Laws identified by the committee are as follows:

Rank Col.	Rank Col.	<u>By-law</u>
<u>1</u>	<u>2</u>	
_____	_____	A. Members will uphold their financial obligation to the chapter By submitting their dues to the chapter treasurer by no later than The 15 th of each month.
_____	_____	B. Members of the Gamma Tau Chapter will not engage in any Activities that could be considered either physically or emotionally upsetting To Associate Members of the chapter (i.e. servitude, harassment, humiliation, Etc.).
_____	_____	C. All chapter members will maintain a cumulative grade point average of no less Than 2.20.
_____	_____	D. All Brothers will be required to spend a minimum of 15 hours per semester Engaged in membership recruitment and selection activities.

- _____ E. All chapter members will treat their fellow Brothers with respect and Consideration. Any actions such as theft, physical violence, verbal abuse And harassment will not be tolerated.
- _____ F. All Brothers will be required to attend a minimum of 90% of all chapter meetings.
- _____ G. All Brothers will refrain from acts of vandalism, theft, verbal or physical Harassment or any other behavior that will reflect negatively on the chapter Toward individuals on campus, or in the local community.
- _____ H. The use of drugs or other controlled substances among members of the Gamma Tau Chapter will not be tolerated.
- _____ I. Chapter members will not talk unfavorably about any other fraternity or student Organization on campus while in the presence of anyone who is not a member Of the Gamma Tau Chapter.
- _____ J. The members of Gamma Tau Chapter will not discriminate against minority Students during the membership selection process, and whenever possible, Will work to promote a culturally and ethnically diverse chapter membership.
- _____ K. Members of the Gamma Tau Chapter will comply with all regulations of the College Campus, the National Fraternity as well as all state and local laws.

CASE STUDY 4

A question of Sexual Consent

It is 8:30 on a Tuesday night, and most of the Brothers who live in the chapter house are not around. Tim and Chuck have been in their room studying. They decide to go out to get something to eat. On their way out, they see Jerry, a fellow sophomore who was initiated with them last December, coming in with a nice looking woman whom they've never seen before. This is not unusual because Jerry is well known for his popularity with the ladies on campus. Jerry appears intoxicated. Tim and Chuck know to steer clear of him when he's drunk because his temper becomes volatile and his actions are unpredictable. About an hour and a half later, Tim and Chuck return and the house is still quiet. As they pass by Jerry's room they hear him speaking in a loud and angry tone. In the background they think they hear a woman crying. Chuck knocks on the door. When Jerry opens it he says that everything is all right, and it was just a minor disagreement. Chuck catches a glimpse of the young woman in the background with red eyes. Tim and Chuck go away reluctantly. For the next two hours they hear intermittent noises coming from the vicinity of Jerry's room. These noises stop when Jerry leaves with the young woman.

On Wednesday afternoon, the police come to the chapter house and take Jerry away, charging him with first-degree sexual assault. On Thursday morning both the campus and local newspapers carry the story, repeatedly naming Theta Xi as the Fraternity to which Jerry belongs, and stating that the alleged incident occurred in the Theta Xi Fraternity chapter house. Theta Xi, which has a strong reputation as a responsible and well-mannered fraternity on campus, suffers a great deal of embarrassment and humiliation from the articles. Following the newspaper stories, Tim and Chuck go to the chapter's executive officers and explain what they saw on the night of the alleged incident.

On Friday morning, Jerry is released on bail and returns home to the Theta Xi chapter house and vehemently denies sexually assaulting the young woman. He states repeatedly that the young woman consented to sex of her own free will.

Which of the following courses of action should the chapter leaders take?
(Please check all that apply)

- Encourage Tim and Chuck to contact the police with their information.
- Notify Theta Xi National Headquarters about the situation.

Possible actions to be taken (cont.)

- Refuse any and all comment regarding the situation, and encourage all brothers to do the same.
- Speak out in defense of Jerry.
- Release a statement explaining that such actions are not encouraged or tolerated by the chapter.
- Encourage Jerry to seek counseling.

- _____ Write a formal letter of apology to the young woman, accompanied by flowers.
- _____ Work closely with university officials to investigate the allegations.
- _____ Suspend Jerry's membership status pending the outcome of the charges.
- _____ Any other courses of action (Please specify).

Additional Questions:

1. What should Jerry do?
2. What should Tim and Chuck do?
3. What role should the Chapter Advisor play in the chapter's decision-making process?
4. How should Theta Xi National Headquarters handle the situation?
5. How should the University administration handle the situation?
6. Identify any values from the Theta Xi Statement of Position On Fraternity Values that may apply to this case study.

CASE STUDY 5

Group Sexual Conduct

Knowing that it violates both the National Fraternity's policy and the University's policy, the chapter Officers of the Gamma Tau Chapter of Theta Xi decide to sponsor an open, campus wide party at which alcohol will be served to all university students regardless of their age. At this party, a 19-year-old woman named Diane attends. Diane is known at numerous fraternities on campus for her open and casual attitude toward sex when she is under the influence of alcohol. By 12:30 a.m. the party begins to die down. Diane is one of the few females remaining at the party; she is heavily intoxicated. Knowing of her reputation, Billy and Alex begin to devote their attention to her. At approximately 1:00 Hector (the Chapter President) and Jeff (his roommate) return to the house after having taken some friends home. They see Billy and Alex kissing and caressing Diane on the living room couch, while John and Phil watch television in the living room. Hector and Jeff sit down to watch television also.

About ten minutes later, Billy and Alex get up with Diane, whom they have to support because she is too drunk to walk on her own, and bring her upstairs. About ten minutes later, John and Phil leave and go upstairs. One half hour later, Hector and Jeff go upstairs to go to bed where they pass Billy, Alex and Phil standing outside of Billy's room talking and laughing. Billy and Alex are both in their under shorts and are good naturedly elbowing Phil. As Hector and Jeff pass, they ask, "What's going on?" Billy responds jokingly that Diane is such a nice girl that she wanted to get to know as many Theta Xi's as she could. He said that if they were interested, he was sure that she would like to get to know Hector and Jeff as well. Hector shook his head and said, "You guys are disgusting!" As he walked away to his room followed by Jeff.

The following Tuesday, Hector received a call from the Dean of Students saying that a young woman reported being gang raped by a group of Theta Xi members at a party at the Theta Xi House on Saturday night. The young woman claimed she had been drinking, had passed out, but had never consented to having sex with the men involved. The Dean stated further that there would be a full-scale investigation into these charges, but that things did not look good for the chapter. On Wednesday morning, the campus newspaper headlines read: "THETA XI INVOLVED IN ALLEGED GANG RAPE". Only one month earlier the National Fraternity for a hazing incident had put the chapter on probation by the University, and. Additionally, the chapter had over 80 members, and did outstanding work for various philanthropic agencies.

Who is most directly responsible for the chapter's entire situation?

- The Chapter Officers
- Diane
- Alex and Billy

- _____ Phil and John
- _____ Hector (and Jeff)
- _____ The Hazers
- _____ The Membership Educator

Additional Questions:

1. What action could Hector and Jeff have taken, as Brothers, to prevent this situation from occurring?
2. Should Hector, in his role as Chapter President have taken any action at the time of the incident?
3. What action should the chapter take at this time regarding the Brother involved?
4. Should the chapter write a response to the newspaper article?
5. What action should the National Fraternity take?
6. Identify any values from the Theta Xi Statement of Position On Fraternity Values that may apply to this case study.

CASE STUDY 6

Financial Responsibility

As a member of your chapter's Finance Committee, you are responsible for: 1) reviewing accounts receivable which are two months overdue, and; 2) determining through a consensus of the committee what actions will be taken concerning the delinquent accounts. It is now April 1st and the spring semester will end on May 6th. The chapter has \$16,000 in budgeted expenses remaining for the school year (half of which is due April 15, the other half is due May 15) and \$8,000 in cash on hand. There are 9 delinquent members remaining with overdue accounts totaling \$9,000.

Your Alumni Association Executive Officers recently learned of the high accounts receivable figure and expressed a strong desire to see the chapter reduce the figure to less than \$1,000 by graduation (May 15). Below is a description of the information obtained on each of the delinquent members:

George – Owes \$1,500, 90 days in arrears. A junior, George currently serves as the Chapter corresponding Secretary. He is one of the chapter's most involved and respected members because of his ability to make people comfortable, and his commitment to the chapter. His father lost his job in November; this has caused George's severe financial distress. George has a good paying summer job lined up and has asked that he be allowed to pay the balance of his bill over the summer when he has the means to do so. George spends virtually no money during the semester, except for necessities, and before his father lost his job, he always paid on time. He is not sure whether he will be returning to school in the fall because of his financial situation.

Carl – Owes \$600, 60 days in arrears. A sophomore, Carl sometimes does not fulfill basic chapter commitments such as cleaning the house and attending chapter meetings; he is a very likable person. He has been rather erratic in paying his bills and has promised to pay the remaining \$600 on two occasions previously. Both times the treasurer approached him and Carl stated that he did not have the money at the time but would pay the following week. It has been one month since the treasurer first approached him the first time, and to date he has still not paid. His parents seem to be the primary source of his income. Carl spends money liberally for such entertainment as movies and dating.

Dan – Owes \$1,100, 90 days in arrears. A junior, Dan is generally a responsible Brother, but rarely takes on more responsibility than he must. Recently, he spent over \$2,000 on repairs to his car. Because of this, he has asked that he be allowed to pay the remainder of his bill this summer when he will be working full time. His parents are divorced, and no one is sure about the source of his income. Most of the money he spends is either on his car or his girlfriend.

Tony – Owes \$1,200, 90 days in arrears. A senior, Tony was very involved in the chapter, holding a number of executive board positions, until this semester. He will be graduating at the end of the semester and has an excellent job lined up with a reputable local accounting firm. He has asked that he be allowed to pay in June when his employment begins. He claims that he is flat broke, although he is often seen spending money without restraint at a number of local drinking establishments.

Dominick – Owes \$200, 60 days in arrears. A junior, Dominick has always been a live-out member, preferring to live in the campus residence halls. He has been a rather marginal member, generally only coming to the house for social activities until last November when he seemed to "vanish" from campus. Rumor has it that he is still in school, however he began a serious relationship with a young woman in November and since that time has had virtually no contact with the chapter. Two members tried to speak with him about both his lack of involvement, and his delinquent account. To these individuals he responded that he no longer had much interest in the chapter and assumed that he would be placed on undergraduate alumni status.

Victor – Owes \$600, 60 days in arrears. A senior, Victor has expressed some very negative sentiments about the chapter lately. Over the past year he has become apathetic toward his Fraternity obligations and rarely participates in chapter activities. He has been somewhat hostile when approached by the Treasurer concerning his past due account. Victor has stated that he just does not have the money to pay, and he doesn't know when he will be able to come up with it. He is due to graduate in May, but does not have a job lined up yet. It does not appear as though he spends money indiscriminately.

Charles – Owes \$1,600, 120 days in arrears. A junior, Charles now serves as the chapter Vice President, and has been an outstanding leader within the chapter. Early in the fall semester his mother died of Cancer (his father died five years earlier). At this point in time, the Fraternity is his sole source of support, both physically and emotionally. Charles has no close relatives to rely on for financial help, and his mother's assets will not be released to him until the insurance claim is settled (probably not until August). He has approached the Financial Aid Office for assistance, but since he is already on a full scholarship, and funds are low, they are not able to give him a loan. Charles does not have much money to spend. For essentials, he borrows most of his money from another good friend in the chapter with whom he will be spending the upcoming summer.

Jack – Owes \$500, 60 days in arrears. A sophomore, Jack is free-spirited and fun loving. He is extremely well liked within the chapter. His parents are very well off and give a generous amount of money for his expenses at the beginning of each semester. At this point in the semester Jack has run out of funds for the semester with \$500 remaining on his fraternity bill. Jack is extremely hesitant about telling his parents about his financial situation for fear of negative consequences. He proposes that he pay \$250 by May 15, and the remainder by July 1, once he has begun working for the summer.

David – Owes \$700, 60 days in arrears. Currently IFC Vice President, although David is not actively involved with the chapter, he is heavily involved in campus activities and is well known throughout the college. David generally claims that he has money through part time employment, but that it is his father's responsibility to pay for his college living expenses according to his parent's recent divorce settlement. Meanwhile, he has spent a great deal of money on such expenses as a ski vacation over spring break, and frequently dining out at expensive restaurants. The chapter Treasurer has repeatedly tried to work out arrangements with David's father who claims he is having financial difficulty and is having a difficult time coming up with the money to pay. David's father has refused to give the chapter treasurer a definite date as to when he will be able to pay the balance of David's bill.

Given the previous information, it is the task of the members of the Finance Committee to determine what the most appropriate course of action is for each of the 9 delinquent members. Keep in mind the expenses that must be met by the chapter by May 15, as well as the demands of the Alumni Association. Below are a few examples of action that the committee might take. Please do not limit your suggestions to those listed below. Try to determine other actions that might be taken in order to help these individuals adequately fulfill their financial obligations.

Contacting parents.

Placing the individual's membership on suspension with the National Fraternity, as stated by By-Law 29.4.1 of the Theta Xi Fraternity National Constitution and By-Laws.

Imposing interest charges or finance fees.

Removal from the chapter house (all those who are delinquent live in the house except Dominick).

Suspension of certain privileges.

Additional Questions:

1. What course of action should be taken for each of the nine delinquent Brothers?
Should the same decision apply to all nine brothers? If not, what criteria should be used to determine the chapter's course of action?
2. How would this situation be different if the men were living in University residences or leased apartments?
3. Identify any values from the Theta Xi Statement of Position On Fraternity Values that may apply to this case study.

CASE STUDY 7

“Pledging” Practices

The Kappa Omega Chapter of Theta Xi has always operated a fairly traditional pledge program focusing on the concept of Pledge class unity. Although they did away with many of the dangerous physical activities that were common in the 1950's and 60's, they never adopted the associate member program concept that Theta Xi's National Convention adopted in 1980. Rather than focusing on chapter unity, and the integration of associate members into the chapter through educational activities, the chapter continued to separate pledges from actives through such activities as line-ups (in which members would harass pledges who didn't know their material from The Quest), pledge class house cleaning sessions, and making pledges do menial and silly tasks in order to get signatures from Brothers. The goal of the program was simply to unify the pledge class so that they would remain a cohesive unit throughout their four years in college.

Although the Kappa Omega Chapter was considered a fairly strong chapter on their campus, they had been plagued by many internal problems over the past several years. Most of these problems were a result of apathy among their active members. The House Manager experienced difficulty-motivating members to keep the house clean and well maintained. During the fall semester when the chapter had a pledge class, the house was kept in pretty good condition, yet during the spring semester when Brothers were expected to clean, the house was always a mess. Apathy was also evident in other activities. For example, only about half of the Brothers attended chapter meetings, very few Brothers would participate in philanthropy and fund raising events, many officers did not take their responsibilities seriously, and some members showed disrespect for the house by damaging chapter property.

There were a number of Brothers within the Kappa Omega Chapter who looked forward to the pledge program with great anticipation. These men thrived on giving pledges a hard time, yelling at them during line-ups, and trashing the house prior to a pledge class cleaning session. Mark, a junior who was recently elected to the office of Membership Educator, had been to the Theta Xi Spring Regional Conference and had spent a great deal of time speaking with members of other Theta Xi chapters about their associate member education programs. After his discussions with Brothers from these other chapters, Mark came to the conclusion that Kappa Omega Chapter's heavy emphasis on pledge class unity, and the separation of associate members from active members was counterproductive to developing a strong chapter and contributing members. In looking at the apathy problem that Kappa Omega was experiencing, Mark began to suspect that many of these problems could very easily be related to his chapter's approach to membership education.

Upon returning to his chapter, Mark spent time discussing his thoughts about the membership education program with other chapter officers. Most of the officers agreed that the chapter should begin to alter their pledge program. Mark suggested that the first step should be to eliminate line-ups and pledge class house cleaning sessions, and to institute chapter activities based on Theta Xi's Alpha Nine program that would help associate members get to know

Brothers on a friendly and equal basis. When Mark announced the changes in the associate member program at the next chapter meeting, many of the Brothers were outraged. They contended that line-ups and pledge class cleaning sessions were valuable traditions. They argued that fraternity membership means much more to an individual if they earn it through blood, sweat and dedication. Mark stated that line-ups were counterproductive to teaching the ideals of brotherhood. For work sessions, Mark felt it was important for Brothers to participate with the pledges to show that responsibilities do not end when you become a Brother. Mark knew that the transition from a traditional pledge class unity program to an educationally oriented chapter unity program would be difficult. However, he truly believed that making this transition would strengthen the chapter immensely.

In October, when the associate member education program began, it seemed that the chapter had accepted the changes in the program without resistance. By the middle of October, however, a number of the Brothers who did not agree with the new approach to the associate member education program began to give Mark a hard time. These Brother were constantly quizzing the associate members on material they had not yet covered, and then would complain to Mark and other members of the chapter that the pledges were not learning the material. Additionally, many Brothers resented the fact that they were required to participate in house cleaning sessions that had been done in the past only by the pledge class. Most Brothers did not show up at these house cleaning sessions, and Mark was having a difficult time motivating Brothers to participate in other activities that were designed to build chapter unity.

By the end of October, Mark began receiving pressure from other chapter officers to resume line-ups, signatures, and pledge class house cleaning sessions. Mark was distressed by the fact that Brothers were giving him a hard time about changing the pledge program. Many of the new activities he had developed based on the Alpha Nine program had failed miserably due to a lack of participation by Brothers. He began to question whether the associate members would be better served by going back to the old methods. Before the next chapter meeting, a group of Brothers who had opposed changing the pledge program approached Mark and told him that unless he announced that he would resume the line-ups and pledge class house cleaning sessions, they would vote to replace him as "Pledge Educator".

Case Study 7 con't.

1. How should Mark deal with this situation?
2. Will the changes Mark has made in the associate member education program strengthen the chapter? If so, how?
3. How could Mark have gained greater support from members of the chapter in implementing changes in the associate members education program?
4. What values from Theta Xi's Statement of Position On Fraternity Values apply to this case?
5. Based on Theta Xi's Statement of Position on Hazing and Pre-Initiation Activities, are the activities described in Kappa Omega's traditional "pledge" program defined as hazing?

CASE STUDY 8

Behavior issues

Until the end of the fall semester, Larry had been a responsible, contributing Fraternity member. As a sophomore, many of the chapter officers saw him as a potential leader within the Fraternity. Over Christmas break, Larry's parents informed him that they were going to be divorced, and his girlfriend of three years broke up with him. Upon returning from Christmas break, Larry began drinking heavily and missing many of his classes. While sober, Larry was generally well behaved. When he began to drink (which was becoming increasingly more frequent) he tended to become quarrelsome lewd, and destructive.

At one party, he had to be physically restrained from hitting another Brother following a heated argument that resulted when Larry insulted the other Brother's girlfriend for no apparent reason. On another occasion, Larry had gotten drunk on a Wednesday night and began verbally harassing two new associate members, in violation of the chapter's strict policy against hazing. Lately, Larry has begun to show open discontent with chapter leadership; he often ridicules and resists attempts by chapter officers and committee members to encourage Brothers to participate in various chapter activities. There is a small group of 4-5 Brothers who have joined Larry in his rebellious attitudes. Two nights ago at 2:00 a.m. after returning from a night out at a local bar, Larry and two members who frequently join him in his drinking and rowdiness, began shooting off fireworks in the house, subsequently waking up more than half of the Brothers. When confronted by other Brothers who had been trying to sleep, Larry grew defensive and hostile, stating that he could "have a little fun" when he wanted to because it was his house too. When the Brothers stated that the chapter by-laws prohibited shooting off fireworks in the house, Larry shrugged his shoulders and said, "Who cares? It didn't hurt anything."

A group of about ten Brothers are now very upset about Larry's behavior. Their bad feelings, coupled with Larry's bad feelings toward them, are a source of severe tension within the chapter. The Brothers upset with Larry's behavior demand that action be taken to address his behavior. Four or five Brothers consistently speak in Larry's defense, saying it's no big deal, and anyone who is upset by what he's done is too "uptight".

1. Should Larry's behavior be confronted and dealt with, even though this might lead to competing factions within the chapter? If so, how should he be confronted?
2. How should the attitudes of those who minimize Larry's behavior be handled?
3. How does this situation relate to the Theta Xi Statement of Position On Fraternity Values?

CASE STUDY 9

The Democratic Process

Coming back for the fall semester, the Gamma Omega Chapter was operating under the leadership of a new executive board, installed the previous spring semester. Among the new executive officers were John, the President; Clark, the Vice President; and Jason, the Treasurer. These three had been close friends since their initiation as freshmen. John, Clark, and Jason had been unhappy with the chapter's leadership the previous year. As new chapter officers, they were determined to "straighten the chapter out" after a year of apathetic leadership.

Among the most critical problems inherited by the chapter were:

1. A situation where the chapter's finances had been in a complete state of disarray. Accounts receivable were high, there was not an adequate means for keeping track of expenditures (other than the bottom line of the checkbook), the previous administration had not operated from any type of a budget, and the chapter owed a great deal of back rent to the alumni association, which was at this time, placing much pressure on John to rectify the problem.
2. The chapter house was frequently in a state of un-cleanliness and disrepair due to neglect in recent years. This problem was also a central concern to the Alumni Association as well as the Chapter Advisor.
3. Chapter membership was lower than normal, because of two successive dismal rush periods.
4. The chapter had a poor record of complying with the alcohol and risk management policies of Theta Xi National Fraternity.

As close friends, John, Clark, and Jason spent a great deal of time together, thinking and talking about the best possible means for addressing these areas which had been neglected by past chapter leaders. Their first course of action was to draft a realistic budget that would allow the chapter to meet all current and anticipated expenses. They soon realized that they could not accomplish this unless: a) fees were increased moderately, and; b) measures were taken to encourage Brothers to pay their dues on time. This would be accomplished by working with the Alumni Association to sanction a fee increase, and to institute interest penalties on those Brothers delinquent in paying their chapter bill.

Additionally, they believed that unless Jason, as the Treasurer, had complete authority to approve expenditures, there was little hope that the chapter would be capable of remaining within the limits of their budget, or of preventing chapter funds from being used for the purchase of alcohol (this would help the chapter to comply with the National Fraternity's risk management policy). Finally, they determined that there should be a mandatory house clean up and improvement session, at least once per week in order to help bring the house into better shape, and to instill in Brothers a sense of pride for their chapter home.

The executive board, made up of mostly seniors (including John, Clark, and Jason) and two juniors, all knew John, Clark, and Jason quite well and had strong faith in their "take

charge” leadership abilities, and in their judgment. Because of this fact, there was very little dissent among the executive officers concerning the proposed changes. Additionally, most of the committee chairmen and other appointed officers were also seniors and proven leaders with a high opinion of John and his ability to lead the chapter.

When the proposed changes were announced at the semester’s first weekly chapter meeting, the officers did not elaborate at length on the reasons for the new policies, assuming that most members would have a good idea as to why they were necessary. Within a month, all of the aforementioned changes had been implemented and, although they had heard some negative sentiments voiced; John, Clark, and Jason believed that there was strong support for and little opposition to all of the measures within the chapter.

About halfway through the semester, a large group of Brothers, led by Tim (the Social Chairman) were beginning to grumble about the “dictatorship” of the executive board. Tim, who had been visibly upset after losing to John in elections for President the previous spring, was frustrated by Jason’s refusal to approve many of his purchase requests for social functions. Jason claimed that many of the proposed expenditures were either a violation of the fraternity’s risk management policy (particularly alcohol) or unnecessary expenses considering the fact that his budget was running dangerously low. Tim had a strong relationship with the sophomores and some of the juniors within the chapter, many of whom were upset by having to attend mandatory work sessions on the house, paying late interest charges, or not having an adequate opportunity to take on leadership positions within the chapter. They complained that John and his “clique” of seniors were making all of the chapter’s decisions that should have been made through a vote of the chapter. For example, they stated that the chapter should have had more input into, and ultimate approval of the budget, the fee increase, the interest charges, and the concept of mandatory work sessions. Most sincerely believed that they were not given an adequate voice in the decisions of the chapter.

John, Clark, and Jason generally became defensive and upset when other Brothers branded them as dictators. They would generally retreat to John’s room and privately discuss how difficult it was to bear the responsibility of running the chapter, and that those who criticized them were merely self-serving. The tension within the chapter grew more pronounced as the semester progressed. The Chapter Advisor clearly sided with the chapter officers, and was upset by the lack of support shown by Tim and some of the younger members.

In the midst of this tension, the chapter was involved in fall rush. While John, Clark, and Jason believed that it was important to increase the number of members to help strengthen the chapter, Tim and many of the younger Brothers felt that it was in the best interest of the chapter to be selective in issuing bids. As a result, many of the young men John, Clark, and Jason wanted to issue bids to failed to receive the three quarters chapter vote needed in order to receive a bid. Frustrated by this action, John acted on the advice of the Chapter Advisor and called a special chapter meeting to vote on consideration of membership at a time when he knew Tim and a few of the younger members would not be able to attend. After the meeting when Tim returned to the house, John informed him that they had voted

Case Study 9 Cont.

To give bids to six additional rushees. In response, Tim grew angry and stated "That's O.K., we'll just black ball them before they get a chance to initiate.

1. Define the primary issues involved in this situation. Relate them back if possible to the Theta Xi Statement of Position On Fraternity Values.
2. Is there anyone who is primarily at fault in this situation?
3. How could John, Clark, and Jason have prevented this situation from taking the course that it did?
4. What are John's strengths and weaknesses as a leader based on this case study?
5. Were the chapter advisor's actions appropriate in this case? If not, what should his role have been?
6. Was it the Executive Board's responsibility to make the decisions made in this case?
7. Were any of the decisions made in this case unethical, and if so, what course of action would have made this (these) decisions ethical?
8. Does a clean chapter house instill pride?

CASE STUDY 10

Honoring Commitments

If individuals are to be successful and respected in everyday life, they must develop an ability to honor their commitments. Therefore it is important for Brothers, through their experiences in Theta Xi, to learn how to fulfill their commitments. Following are a number of situations involving individual members that may commonly occur among Theta Xi Chapters. After reviewing these situations please determine for each case:

- 1) Whether the individual has neglected to fulfill a fraternity commitment;
 - 2) If so state which commitment the member has failed to fulfill, and why it is important for the member to fulfill this commitment; and
 - 3) What type of action (if any) should be taken in order to help the individual to define the obligation and learn the value of fulfilling commitments?
 - 4) Identify those values from the Theta Xi Statement of Position On Fraternity Values that may apply to this case study.
-

- A. A Brother graduated with a \$700 house bill with the chapter. The Brother is now living in Arizona with a well paying job, and apparently has means to repay his delinquent account. Three letters from the chapter treasurer asking for repayment have gone unanswered.
- B. An individual was initiated, and shortly thereafter, disaffiliated because of a lack of interest in the chapter.
- C. While very drunk, Brother A physically assaulted Brother B. Two other members present at the time stated that Brother B was verbally taunting and insulting Brother A.
- D. The Corresponding Secretary is responsible for publishing the alumni newsletter, and handling other correspondence as needed. It has become evident to the other executive board officers that the secretary has not been fulfilling the obligations of his position, and seems to have no intention of doing so. There is almost one full semester remaining in his term of office.
- E. After initiating into the brotherhood of Theta Xi, the chapter learns that a certain brother had been initiated into another NIC fraternity, before transferring to the college.
- F. Upon auditing the chapter's finances, it became clear that the chapter Treasurer was using chapter funds for his own personal use. After being confronted, the Treasurer claimed that he needed the money badly and had planned to pay it back.
- G. In his sophomore year, a Brother became apathetic about his classes, rarely attending class, and only occasionally completing his coursework. By the end of his sophomore year he was dismissed from school.
- H. A Brother got very drunk after a stormy argument with his girlfriend. When he returned to the chapter house, he punched a hole in the wall in anger.
- I. In the middle of the night Brother A became very ill and asked Brother B (who had been sleeping) to take him to the hospital for treatment. Brother B objected

by swearing and saying that the Campus Health Center would be open in only four more hours, couldn't Brother A wait until then?

- J. Two Brothers engaged in physically and verbally harassing two associate members (without the chapter's knowledge or consent) causing the two associates to disaffiliate.
- K. A Brother is elected as the chapter Vice President for the following semester. He returns the following semester and resigns this office by his own choice due to poor grades the previous semester.
- L. After agreeing to spend a Saturday afternoon working with the chapter as a volunteer at a Special Olympics event, a Brother chooses instead to join a group of friends in a spur of the moment social outing.

CASE STUDY 11

Risk Management

In the past, it has been the practice of the Delta Sigma Chapter of Theta Xi, along with all other fraternities on their campus, to purchase alcohol for virtually all of their chapter social functions. Recently, the Theta Xi National Convention approved a Risk Management Policy Statement as a result of Theta Xi's participation in the Fraternity Insurance Purchasing Group (FIGP). According to this policy statement, all chapters of Theta Xi must refrain from purchasing alcohol with chapter funds for any reason. The only social functions permitted by this policy at which alcohol could be served would be either:

- a) Where members and guests would bring their own beverages to the function; or
- b) Where the event would be held at an off premises location (such as a restaurant, bar or club) where the owner of the facility would be the sole dispenser of alcoholic beverages.

Todd, after assuming the office of Chapter President at Delta Sigma Chapter, spoke with the Fraternity's Executive Director, Jim Vredenburg to explain that, in order to comply with this policy, the Delta Sigma Chapter would have to severely alter their current practices with regard to hosting social functions. Todd stated that, realistically, more than half of the fraternities on his campus were not members of the FIGP, and therefore were not bound by this policy. These chapters could continue to host social functions without the policy's restrictions. Additionally, Todd stated that among those fraternities on campus who are FIGP members, only two were making any attempt to comply with the Risk Management Policy Statement. Todd expressed concern that, with such restrictive policies, those fraternities making an attempt to comply would be at a disadvantage in competing with the others for new members and a strong campus image, not to mention the fact that the chapter's social life would suffer.

After a long discussion with Brother Vredenburg, Todd decided that it would be the chapter's benefit to abide by the policy:

- a) Because of possible legal consequences in the event of an accident;
- b) In order for fraternities to fight against their growing reputation as havens for drinking and immoral behavior; and
- c) So that Theta Xi could continue to retain liability insurance at a reasonable cost.

When Todd began to explain the Risk Management Policy and its implications at the next executive board meeting, there was strong disagreement among the other chapter officers as to whether the chapter should comply with the policy. Todd was only able to convince the Vice President and the Treasurer that radically changing the chapter's social program by not allowing the chapter to purchase alcohol was the best solution.

Most of the other officers proposed ways to subvert the policy that were not allowable according to Todd's understanding of the policy. Todd hoped that he could present a stronger argument at the chapter meeting.

When the time came, Todd presented the policy to the chapter. He explained the reasons why the chapter must support it, and also explained that it would mean that the chapter could no

longer: a) purchase alcohol with chapter funds, b) have kegs at social functions hosted by the chapter (regardless of who purchased them). He also stated that the chapter's current practice of providing alcohol at social functions was a violation of the Risk Management Policy, and could no longer continue.

Todd's presentation of the issue received strong reactions from the Brothers. It was quite clear that more than three fourths of the Brothers were very upset with the proposed changes. They stated that Theta Xi would never be able to compete with the other fraternities on campus (i.e. "We'd never get exchanges with sororities", "we won't get any associate members", "Nobody will come to our parties", etc.). Most felt that this change would make the Fraternity boring. Eight of the older members threatened to disaffiliate if the chapter discontinued their current practices for hosting social functions.

Todd, who enjoyed being a Brother of Theta Xi for many significant reasons beyond just the social activities, was having a difficult time understanding the response of the other Brothers. It appeared that his Brothers were very obviously opposed to the restrictions outlined by the Risk Management Policy. He was torn because on one hand, he saw the inherent danger of the chapter's current social policy, yet on the other hand, believed that it was his role to adequately represent those Brothers who had elected him.

1. What are the major sources of conflict in this situation?
2. Identify any values from the Theta Xi Statement of Position On Fraternity Values that apply to this case study?
3. How do you think Todd should handle this situation?
4. How should the chapter respond to the Brothers' threat to disaffiliate?
5. What obligations does the chapter have to comply with the Risk Management Policy so that its actions do not affect the Fraternity's ability to obtain liability insurance coverage?

CASE STUDY 12

Academic Integrity

Brad and Pete were business majors who had initiated together as freshmen, and were living together in the Theta Xi House as sophomores. As a freshman, Pete was barely able to initiate because his grades were almost inadequate to meet the chapter's 2.0 minimum grade point average standard. Brad, who was in two of Pete's classes as a freshman, was surprised that Pete even made a 2.0 that semester. To Brad, it seemed like Pete never studied, and did not often attend class.

When Brad and Pete began living together as sophomore, they were in almost all the same classes together. Brad, knowing that Pete didn't attend class frequently, would always try to find Pete before going to class and encourage him to go along. Despite Brad's efforts, he estimated that Pete attended less than half of their classes during the semester. Because Pete spent very little time studying, Brad would also encourage Pete to go to the library with him to study. Brad consistently offered to help Pete with his homework assignments, and on many occasions gave Pete his completed assignment so that Pete could supposedly check Brad's answers against his own. Brad suspected that Pete was copying his homework assignments verbatim, and this thought worried Brad because of the potential academic trouble he might get into if the professor noticed.

Pete and Brad sometimes had serious discussions about Pete's tendency to avoid classes and schoolwork. On these occasions, Pete would express his frustration with trying to learn new material in their classes. He just did not think he was bright enough to do well academically. Although he never mentioned it to Pete, Brad believed that Pete was certainly bright enough to do well academically. Yet Brad wondered if Pete was lacking in self-discipline, to the point where he just could not motivate himself to attend class and do the required work.

By the end of the semester, Brad suspected that Pete was not passing most of his classes. During finals week he offered to help Pete study as much as possible. Pete told Brad that he appreciated his concern but it was useless to worry unless he was able to pull off some small miracle. During his last exam, Brad looked up from his test and saw that Pete was copying answers from another student. Then Brad noticed that a young female friend who was also a student in the class was watching Pete copy his answer also. She saw Brad watching Pete.

After the exam was over, the woman waited outside the classroom for Brad to come out. She said that Pete's behavior was absolutely shameful, and that she intended to report his conduct to the professor. She also said that she was going to tell the professor that Brad saw Pete cheating also and that Brad could confirm the story.

Case Study 12 cont.

1. What should Brad do in this situation?
2. What should the witness do to follow through on her decision?
3. Should the fraternity chapter take any action regarding this situation?
4. Should the Professor, given the information that Pete was cheating, take any action regarding this situation?
5. Identify any values from the Theta Xi Statement of Position On Fraternity Values that apply to this case study.

APPLYING VALUES

BROTHERHOOD

Demonstrate a commitment to developing meaningful and lasting friendships.

Brotherhood is the foundation upon which our fraternity was built. In becoming a brother in the bonds of Theta Xi, we assume a responsibility to develop deep and meaningful lifelong relationships with our brothers. These relationships allow us to share our thoughts and feelings openly with those we care about and those who care about us. As a brother in Theta Xi, we are expected to support one another in situations where we need support, and to challenge one another when the situation calls for it. Our responsibility to our brothers runs much deeper than merely a commitment to maintain harmony within the fraternity. We must value brotherhood more than we value harmony; and if this means that we see our brothers, those we care about deeply, acting in a way that might be harmful to him or others, we must care enough about him to challenge him about his behavior in a way that shows our concern for him.

When we become a Theta Xi, we make a commitment to friendships that are meaningful and lasting. These friendships carry with them a mutual compact that is equally binding for all of those who enter it. It has often been said that "Brotherhood is a two way street". Many of the most significant and potentially disrupting conflicts within the fraternity arise from the persistent notion of some individuals that we must support, and stand behind our brothers no matter what. However, our ritual contends that we must stand behind only those who fulfill their responsibilities as a brother. Additionally, it is clear through our ritual that we have a sworn obligation to prevent our brothers from engaging in dishonorable or potentially harmful behavior. These notions are altogether consistent with our obligation to develop meaningful and lasting friendships. How can we claim that our friendship is meaningful unless we are able to care about our brothers enough to challenge them when they are acting in a harmful way? How can we claim that our brotherhood is meaningful and lasting if there are individuals who only act as a brother when it is convenient, or suits their purposes? In answering these questions, we must look to the ritual where the foundations of our brotherhood are so eloquently articulated.

Further, being a Brother involves getting to know one another beyond the level of superficial, everyday conversation; building trust to discuss what is truly important to us, and showing concern for those we care about. There is nothing more powerful than a friendship in which individuals are able to trust one another enough to share their deepest, most significant thoughts. It is through caring about and trusting in others that we are able to build meaningful and lasting friendships, and there is no better way to learn about this than through our everyday interactions with fellow brothers in Theta Xi.

RESPONSIBILITY

Accept accountability for one's decision, behaviors and obligations.

During the course of your lifetime you will have a tremendous number of responsibilities. Whether you feel their weight as a burden, or accept them as a positive guiding force toward a better life and a better society depends on your attitude and outlook. Your Theta Xi experience is a valuable training ground for helping develop that positive, healthy attitude in a non-threatening atmosphere of fun and fraternal sharing.

Specific short-term responsibilities will change from time to time, while other more global responsibilities will be with you forever. At this point in your life, you have primary responsibilities with respect to:

- Yourself (your own behavior)
- Your Family
- Your Theta Xi Chapter
- Your College or University
- Your Community

In your College and Fraternity environments, your most important responsibilities are scholastic, financial, character/integrity, obedience, and leadership, or exercising a positive influence on others.

Scholastic responsibility is clearly the most important. Very simply, it is your reason for being in college. You enroll in your college to further your education; there would be no Theta Xi experience had you not done so. You are morally obligated to put forth your best efforts to attain the highest grades you are capable of. Theta Xi's commitment to scholarship is consistent with this obligation. History shows that our strongest chapters also excel academically, regularly exceeding the all-men's grade point average on campus. This commitment begins with you, the individual; but is reinforced and aided by chapter membership.

Financial responsibility is critical to the operation of a successful chapter. Just as your school needs your tuition for professors' salaries, and just as your parents need to make mortgage payments to maintain housing, your chapter treasurer relies on all members to pay their bills when due. Moreover, the financial situation in a fraternity is more delicate and critical than the other examples. Your chapter operates on a very tight budget. Your treasurer strives to keep members costs as low as possible, while providing enough funds to pay all chapter expenses that come due. When only ONE irresponsible member fails to pay a bill, it puts a burden on the whole chapter finance system; creditors are not paid on time, our reputation is jeopardized, and essential chapter services (including parties) may be cut.

If an irresponsible member does not pay his bill at all, the chapter bills do not go away. In this case all other chapter members, sharing the financial burden, must pay the defaulting member's bill. Think about that the next time you discuss accounts receivable at a chapter meeting, and you begin to feel overly sympathetic towards those with bills due. If they do not pay, you will pay more than your fair share to compensate. Strive to be a responsible brother by paying all your financial commitments when due, to avoid burdening others.

Responsibility for building your own character and integrity is so important that it merits its own special place on Theta Xi's list of ten basic values and expectations. See a more detailed explanation of this in the section titled "Integrity".

Your responsibility for obedience does not mean blind, mindless, conformity. Obedience refers to the larger respect for authority; respect for rules, regulations, and laws of your fraternity, your school, and the state; respect for the elderly and those who came and learned before you. Without such respect, discipline, and obedience, our society would be in anarchy. Practice this obedience by abiding by the rules that your chapter has established. If you feel a rule needs to be changed, work through the democratic process to do so; but don't disregard rules just for the sake of it. That is irresponsible behavior, not representative of a college man, and a Theta Xi.

Finally, you always have a responsibility for leadership and your influence on others. A recent interfraternal publication states that "textbooks provide the smaller part of a man's education today. To influence others in their lives and actions as well as to learn to govern ourselves is one of the most important lessons." This lesson cannot be learned better than in a Theta Xi chapter. Not every member is destined to be the chapter President, or other formal leader; leadership is broader than that. Whenever you have an opportunity to influence another person to do a good deed; to make a change for the better in his life, or make a lasting positive change in behavior and attitude, you are a leader whether you realize it or not. Standing idly by is neglecting your responsibility to step in and influence others.

SELF-ESTEEM

Develop confidence in personal abilities and take pride in oneself.

As an individual, you are as important as any other. This is the fundamental tenant to developing a healthy self-esteem. Avoid self-destructive comparisons to others where they may be superior in some specific skill. No individual can be an expert in everything; you have your own personal areas of expertise or skills that are superior to others in some respects. Respect the ability of others, but not at the expense of your own self-worth for perhaps not having those same abilities. We are all unique individuals.

As a human being, man possesses virtue, even nobility; he also possesses human limitations and imperfections. We honor the man who exploits his strength and controls his weaknesses. As a man you can stand straight with pride born of self-assurance and know that you need not count yourself inferior to any other man. With this knowledge of your own dignity, you can move out in life with hope and ambition, two important ingredients in a good personality. Your own proper self-esteem will make you know that your reasonable goals are attainable.

Be conscious of your appearance, for it plays an important role both in the development of your self-esteem as well as in your day-to-day relations with other people. Since people look at your face most of the time, learn to have a pleasant facial expression. One can go far to improve his appearance by looking agreeable, alert and self-confident. A cheerful smile

improves anyone's appearance infinitely. A natural and sincere smile is contagious; it tends to raise the energy level of the whole group.

The self-confident man always watches what is going on around him. He listens more than he speaks. He is interested enough in other people to be able to put himself in the other fellow's shoes long enough to figure out what creates a good impression and what creates a bad one. This is a powerful skill that puts you at a distinct advantage in dealing with your fellow men.

The importance of a healthy self-esteem has increased in recent decades, as old traditional values have gradually given way to a different value system that places more emphasis on an individual governing his own destiny. For example, previously there was a self-denial ethic, whereas now we have a self-fulfillment ethic. Previously there were accepted definitions of success; we now have individualized definitions of success. Our fathers and grandfathers had strong faith in industry and institutions, now we tend to strive more for self-reliance. These changes are not necessarily bad; they just emphasize the need for healthy self-esteem for survival in the coming decades.

It may sound like self-esteem, being an entirely personal and individual value, would not have a place in a fraternity where the emphasis is on the bonds of brotherhood. That is most certainly not the case. It has been said that a fraternal organization "strives to be a voluntary association of equal but diverse persons who, because of their affinity with one another, affirm shared ideals and values in an ethos of mutual trust and respect. Rising above self-seeking individualism, each member hopes to foster the well-being of other members while realizing the full measure of his own potential."

It must be pointed out that where self-esteem of all members is strong, incidents of hazing, substance abuse and sexual abuse are almost nonexistent. This correlation cannot be ignored, as the fraternity system continues the battle to eradicate such anti-social and self-destructive behavior on the campus. Theta Xi strongly encourages the development of self-esteem in all members, for both individual and chapter benefit.

INTEGRITY

Be honest and fair in conduct with oneself and others.

A gentleman is a man of honor. In your dealings with other people be possessed with a sense of honor that will never permit you to act unfairly with another. It has been said that honesty is the best policy. For the true Theta Xi gentleman, honesty is the **ONLY** policy. Honesty under all circumstances and with all people, dealing justly and fairly with others, is rewarded with friendship and respect. The gentleman with integrity does not look for and suspect in others ulterior motives in their actions, for he has none himself. This does not mean you take the weak or vulnerable position in business dealings, but that you lead from the strong position and influence others by your own example and practice of integrity and fair play. There is always a place for "street smarts", but that should never hinder you from behaving like a gentleman.

In order to influence others, you must express yourself clearly, accurately, and effectively. Effective speech is more important than effective writing. Learn to dramatize words, to hold the attention of others by putting feeling into your speaking. Speak forcefully and speak well. But, also speak sincerely. The proof of sincerity lies in your constant behavior. If you say what you mean and mean what you say, you will be accounted by others as being sincere.

As individuals, we shun deception and despise hypocrisy. The gentleman who recognizes this never disguises his real motives when he deals with people, but speaks directly and honestly. Be cautious enough, however, to know that in speaking frankly, you are not required to be blunt. Be careful that your honesty and frankness do not injure the feelings of others. Be frank but be tactful.

Remember to look people in the eye, give firm handshakes, and repeat, remember and use a new acquaintance's name. Nowhere is this more important than in rushing new members! It has been demonstrated that integrity, sincerity, and genuine interest in a prospective member is what sells Theta Xi. You can hear more about this valuable technique in the Theta Xi Rush videotapes (available from Headquarters) by Brother Pitcher.

As you prepare yourself for the business world of the 21st century during these college and Theta Xi years, you must build a solid ethical, moral, and technical foundation in order to deal effectively with the values-laden issues facing you:

- Population growth – exponentially on a worldwide basis
- Food shortages and hunger
- Nuclear weapons and the arms race
- Genetic engineering
- Test tube fertilization
- Abortion
- Euthanasia
- Sexually Transmitted diseases
- Rapid technological advancement
- Potable water supply
- Solid waste disposal and reclamation of recyclables
- Environmental issues
- Racial conflict
- Economic imbalances
- Sexual equality

Unfortunately, we continue to see countless examples of businesses and political leaders who have NOT demonstrated integrity in their actions. Do not be misled by the Ivan Boeskys, Oliver Norths, Michael Milkens, Jim Bakker and Jim Wrights of our time. You must strive for a higher level of character than that. Theta Xi expects it, and society demands it. You must demonstrate, and be respected for your absolute incorruptibility. Do not cheapen yourself or fall victim to greed. The man of integrity cannot be “bought” at any price.

Finally, a comment about your word. Your word is your bond. You must be totally dependable. You must also make decisions promptly, once you have all the significant facts. When you make a decision, follow through in action. Be known for reliability and loyalty to your word.

As with most of these values, your responsibility does not end with yourself. As a Theta Xi, you have an obligation to challenge your brother, abide by all these expectations, and confront those who do not.

RESPECT

Show appreciation and concern for the worth of others.

Respect can take on many forms. There is respect for people, property, alternative opinions, privacy of others, laws, society, democracy, justice, truth, etc. Respect does not mean that you necessarily have to agree with others. As the saying goes you can “agree to disagree”, as long as it is done with respect/mutual respect.

Respect for others and self-respect (see “Self-Esteem”) are the cornerstones of the That Xi experience. Without it brotherhood, in its purest sense, would be impossible to achieve. Without it, we see many Greek organizations on a path to self-destruction, and more dangerously, overshadowing all the good things about fraternity life. So much so that there are several Colleges and Universities that have banned, or are considering motions to ban fraternities and sororities from their campus.

Lack of respect for others leads to many other behavioral problems such as hazing, alcohol and drug abuse, sexual abuse, defilement of property, and violence. This subject is so crucial to the survival of the fraternity system that interfraternal publications abound with articles and advice. Here are some excerpts from recent publications:

“Fraternity hazing has grown in its brutality, its loss of fun, and in its disregard for the good of the public opinion, without which the entire fraternity system cannot live.” (N.I.C.)

“I will respect the dignity of all persons; therefore I will not physically, mentally, psychologically or sexually abuse or haze any human being. I will respect my property and the property of others; therefore I will neither abuse nor tolerate the abuse of property.” (N.I.C.)

How do you practice this on a day-to-day basis at the chapter house? There are many examples. Respect your roommate’s privacy. How would you like to be told to move out of your room for the weekend, so your roommate can have his girlfriend over? You are equal partners in the room arrangement, and you each must respect the rights of the other.

Respect the property of the house. Have you ever seen brothers disregard the job list, and not do their fair share of house cleaning and maintenance? Don’t be one of them and don’t tolerate it in others.

LEARNING

Demonstrate a commitment to academic success and intellectual curiosity.

As brothers of Theta Xi we have an obligation to value learning, both through our academic pursuits, as well as our everyday life. We must aspire to learn in the classroom by making a personal commitment to attending classes regularly, and investing our time and effort in mastering the information, ideas, concepts, and critical thinking skills necessary to perform well in the classroom. As you move beyond college, into your career field, you will be expected to master new material in order to develop the skills, and obtain the relevant information necessary to perform well on the job. In fact, as you advance in your occupational field, you will be expected to continue to master and learn new concepts and ideas on an ongoing basis. For this reason it is vitally important that you take advantage of your college experience by exercising the self-discipline necessary to perform well in the classroom.

It is equally important that we open our minds to new ideas and experiences, so that we learn from these experiences outside of the classroom. As we enter the 21st century it is essential that we develop a strong intellectual curiosity. We must become lifelong learners, expanding the boundaries of both our knowledge and our imagination. Technological innovations are advancing at an unprecedented rate, and many of these innovations will make current occupational field obsolete. We must be able to welcome change, to think in more global terms, and to adapt to a rapidly changing society. In order to meet these challenges of the future, we must develop enthusiasm for learning. It is important that we keep pace with what is going on, not only on our campus, but also in our nation and in the world.

As brothers of Theta Xi it is our obligation to create an environment within the fraternity where outstanding academic performance is rewarded, where attending classes and completing assignments on time is expected; and where avoiding classes and putting off our academic responsibilities are discouraged. Additionally, any examples of cheating on tests, plagiarism or other forms of academic dishonesty must not be tolerated.

Further, we must foster a spirit of intellectual curiosity by making important information available to all brothers. A chapter would be wise to subscribe to the local newspaper and other periodicals where all brothers would have the opportunity to remain in touch with the outside world. Any speakers or other cultural events on campus should be publicized so that brothers are aware that they are taking place. Finally, it is important that we encourage open and frequent discussion, whether informally (at the dinner table for example) or in a formal setting where brother have the opportunity to share their ideas on compelling topics.

DIVERSITY

Recognize and appreciate the value of different ideas, opinions, and cultures.

The chapter is ideally comprised of men who are grounded in different cultural, ethnic, racial, economic, political, social, gender, and religious backgrounds. The brothers unite in the bonds of Theta Xi as common members of the fraternity chapter. Each man must maintain his

cultural distinctiveness and identity. Each man must be allowed and encouraged to contribute toward the building and maintenance of the shared culture that prevails in the operations of the fraternity. The membership must serve as a dynamic, flexible mechanism that grows and evolves, has integrity, and is not threatened by change.

Multiculturalism should be infused throughout the chapter operations in meetings, recruitment efforts, social events, recreational activities, and scholarly pursuits. A Theta Xi experience that is tailored to support dynamic pluralism imparts our quest to honor each other's ideas, values and ways of confronting the challenges of life.

Our quest through our affiliation with Theta Xi should be to translate our values of diversity into the action of living harmony with our brothers, fellow Greeks, peers, community members, and citizens of the world. When each of us allows personal character to evolve through tolerating and understanding others, each brother will have learned the true value of fraternalism.

COMPASSION

Reach out actively to support those in need of assistance.

Literally meaning to suffer with, compassion is a communal emotion that is accompanied by a desire to help others experiencing misfortune. Through compassion, we are moved by the suffering and distress of another, and by the desire to relieve that stress. The action taken is the result of commiseration not of a legal or other obligation. Compassion is the healing emotion. If we use it harmoniously, we will transform the world. The remarkable thing about compassion is what it does to and for the person who feels it.

What makes a man sensitive and responsive to the needs of other? Firstly, empathy allows the man to project his own consciousness into another being. Secondly, courage allows the man to push fears aside and to translate caring into action. Thirdly, habit-of-helping allow a man to develop an instinctual response to meet the needs of others.

Compassion is developed by the endless repetition of small effort. Be aware and alert; go the extra mile; get involved in the affairs of humankind. If each brother in the chapter exercised compassion, then Theta Xi would fulfill itself. Raising money for the Multiple Sclerosis Society is charitable; affirming the dignity of a person afflicted with M.S. is compassion. The compassionate Theta Xi reaches out to an M.S. victim to help with weekly chores; to play games with the children; to repair what needs fixing; to share laughter.

Resource: Arthur Gordon, A Touch of Wonder, 1974.

ACHIEVEMENT

Accomplish tasks based on previously established goals.

As a member of Theta Xi, you will have the opportunity to hold position of leadership while working toward making your chapter a powerful and rewarding experience for all brothers.

One of the very first things you will realize, upon becoming an associate member of Theta Xi is that in order to develop a successful chapter program, which will benefit all members, the chapter must first establish goals. These goals define the general direction in which the brothers feel the chapter should be moving, while outlining those concerns and issues upon which the fraternity should concentrate its effort over a certain period of time. At the end of the time period, the fraternity will reevaluate their goals, and alter them according to the newly developed needs of the chapter.

Goal setting is an important process, necessary to help prevent the chapter from wandering aimlessly. However, in order for a chapter to meet its goals, a great many individual tasks must be completed. As a member of Theta Xi, you will be expected to contribute to the overall goals of the chapter by undertaking certain tasks. You will have the opportunity to become an Achievement – oriented person through your participation in Theta Xi. Each major goal or project which we undertake, either as an individual, or as a chapter, is composed of many smaller tasks which, when completed will result in the completion of the larger project. For example, if we decide that one of our goals for this weekend is to clean the fraternity house, the overall goal is much more manageable if we think about it as a series of rooms, or areas that must be cleaned. Likewise, if our goal is to affiliate 15 new men in fall rush, we must first break this goal down into smaller components such as: first, publicizing the fraternity and going out to meet as many new men as possible; second, putting together a list of all interested rushees; third, holding a series of rush functions, etc.. Ultimately, an individual's ability to achieve relies on his ability to identify and complete these smaller components that lead toward accomplishing one's goals.

Please remember that true achievement can only be gained through acts of integrity. Hard work and persistence are required to achieve your goals. There are no shortcuts to success, and as a member of Theta Xi, you should be motivated to achieve through actions that are honest and fair.

LEADERSHIP

Develop an ability to foster teamwork to mobilize effort to achieve common fraternity, Campus, and community goals.

As citizens and residents of the United States, we are taught to believe deeply in the virtues of democratic self-government. When we stop to think about it, from a very young age we have all been engaged in various forms of voting on issues, electing representatives, debating the merits of a given cause, and carrying out the will of the majority. There are very few organizations that rely as heavily on the democratic process as a college fraternity; and if there is one thing that we know about democratic systems, it is that there is a critical need for strong and effective leaders. In order for the democratic process to function well, there must be individuals who are willing to insure that the democratic process is just, and that the will of the majority does not jeopardize the future well being of the community that it serves. Additionally, leaders in a democratic system must demonstrate the character and the skills necessary to move the group of individuals that they serve toward their common goals.

As you know, Theta Xi can be extremely valuable in preparing individuals to take on leadership roles. The Fraternity offers many opportunities for young men to develop their leadership abilities through various chapter offices, committee posts, and other roles within the day-to-day operation of the chapter. The President of the chapter in Theta Xi is generally the most prominent leader within the chapter, however, because of Theta Xi's democratic principles, all brothers are empowered to take on leadership roles, because in a democratic system, each member has the responsibility, and the opportunity to contribute. Consider the role of the following officers:

Vic President – Responsible for insuring that the committee structure of the chapter operates smoothly, and that all committees are making adequate progress toward their goals.

Treasurer – Responsible for keeping accurate financial records, that often relies upon whether others turn in receipts promptly; and responsible for collecting accounts receivable.

Stewards – Usually responsible for the upkeep of the house, that involves the full participation of the brotherhood.

Corresponding Secretary – Responsible for correspondence, and publishing the alumni newsletter.

Scholarship Chairman – Responsible for motivating members to perform well academically, and obtaining participation of brothers in educationally relevant programs.

Membership Educator – Responsible for developing and implementing a fraternity education program for Associate Members and brothers.

Rush Chairman – Responsible for motivating and organizing brothers in the recruitment and selection of new members.

Of those listed above, are there any individuals who are not in some form of leadership position within the fraternity? Each of these leaders rely heavily upon the active involvement and support of many, if not all brothers, and the chapter's objectives in their respective areas will ultimately suffer if the individual in the leadership position is not able to learn to mobilize the brothers' efforts toward achieving common goals.

The leadership positions listed above do not even touch upon other committee chairmen and members (i.e. philanthropy, homecoming activities, social, etc.), or informal leaders and organizers within a chapter who rely on the participation of many brothers to accomplish their tasks adequately. In reality, virtually all fraternity members are at some point called upon to serve in a position of leadership, in which their efforts will hopefully mobilize the chapter's manpower to achieve some common objective.

At this point, one might ask; what characteristics and qualities are necessary for an individual to be an effective leader? The answer to this question is not always very clear, however there are a number of qualities that all effective leaders possess and these are:

1. A desire to participate. If an individual has no interest or desire to work toward achieving the goals of the group, it is very likely that he will be ineffective as a leader.
2. Knowledge. To be an effective leader, one must know what is necessary to achieve the group's goals.
3. An ability to foster participation and teamwork. By encouraging participation, being open to new ideas, and building a spirit of common purpose, a leader will ultimately be able to gain the involvement and cooperation necessary to accomplish the common goals of the group.

Because Theta Xi offers so many opportunities to practice these skills by participating in an environment where we so frequently work toward achieving common purposes, there are very few experiences that can rival Theta Xi Fraternity as an avenue for developing our leadership abilities.

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