Treasurer
Responsible for the Finances of the Chapter

Name:
Date:

Dear Brother Treasurer,

Congratulations on being elected to serve your chapter as the Treasurer. This is the most essential position in the fraternity, as a fraternity with no budget is a fraternity that is unable to function at a prominent level. Many people believe the only duties of the Treasurer are collecting dues and creating the fraternity budget. There is so much more to this position than what the general chapter may see on the surface.

A crucial factor in performing the duties of the Treasurer is the ability to manage relationships with several people throughout your term. Using the brotherhood as a motivation for members to pay dues in a timely manner will prevent those that try to use the term brotherhood to get by without paying their fair share. This position requires effective communication, the ability to keep accurate records, and the ability to hold members, including yourself, accountable.

This manual will focus on the essential duties of what the role of Treasurer is in Acacia Fraternity:

• OmegaFi and Vault Training
• How to Manage Several Budgets within the General Chapter Budget
• Accounts Payable
• Treasurer’s Relationship with Others
• Finance Committee
• Collection of Accounts
• Taxes

I extend my best wishes to you for every success in your administration. Should you ever require assistance, please feel free to contact me at the Headquarters. Congratulations, and best of luck!

So Live,

Benjamin B. Turconi, California ’12
Director of Communications & Education
Acacia Fraternity Headquarters
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"It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat."

- Theodore Roosevelt, April 23rd, 1910
Introduction

In this guide, the Headquarters Staff will clarify your purpose as Venerable Dean by outlining your role and responsibilities. We will offer some practical advice and some helpful perspective based on the experiences of our Acacia leaders over the years. We will provide a checklist of actions that you need to take as you prepare to usher your chapter forward this year.

The information is organized into three parts, good, better, and best. While every Venerable Dean should strive to take every opportunity to strive for excellence, we wanted to assemble this guide in a way that would allow you to see what operations are essential for operation and then inspire you to add more once basic functions have been mastered. We must learn to walk before we can run.

This guide will not have the answer to all of your questions. Much of your success as Venerable Dean will reside in your ability to interpret circumstances and innovate solutions; and in your ability to ask the right person the right question at the right time. When you have a question, ask your Chapter Advisor, ask your predecessor, and ask the Headquarters Staff.

Please take the time to read through this entire book, including the appendix. Then, go through the operations checklists and make a plan to finish everything you can on the checklists. Even if your chapter will not be able to complete everything on the following lists, you should strive to leave your chapter better than you started, so take the time to see what you’ve been doing and what you can add from the following lists.
## Good Operations

<table>
<thead>
<tr>
<th>Task</th>
<th>Timeframe</th>
<th>Y/N</th>
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<tbody>
<tr>
<td>Read the Treasurer Gold Book</td>
<td>Immediately following election</td>
<td></td>
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<tr>
<td>Attend an executive committee planning retreat prior to the start of the semester.</td>
<td>First week of January</td>
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<tr>
<td>Work with your Exec council to create a useable budget for the upcoming semester or year.</td>
<td>Prior to start of semester</td>
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<tr>
<td>Inform brothers and pledges at the beginning of each academic term of the total cost of dues and membership.</td>
<td>Within first month of academic term</td>
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<tr>
<td>Create and maintain a calendar listing out due dates for all bills.</td>
<td>Prior to start of semester</td>
<td></td>
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<tr>
<td>Document and maintain records of chapter expenses.</td>
<td>As necessary</td>
<td></td>
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<tr>
<td>Collect dues on time; enforce specific procedures and consequences when dues are not paid on time.</td>
<td>Ongoing (within 24 hours or by deadline)</td>
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<tr>
<td>Pay vendor &amp; International Fraternity bills on time.</td>
<td>Ongoing</td>
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<tr>
<td>Only grant the Venerable Dean and Treasurer direct access to the chapter funds, unless another approved method like the OmegaFi Purchasing Card is being used</td>
<td>As necessary</td>
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<tr>
<td>Train your successor in how to create a budget, and prepare him for the following academic term.</td>
<td>Before end of term</td>
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<tr>
<td>Reconcile accounts monthly</td>
<td>Monthly</td>
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<tr>
<td>Budgeting 5-10% extra based on the overall budget to cover any unforeseen expense</td>
<td>As necessary</td>
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<tr>
<td>Ensure you are collecting the appropriate amount from each member for International Dues &amp; Fees</td>
<td>Within first month of each semester</td>
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<tr>
<td>Never give a brother, pledge or vendor a blank, signed check.</td>
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<tr>
<td>Never collect cash for dues payments unless you have a method to provide a receipt to a member and have a maximum of 24 hours turn around to deposit that cash in the bank.</td>
<td>As necessary</td>
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Better Operations

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<th>Task</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>Make your budget available to every member in the chapter.</td>
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<tr>
<td>Inform the parents of pledges at the beginning of each academic term about the total cost of dues and membership.</td>
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<tr>
<td>Remind members and pledges weekly of any upcoming due dates which bills must be paid by.</td>
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<tr>
<td>Provide records of chapter expenses to your successor and assist in creating a new budget based on past expenses.</td>
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<tr>
<td>Establish a committee of responsible, active brothers to assist you in your duties.</td>
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<tr>
<td>Provide the option of a payment plan for brothers and pledges who are unable to pay all of their dues at once.</td>
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<tr>
<td>Check any deliveries from vendors as soon as they are received to verify that the chapter is given everything it is being billed for.</td>
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<tr>
<td>Keep a list of who within the chapter is allowed to order supplies directly from a vendor. Confirm this list with a supplier so they do not accept orders from unauthorized brothers or pledges.</td>
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<tr>
<td>Introduce your successor to whichever bank and vendors you associate with to develop a personal relationship.</td>
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## Best Operations

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<th>Task</th>
<th>Timeframe</th>
<th>Y/N</th>
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<tr>
<td>Provide a copy of your budget to the International HQ office to keep on file.</td>
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<tr>
<td>Contact alumni who would be willing to serve as financial advisors for the chapter.</td>
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<tr>
<td>Review your budget monthly with your Chapter Advisor, House Corporation Board, Venerable Dean and any involved Financial Advisors, adjusting figures as necessary.</td>
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<tr>
<td>Collect a refundable damage deposit from each brother or pledge living in the chapter house during the year; store the deposit in a savings account where it will not be used for other purposes.</td>
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<tr>
<td>Purchase an inexpensive bookkeeping or accounting textbook to prepare you for balancing the chapter budget.</td>
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<tr>
<td>Emergency Fund build up or actively budgeted for up to a certain amount to help cover any major accidental/emergency expenses that could come up</td>
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International Identity

The identity that your chapter has with the international aspect of our fraternity is very important. You should do all in your power to give the members a clearer understanding of the fact that you are not out there entirely on your own. You are part of a nationwide system of chapters that represents Acacia from coast to coast. Through attendance of Acacia Leadership Academies, Conclaves, submittals of scholarship applications from the AFF, yearly chapter visits from Leadership Consultants, and other such services your chapter should have a sense of the value of recognizing the Fraternity as being international in scope.

It is unfortunate, but many chapters simply see the International Fraternity as some "father figure" that sends you bills and pulls charters if you make some mistake! That could not be further from the truth. In essence, that is putting the cart before the horse. The only reason that the International Headquarters exists is to make our undergraduate chapters stronger and more able to provide a quality Acacia Fraternity experience. Period. It is not as though the Headquarters could exist without the undergraduate chapters. The Headquarters is there to help you, but they cannot predict your needs without you telling them. So, constantly stay in touch, ask for help if needed, and take advantage of the fine International Fraternity of which you are a part.

One aspect of your position that you probably did not give much consideration to before you ran for office, is that of being a delegate to the International Conclave. As Venerable Dean, you hold one of the two votes that are given to your chapter as stated in the Laws of Acacia. The other vote goes to your Chapter Advisor. This is an extremely important role in that you become a voting member of the supreme judicial body of our fraternity. It is imperative that your chapter be represented at each Conclave through your attendance.
Complete Officer Transition

The campaign is done, you’ve given your speech, answered some questions thoughtfully, and won the election for the highest office in the chapter. You are a brand-new Venerable Dean. You are full of enthusiasm, there are things you want to change immediately, and there are things you want to change long-term. But where do you start?

You’ve got a brand-new Executive Council as well, all wanting to “do better than your predecessors,” but every one of them wants their new idea front-and-center on the agenda. You just inherited an overflowing binder or box full of information; or maybe all you got was a pat on the back and well wishes from the outgoing Venerable Dean. Here are some actions that you need to take right away:

**Review officer binder checklist: carefully review all guidelines and understand the suggestions from predecessors; assemble new information if necessary**
How: Summary page included on Page 6 of Officer Transition Gold Book

**Plan & execute officer retreat: this is the time to share goals for the next year and meet with the previous office holder to understand his experience in office**
How: Refer to Officer Transition Gold Book

**Set goals for time in office: goals should be S.M.A.R.T. (Specific, Measurable, Attainable, Realistic, Timely), use the Success Through Habit system and the Chapter Action Plan.**
How: Utilize Goal Setting Guidelines (included in Appendix)
How: Utilize the Success Through Habit system (included in Appendix)
How: Utilize the Chapter Action Plan (accessible via Chapter Dropbox Account)

**Meet with Chapter Advisor**
How: Use the Sample Agenda Topics ( Included in Appendix)
OmegaFi and Vault Training

Acacia partners with OmegaFi as our technology and financial management partner to help simplify chapter operations. Their site is used to help record roster data, and facilitate billing and collecting dues, rent and other various fees.

Resources are available in your resource center on myAcacia.
Managing Several Budgets

Every chapter and colony of Acacia must have an approved working chapter budget going into any academic semester. The Treasurer, of course, is responsible for organizing the chapter budget. He also is responsible for communicating with leaders that are given their own specific budget within the chapter budget. For example, the recruitment budget is managed by the Recruitment Chairman, and the homecoming budget may be managed by the head of the homecoming committee or Alumni Relations Chairman.

It is necessary that each chairman who is in charge of their own budget communicates with you weekly whenever funds are used from their respective budget, so you can update the overall budget for the chapter. In order to approve the use of chapter funds, the chairman must communicate with you what they are spending money on and must provide a receipt of what was spent on each item. It is your duty to provide weekly updates to each officer and the chapter on how much money is available in each budget.
Accounts Payable

**Accounts Payable** is the amount the chapter owes to a person or entity that needs to be paid back in a brief period of time. The chapter may have accounts payable to International Headquarters for late Per Capita dues or Insurance. A member of the chapter may have paid for part of a budgeted chapter event out of pocket due to not having access to chapter funds at the time of purchase. Regardless of who the chapter owes, it is important that the chapter records information on who they owe money to, and the amount the chapter owes.

At the end of every month, the chapter should make time to look over all overdue bills, then look over all upcoming bills that will be due at the end of the month or beginning of next month. **The chapter should prioritize overdue bills first.**

After all overdue bills are paid, the chapter should look to prioritize upcoming bills as such:

1. International Headquarters
2. Housing Corporation Board
3. University IFC
4. General Chapter Operations
1. Never give a brother a blank signed check. This is just asking for trouble and it removes any control you have over the expenditure. If the amount of the purchase is unknown request the brother pay for it and then reimburse him for the amount spent. Better yet, call the merchant for an exact price, many merchants will do this if you explain your situation to them.

2. If the chapter has charge accounts with local vendors inform the vendor of those specific brothers authorized to charge items to the chapter’s accounts. If an unauthorized brother charges an item you have the right to return the item and refuse payment. Inform your vendors immediately of any changes to the list of brothers authorized to charge items to the chapter’s account. Caution should be exercised so that the budget control is maintained by you as Treasurer. Remember, you are responsible for the overall financial condition of the chapter.

3. Collect a damage deposit from each brother who will be living in the house before he moves in and place the money in the savings account until the next spring when the amount of damage can be determined and assessed. By placing the money in the savings account you won’t be tempted to spend it for ordinary chapter operations and therefore will not be in a bind the following spring when you have to refund the money. The interest earned over the course of the school year however might come in handy.

4. Don’t allow brothers living out of the house to charge food. You might find yourself paying for the food to the local vendor and the brother becoming delinquent on his account.

5. Store the Treasurer’s records in a safe, dry area of the house. These past complete records will assist your successors in the preparation of the future chapter budget and will serve as a record of the payment activity of brothers who have graduated owing the chapter money. Such records will also assist in the collection of these delinquent accounts.

6. Make sure you have and train a successor or an assistant. This helps to assure continuity and consistency in the financial operations of the chapter. Also two people can do considerably more than just one person.

7. If you haven’t had any bookkeeping or accounting courses in college or high school, try to purchase an inexpensive text book covering bookkeeping or beginning accounting. You might find it very helpful in your role as financial manager of the chapter.
In your job as Treasurer you will establish many relationships that affect you directly. By identifying these relationships and treating them in a businesslike manner you will be well on the road to being a successful Treasurer. Any type of personal biases must be put aside for good of the fraternity.

Some of these relationships which you will encounter are as follows:

**The Chapter**
You’re responsible for the chapter’s financial health and financial guidance.

**The Brother**
1. He is your revenue producer.
2. If you expect him to pay his bills promptly keep him informed and bill him promptly. He expects you to be diligent in the pursuit of your duties.
3. Do your job as an officer. He has entrusted you and has paid his bill so you owe it to your brother to do a good job.

**International Headquarters**
1. All dues and fees from Headquarters invoiced to chapters are known ahead of time.
2. Plan ahead in the Spring semester for Fall Headquarters fees to ensure the chapter has enough cash flow by October 1st to pay off both Per Capita and Insurance fees
3. All up to date fees from Acacia International Headquarters can be found at: ____________

**The Bank -**
1. Their business is to protect your cash so you should deposit your cash and checks promptly.
2. All revenues should be deposited in the bank and supported by a bank deposit slip.
3. All expenditures should be paid by check.
4. Do not pay debts with undeposited receipts (receipts here meaning cash or checks--money taken in). You are asking for trouble and personal embarrassment if you do.
5. Chapter records should be reconcilable to bank statement.

**The Vendor (supplier)**
1. All deliveries should be checked by an officer or an authorized representative against the delivery receipts and indicate the acceptance of the delivery on the delivery receipts if everything is in order.
2. All invoices should be matched to approved delivery receipts.
3. Pay the vendor promptly--protect your credit. You can demand better quality and better service if you do.
Treasurer’s Relationship with Others

The House Corporation and Chapter Officers
1. Review financial statements with alumni and chapter officers monthly.
2. Obtain their assistance in collection of accounts of “deadbeat” brothers.
3. Compare actual results to the yearly budget--see if you are on target and if not adjust accordingly.

The Treasurer should also contact the alumni house corporation and in meeting with its officers, the Chapter Advisor and Financial Advisor determine the rental payments expected of the active chapter and establish a clear understanding concerning the responsibility for making major repairs and improvements to the house and furnishings. A comprehensive program of repairs and replacements for the house and the furniture, fixtures and equipment should be established which includes determination of the method of financing the various projects and what individual or group is to be responsible for the execution of the various phases of the program.

OmegaFi Account Manager
1. Call your chapter account manager with any issues or questions regarding Vault or OmegaFi as they are experts on their own application.
2. They help with administrative tasks including depositing checks, paying bills, charging credit cards, mailing statements, and more.
Important Points for the Successful Treasurer

A) Be organized and meet your deadlines as well as the chapter's deadlines with outside parties. One who is continually trying to catch up never has time to plan ahead.

B) Know your job, your chapter and the various people you will have to deal with in your role as Treasurer.

C) Keep good records as a good business decision can be made only if you base that decision on accurate information.

D) Seek the assistance and guidance of your Chapter Advisor, Financial Advisor, the immediate past Treasurer, House Corporation members and members of the headquarters staff. Remember they share your goal—solid financial management.

E) Remember that the financial operations of a chapter in Acacia are no different than a large corporation in that the strength of such financial operations are dependent on strong, healthy and consistent business practices. Consider your chapter as a business and yourself THE important link in the chain which surrounds your chapter's financial operation.
Finance Committee

The purpose of the Finance Committee is to aid the Treasurer in handling chapter financial responsibilities. They are trusted to draft a budget for every academic year, monitoring Vault for members approaching delinquency, and recording other chapter financial information.

The following brothers are required to take part in this committee if your chapter has each position:

- Treasurer (head)
- Venerable Dean
- Junior Dean
- Recruitment Chairman
- Fundraising Chairman
- House Manager
Collection of Accounts

WHEN IT COMES TO PAYING THEIR BILLS SOME BROTHERS STOP AT NOTHING

Every chapter at some time becomes plagued by poor house bill collections and the delinquent accounts receivable which arise as a result of that. The cause of these problems normally arise from a combination of two sources, namely 1) a failure to properly indoctrinate pledges about the importance of financial responsibility and integrity and 2) the failure of chapter officers to enforce chapter bylaws and rules concerning financial obligations of the members. When such problems arise immediate steps should be taken to correct them. If delinquencies are allowed to continue unchecked for any length of time the chapter's financial stability, as well as its leadership morale will become dangerously undermined and weakened.

Every chapter should have precise rules and bylaws pertaining to the payment of house bills by its members and pledges. The penalties for being financially delinquent should be definite but will be of no value unless enforced constantly and consistently. It is obvious that the enforcement of such regulations would keep delinquent house bills to a minimum.

What methods can a chapter use to solve the problem of delinquent house bills and how can it avoid a recurrence of such a condition? As with many chapter operations they should begin with the pledge class. At the time he is pledged every man should be given a letter or printed explanation in which are detailed not only the charges for room, board and fraternity costs, but also for any special items including the pledge fee, initiation fee and contribution to the building fund. The proper due date and method of payment of all charges should be carefully outlined along with a statement of the rules and by-laws concerning financial obligations to the chapter.

A copy of this letter should be mailed to the parents of the pledge regardless of who provides the money for the house bill payment. IF A PLEDGE FAILS TO MEET THE FRATERNITY'S STANDARDS OF FINANCIAL INTEGRITY IT SHOULD BE MUTUALLY UNDERSTOOD THAT HE WILL NOT BE QUALIFIED FOR INITIATION. Remember – during pledgeship a man is given nearly all the privileges accorded brothers except those of full membership. What is more, privileges are his without the burden of responsibility that brothers assume upon initiation. The least that can be expected of him in return is the prompt and regular adherence to his financial delinquency.

However it is normal to anticipate that each year a certain number of men will unexpectedly encounter financial constraints which will prevent them from paying their bills on time. When a member is faced with such a condition he should go at once to the Treasurer and advise him of the situation. To run a delinquent account without notice constitutes borrowing money from the chapter treasury without permission. If the chapter's cash balance is low it will mean that the chapter cannot meet some of its own financial obligations without forgoing certain social events or without assessing the brothers a appropriate fee to cover the obligations of the chapter.
Collection of Accounts

If unforeseen conditions make it impossible for any member to pay a house bill on its due date that member should notify the Treasurer. It is possible that the finance committee can assist him to obtain a loan from the college or university or another source.

There are various types of rules and regulations used by chapters to stimulate house bill collections. Some of these are listed as suggested methods below:

1. Read the names of those whose bills are delinquent at an active chapter meeting.
2. Have such members appear before the finance committee.
3. Assess fines to any such members and post their names on a bulletin board. Fines may be based on a per diem, percentage of the delinquent balance or flat rate basis.
4. Deny such members meals without refund.
5. Deny such members the right to vote at chapter meetings.
6. Deny such members the right to attend social events.
7. Advise the parents of such members immediately by letter.
8. Refer such accounts to the house corporation, other alumni or to a collection agency for action.
9. Request that the university or college withhold the grades of such members.
10. Propose the expulsion of such members from the fraternity by invoking the Laws of Acacia (Section I, Article 1906).
11. A cash deposit of a stipulated amount may be required of such members at the beginning of each school year.
12. Payment of the first and last month’s house bill at the opening of each semester or quarter.
13. Require seniors to pay all outstanding debts before they leave school (or have them sign a promissory note for their debts).

Here is one method to consider:

PAYMENT PLANS

In cases where a certain brother is already delinquent on his bill and wants to pay it off over an extended period of time specific arrangements can be made with the treasurer and the finance committee for a payment plan. Because the brother wants to pay off his debt the Treasurer should make every effort to work out a written arrangement which is mutually agreeable between the delinquent brother and the chapter. Learn what the brother can afford to pay each month. If this sum is agreeable to the finance committee then commit a payment plan to paper, complete with dollar amounts and due dates and have both the brother, you as Treasurer and members of the finance committee sign the document. Provide copies to all individuals involved keeping yours in a special file. This contract should also state automatic penalties for delinquent or missed payments. The administration of payment plans should be performed by the Treasurer.
GUIDELINES FOR OBLIGATIONS AND ADJUSTMENTS

It is essential that members and pledges be required to live in the chapter house unless their permanent family residence is in the immediate area, they are married or they are required to live in university facilities.

All board, room and parlor fees are contracted by the term. Adjustments in these charges will be given only when a man: 1) drops his enrollment in the college/university, 2) becomes ill and misses five or more consecutive days of meals or 3) is faced with extraordinary circumstances which are judged permissible by written authority of the proper chapter alumni advisor.

This applies only to chapter charges. There are no adjustments to the pledge fee, initiation fee or the annual dues.

THE COLLECTION PROBLEM AND ITS APPROACHES

Broadly speaking the Treasurer is simultaneously dealing with two groups of debtors within his chapter:

1. The substantial majority who with proper encouragement will pay promptly, and
2. A smaller group of men who fall behind in payments.

The Treasurer’s goal is to keep the first group as large as possible, to reduce the size of the second group by developing its members into first group members and finally to deal firmly with the hard-core members in the second group who refuse to change.

The following is an outline of approaches to the collection problem.

Enlarging the group of prompt payers:

1. Creating a favorable chapter attitude and tradition.
   a. Early recruiting--the pledges
      • Start with understanding. Supply the pledge with written statements of financial obligations.
      • Enlist Venerable Dean and interviews in your cause--“a deep sense of personal responsibility”.
      • Have the Treasurer give a formal talk to the pledges--correlate chapter activities and survival to the collection of income.
      • Enforce the rules without exception, i.e., unpaid balance-- no initiation.
   b. Recruiting actives for prompt payers group.
      • Upgrade the prestige of the Treasurer.
      • Broaden the chapter participation and fiscal planning and problems through the budget and committees.
Collection of Accounts

- Use the budget as a collection tool--relate the unpaid members accounts specific chapter activities.
- Spark the financial reports given to the chapter by tying in the non-payment of dues to functions.
- Implant and reiterate the following: Acacia is my first place creditor…it shall never be my last!

   a. Get the bills out on time every time.
   b. As Treasurer make yourself readily available to accept payment.
   c. Issue receipts immediately and invariably.
   d. Immediately investigate and resolve any questions as to the balance due. Compromise if you should, but only with the approval of the finance committee executive committee.
   e. Keep the account books current and subject to review. A book account is no sounder than the accounting system behind it.
   f. Establish one of the following guarantee plans:
      1. A cash deposit of a stipulated amount made by the man at the beginning of the school year.
      2. A payment of the first and last month's house bill at the opening of each semester or quarter.
   g. The Chapter Loan Fund.

EXPULSION PROCEEDINGS

If all efforts to collect accounts receivable have been fruitless disciplinary action should be taken against the delinquent brother. Although expulsion proceedings are distasteful they frequently reach their goal: the receipt of payment. In any event brotherhood does not entitle a member to freeload or inflict an added financial burden on the chapter and its brothers.

A FEW THINGS TO CONSIDER:

Itemize the Outstanding Charges--Make sure that every brother who has an outstanding debt receives an itemized list of the charges for which he may be expelled. The itemization should specifically identify the room, board, special assessments and other charges for which he had been previously billed. Many financial disputes are settled when specific amounts are mentioned and can be discussed by the brother and the treasurer.
Make Sure You Know the Rules--The chapter bylaws should specifically outline the prescribed procedures for financial expulsion as outlined in Laws of Acacia, Section I, Article 1906. Make sure you know them and make sure you adhere to them. If there are no chapter bylaws or if the bylaws are insufficient your first step should be to amend them. This will make the chapter well aware of the financial expulsion procedures and this will not allow the chapter to claim that you are acting underhandedly or maliciously.

Financial Expulsion Is the Final Attempt--Before you begin the financial expulsion proceedings make sure that you exhaust all the other alternatives for collecting the outstanding debt. You may consider suspending social and voting privileges or write a letter to the brother’s parents informing them of the outstanding debt or try to use some of his close friends in the chapter to encourage him to fulfill his financial obligation. There are many other alternatives and each one should be exhausted before you consider financial expulsion. Expulsion proceedings are not to be used in lieu of the Treasurer’s work or the chapter’s obligation to its members.

Do Not Be Afraid To Make Him Mad--If you have exhausted all other alternatives for collecting the outstanding account receivable and he has been notified several times and has received an itemized list of his outstanding charges and he still refuses to pay, you have nothing to lose by financially expelling him. If he really wanted to pay he would have to come to you or the chapter and asked that some type of arrangement could be made. The chapter has expenses that must be paid and those who will not contribute should not be allowed to take advantage of the benefits. Remember too that the outstanding bill may be paid at any time in the future which will result in the reinstatement of that brother.
Collection of Accounts

What Do You Hope To Accomplish--First and foremost you want to collect the money that is owed to the chapter. You also hope to identify the reasons why the brother is not paying and hopefully, remedy them so that he will become active once again. Finally you want to set an example for the other brothers which will help maintain the attitude within the chapter that financial responsibility is a must and financial delinquency will not be tolerated. After considering all of the points mentioned above, if you feel that financial expulsion is necessary, then the following procedure for expulsion of an individual member form the fraternity must be adhered to:

1. In all cases the Treasurer must show an effort on his part to collect any money due from said individual and the individual must be given notice of consideration of expulsion for nonpayment. (It is suggested that the chapter contact the delinquent brother of certified mail, keeping two copies for the letter in the chapter files. One of these letters must then be submitted with the request for expulsion proceeding to the international headquarters.)

2. The executive committee requires certification for expulsion proceedings of a vote of two-thirds of the chapter of which the individual is or has been a member.

3. Charges must be filed with the Executive Director including the individual’s name, address and amount of indebtedness.
Taxes

There are normally only three categories of Federal Taxes or regulations which apply to a chapter’s operations. It is imperative that the Treasurer be aware of these requirements as it is his responsibility to fulfill regulations pertaining to them. His failure to comply can cost the chapter severe penalties and great inconvenience. In fact some chapters have a ruling that any cash penalties arising from the failure of a treasurer to properly follow tax regulations are assessed the treasurer personally.

The three categories in question are income, income withholding and Social Security taxes. In order that a treasurer may have a basic understanding of these taxes they are outlined and discussed briefly in the following paragraphs.

**INCOME TAX**
Each chapter is exempt from income tax. **However this exemption does NOT relieve the chapter of the responsibility of filing annually an Income Tax Return.** Failure to render the return can cause the chapter to automatically lose its exempt status and make it liable for payment of an Income Tax.

This Income Tax Return is actually and information return only. It is known as Return of Organization Exempt from Income Tax (Form No. 990) and may be obtained at the local office of the Internal Revenue Service. It must be filed annually on or before the 15th day of the fifth month following the close of the chapter’s fiscal year, i.e. fiscal year ends August 31, return is due January 15. The Form 990 is relatively easy to fill out particularly if the Treasurer follows the return which was filed for the chapter in the previous year.

Because tax forms frequently change we have not included examples of those referred to in this text. You should make a point of obtaining current copies of these forms from your local Internal Revenue Service Office.

**FAILURE TO FILE INCOME TAX RETURN**
The penalty for failing to file Form 990 on time includes a $10.00 per day fine (after due date) to be assessed the organization, not to exceed $5,000.00, unless it can be shown that the failure was due to reasonable cause. The person failing to file the delinquent return will have to pay $10.00 for each day (not to exceed $5,000.00) after the due date expires.

**EMPLOYEE INCOME TAX WITHHOLDING**
Each fraternity chapter that has regular employees or part-time employees must withhold and remit to the Internal Revenue Service tax which is collected for and withheld on behalf of employees. There are certain exceptions to this rule:

A. Wages or amounts paid for “domestic services” (cooks, housemothers, houseboys, stewards, waiters) are excluded from Federal income tax withholding (depending on number of hours per month they work).

B. Independent contractors--someone who renders a specific service such as an accountant, a gardener or other service.
Taxes

C. Officers who are reimbursed for expenses incurred in “carrying out the duties of their office” (not considered salary or wage).

CAUTION: Some of the above persons may not be considered exception under certain circumstances and I.R.S. interpretations can vary or change from time to time. To be certain check with your local I.R.S. office or call the toll-free number of the nearest I.R.S. office.

EMPLOYEE SOCIAL SECURITY TAXES
Each chapter is responsible for collecting and matching Social Security taxes (FICA Tax) on the following employees:

A. Employees who are subject to withholding tax.
B. Employees who perform services and are paid wages, for instance, those who perform “domestic services”.

Amounts that are withheld from employees for FICA OR Social Security tax must also be matched by the fraternity chapter and remitted to the Internal Revenue Service via a Federal Reserve Bank.

DEPOSIT REQUIREMENTS
Generally, you must deposit withheld income tax and employer and employee FICA taxes with an authorized financial institution or a Federal Reserve Bank. Include pre-inscribed Federal Deposit Form 501 with each deposit. The amount of taxes determines the frequency of deposits. The rules below explain how often to deposit taxes.

1. **Less than $200.00 at end of quarter.** If at the end of the quarter your total undeposited taxes are less than $200.00 you are not required to deposit taxes. You can pay the taxes to the IRS with Form 941 (explained below) or you may deposit them by the end of the next month.

2. **$200.00 or more at end of quarter.** If at the end of the quarter your total undeposited taxes are $200.00 or more deposit the taxes by the end of the next month. For $2,000.00 or more see Rule 4 below.

3. **$200.00 or more but less than $2,000.00 at the end of first or second month of quarter.** If at the end of the first or second month of the quarter your total undeposited taxes for the quarter are $200.00 or more but less than $2,000.00 deposit the taxes within fifteen (15) days after the end of the month. If your taxes are less than $200.00 carry them over to the next month. This deposit requirement does not apply if you make a deposit for a quarter monthly period during the month under the $2,000.00 Rule 4 below.
4. **$2,000.00 or more at the end of a quarter monthly period.** If at the end of any quarter monthly period your total undeposited taxes for the quarter are $2,000.00 or more deposit the taxes within three banking days after the quarter monthly period ends on the seventh, fifteenth, twenty-second and last day of any month. Do not count as banking days, local holidays observed by authorized financial institutions, Saturdays, Sundays and legal holidays.

**ADDITIONAL FILING REQUIREMENTS**
Each chapter is responsible for filing the following forms:

(1) Form 941, Employers Quarterly Tax Return. This return is to be filed on the last day of the month following the close of each quarter. Form 941 reports the amount of employees income tax and FICA taxes withheld for the quarter as well as the employers matching FICA tax.
   (A) First Quarter--January through March--941 due on April 30.
   (B) Second Quarter--April through June--941 due on July 31.
   (C) Third Quarter--July through September--941 due on October 31.
   (D) Fourth Quarter--October through December--941 due on January 31.

The manner of payment depends on the amount. See action on deposit requirements above.

(2) Form 940--Employers Annual Federal Unemployment Tax Return. This is an annual return and is due on January 31.

An employee is responsible for filing Form 940 only if:
(A) Paid wages of $1,500.00 in any calendar quarter or at any time had one or more employees in any 20 calendar weeks.
(B) Paid cash wages of $1,000.00 or more in any calendar quarter beginning on or after January 1, 1978 for domestic service in a private home, local college club or a local chapter of a college fraternity or sorority.

(3) Form W-2 Wage and Tax Statement. You are required to prepare Form W-2 for each of your employees to whom any of the following items applies.
(A) You withheld income tax or FICA (Social Security) tax.
(B) You would have withheld income tax if the employee had not claimed more than one withholding allowance.
(C) You paid $600.00 or more to an individual.

By January 31, give two (2) copies to each person who was your employee (if anyone stops working for you during the year you should give copies within 30 days after the last wage payment). The copy to the Social Security Administration should be sent on or before the last day of February to your Regional IRS Center.
(4) Form W-3 Transmittal of Income and Tax Statements. Form W-3 to be filed with the attached Forms W-2 by the end of February.

(5) Also it should be noted that any employee whose (1) Remuneration totaled $600.00 or more for the calendar year and who (2) has not been included in your quarterly Form 941, must be reported to recipients annually on or before the 1st of February on IRS Form 1099. Forms 1099 and 1096 must be filed with the IRS by the last day of February.

**STATE TAXES**
Each chapter should check its state tax laws regarding the filing of unemployment taxes and other taxes required by the state to be filed.

**CANADIAN TAXES**
Each Canadian chapter must file the corporate return, Corporation Income Tax Return Form T-2 and at the bottom of the return type “NON-PROFIT ORGANIZATION”. The returns are due within six months after the end of the chapter. Salary withholding information and taxes must be filed by a tax exempt organization. Each chapter should check its province tax laws regarding the filing of unemployment taxes and other taxes required by the province to be filed.
Fundraising Chairman

The responsibility of Fundraising Chairman is to provide opportunities for the chapter to raise money to fund chapter programming. The money raised may also go towards helping brothers attend leadership conferences such as Conclave, aid funding in hosting a large Human Service event, or even to help fund large social events such as a Formal.

There are several ways the Fundraising Chairman can raise money for the chapter.
- Tabling on campus by selling hot chocolate, candy, etc
- Alumni donations
- Partnering with local restaurants to receive a percentage of their profits
- Parent donations
- Raffles
- Other Events

The Fundraising Chairman needs to identify important dates that are opportunities for large donation events. Events such as Parents Weekend, Homecoming, Founder’s Day, and Initiation are events that are already scheduled that fundraising events should be planned for. These large events require a full chapter effort to capitalize on the chance to raise a sufficient amount of money. Partnering with local restaurants can take a full chapter effort, however, for events such as this, members only need to market the business to the campus so there are as many people going to the event as possible.

It should be noted that the purpose of this position to help the chapter give members the opportunity to enjoy a fine fraternal experience. It is not our responsibility to help brothers that cannot meet their financial obligation to the fraternity.

The Fundraising Chairman is a part of the Finance Committee. He must provide a report at every committee meeting to provide updates on any progress on upcoming fundraising projects. He also has the responsibility to voluntarily take on various projects the Treasurer may delegate to him.
Alumni Fundraising

After a connection has been built between the active chapter and its alumni, the active brotherhood may choose to make a request from its alumni brethren for financial support. A few important things that should be included are:

- Long range strategic plans
- Telling a story to illustrate a need (Chapter house needs, non-alcoholic activities)
- Include a sense of urgency
- Tell what the donations will do
- Explain why someone should invest in it

People give to people because of the motivation to do so. People like to be asked, however, they are influenced by who does the asking and how it is done. Taking the time to sit down with an alumnus will result in a higher percentage of donations opposed to direct mailings. There is no gimmick or fundraising device as good as an effective leader who can generate enthusiasm, communicate confidence, and set the pace. Keep in mind that people like to receive a suggested amount, and are not usually offended by being asked for too much. Always remember to thank an alumnus for their donation. People want to reward and be recognized.

A voluntary annual, or semi-annual, dues program can be very effective. The annual dues can be used to defray the cost of newsletters, mailings, and special events that will allow a chapter to reach new levels of success. The fundraiser must confront the prospect and ask for a contribution, and this act in itself constitutes pressure. Many men alumnus who feel a sense of obligation or indebtedness to a chapter that provided them with many opportunities during their undergraduate years.
1. **Regular Communication** - An alumni newsletter should be published and sent to all alumni no less than two times a year. If you expect alumni to donate to your chapter financially, you must give them a tool to communicate and be informed. Make them feel like an important part of the chapter.

2. **Prompt Communication** - Be sure that any mailings are mailed far enough in advance so the alumnus may plan to be there. Remember: Alumni have busy lives. If you don’t give them an opportunity to put Acacia their calendar, they won’t.

3. **Special Events** - Plan an event that will entice alumni to come back to your campus and let them know far in advance. Make them feel as if they are needed, because they most certainly are.

4. **Alumni addresses** - Maintain and up-to-date alumni record and make a strong effort to locate “lost” members.

5. **Alumni ask Alumni** - The old saying people are influenced by who does the asking is very true. The chances of an alumnus giving to a 19-year-old undergraduate are very minimal. However, if a close brother from his undergraduate days asks, the chances are much higher.

6. **Annual Dues** - A voluntary annual, or semi-annual, dues program can be very effective. The annual dues can be used to defray the cost of newsletters, mailings, and special events. Present each member with a membership card or certificate.

7. **Face-to-Face** - Remember, people give to people, not to causes. Direct mailing fundraising usually has a response of 3-5%. A 10% response is excellent. Take the time to sit down with an alumnus.

8. **Put Fun into FUNDraising** - Plan a special fundraising event with a theme. For example, have a dinner and charge a certain amount per plate and invite a motivational guest speaker. There is a kid in all of us, have fun raising money.

9. **Be Positive** - Alumni want to hear the good things about the chapter. They want to know that chapter is growing, has a positive influence in human service, and scholarship is also an important part of the fraternal life. Share the chapter’s success with the alumni, it is their chapter, also.

10. **Say “thank you”** - Never forget to thank an alumni for monetary and physical contributions. Remember that people want to reward and be recognized. This especially important with older generations of alumni. Following up with a thank you is a great touch of communication. Hand-written letters are professional and personal, which is what an alumni would look for when communicating to a younger member.
1. People give to people because of *motivation*
2. People *like* to be *asked*
3. People are influenced by *who* does the asking
4. People like to receive a *suggested amount*
5. People are *not offended* by being asked for *too much*
6. Greater interest in giving is created by involvement
7. People *give* to *people*, not causes
8. People *work* for *people*, not causes
9. There is no gimmick or fundraising device as good as an effective leader who can *generate enthusiasm, communicate confidence, and set the pace*
A majority of chapters occupy a house owned by the alumni house corporation or one leased from the college, university or others. The real estate and its improvements, whether owned or leased, represents the largest single asset of the chapter. It is the duty of the House Manager is to monitor the day-to-day operations of the chapter house. It is important to know that the Treasurer will take hold of the financial issues of the house such as rent and assessing housing fines.

The following is what the House Manager is responsible for in the house:

- Assigning chores to brothers in the house
- Making sure each chore is completed
- Setting punishments for the brothers that do no complete their chores, or do not perform the chore to the satisfaction of the House Manager
- Report to the Treasurer any damage to the property
- Provide weekly updates to the Treasurer on needs of the facility.
- Keep the house stocked with essential toiletries (toilet paper, soap, paper towels, etc.)
- Create a “House Rules” document that is updated and approved by the chapter every year
- Report any issues of keeping up to code to the Treasurer so he can notify the Housing Corporation Board

Also the house should be regularly inspected for required maintenance, fire detection and prevention, cleaning and repairs and estimated costs determined and included in the budget for the year or so that an adequate house bill will be established to prorate the house at the desired level.
Prepare Proposed Executive Council Budget

Budgeting is one area of operations in which you will spend a substantial amount of time and energy. This is also an area from which you will gain a great amount of practical knowledge that you will utilize much in the years ahead. This section of the guide will help you prepare for, understand, and be able to navigate this crucial responsibility of your office.

To begin with, a budget provides a simple view of the amount of money that you estimate you will be receiving, as compared with the amount of money that you will be paying out.

**STEP 1** - The first step is to approximately **determine how much money you will receive from members during the time period (total receivables)** for which you are budgeting.

- Calculate how many dues-paying members are on the chapter roster, and multiply that number by the amount of per capita (per person) dues. Your chapter may utilize some sort of graduated dues structure in which live-out members pay different amounts than those that live in the chapter house, so take those guidelines into consideration here.
- Include all fees that are due to the International Headquarters by your members, including upcoming Pledging Fees, Initiation Fees, Per Capita Dues, and your Insurance payment.

**STEP 2** – The next step is to **write down every individual item that requires payment (total payables)** from the chapter.

- Instruct your Treasurer to review all of the accounts payable and his check register, and document all expenses during the same period last year.
- Once this list has been assembled you will be ready to start dividing up the total receivables, (which you determined in Step 1) across each area of payments due, always making sure that the total payables do not exceed total receivables.

**STEP 3** – Now comes the part of budgeting when we rely on speculation a bit. You must now **anticipate any changes that might occur from last year, and make the necessary adjustments.**

- For example, prices might rise for food; utilities might be higher this year than last; or you may spend less on officer transition since last year’s officers all bought new binders.
- Remember, a budget should be kept as accurate as possible, realizing that you will have to adjust it as the time period passes.
- Remember the main point of a budget – you cannot spend more than you receive!

**Roles of Treasurer/ Venerable Dean** - The Treasurer should do all of the actual “number crunching” and preparing of the budgets. Your time should be spent in oversight of the budgetary process and analyzing the budgets, thoroughly looking for possible adjustments that need to be made. Perhaps the Recruitment Chairman went over budget for the first event and needs to be alerted so that he may adjust future spending; or perhaps you can see a big expenditure coming down the road that is not accounted for in the budget.
Prepare Proposed Executive Council Budget

**Note to the Tresurer** – One good method to use when analyzing your budget is to compare the percentage of the period that has currently expired to the percentage of the line item that has been spent so far. They should be about equal, or there should be some logical explanation why they are not. For example, if half (50%) of the semester has ended, and the chapter has spent $2,000 out of $4,000 budgeted for food (50%), then things would be going fine. However, if in that same time (50% of the semester), $1,800 out of $2,000 budgeted for social functions had been spent (90% of the budgeted amount), then you would have a problem with only 10% of the budget remaining for 50% of the semester.

**Reference** - there are multiple budget templates available online via your chapter Dropbox account. Access your chapter Dropbox account at [acacia.org/resources](http://acacia.org/resources).

*You may also contact Acacia Headquarters for assistance in this process.

**Budget Mind Joggers**

Here is a checklist of some items that most chapters consider when preparing a budget. Keep in mind that you will not be using everything on this list, and some things that you need to include are not on this list either. Both revenues and expenses are listed.

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<th>Accounting Services</th>
<th>Alumni Relations</th>
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<td>Food</td>
<td>Silverware</td>
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<tr>
<td>Appliances</td>
<td>Garbage Collection</td>
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</table>
Use this section to take notes on anything you learn during officer transition or throughout your term that will help with fulfilling your role as Treasurer.
Use this section to take notes on anything you learn during officer transition or throughout your term that will help with fulfilling your role as Treasurer.
Use this section to set three goals for your term of office. There should be a short-term (one week to one month), a mid-term (one month to one semester), and a long-term (one year/end of your term) goal.

Goal #1:

Due Date:

Goal #2:

Due Date:

Goal #3:

Due Date:
Questions/Concerns
If you have any questions about the specific content in this document, please contact: programming@acacia.org

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