Dear Venerable Dean,

Congratulations on being selected by your chapter to be responsible for pledge education. This manual is designed to help you formulate a constructive and positive pledge program. It is important to remember that pledges must be properly educated if they are to become productive members of the active chapter.

The emphasis of the program is on making the pledge become a part of the chapter, not just his pledge class, through an experience which will reinforce his initial positive feelings toward the fraternity. While the manual covers a wide variety of topics, it should be noted that each chapter may have local customs and traditions they may wish to add to make their program the best available. Differences in chapter size may likewise cause some variations in programming.

It is also your responsibility to acquaint yourself with the policies and practices of the other members of the interfraternity system. New concepts in pledge education are being developed every day and, as a chapter officer, it is your responsibility to see that your chapter's programming will not become outdated.

With these things in mind, read this material and use it as a guide in setting up a positive pledge program for your chapter's individualized needs. It is your responsibility as an Acacian to bring about needed changes. Remember - our goal is to develop good brothers not just good pledges.

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 errrs, 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

The job of senior dean is one of vital importance to the proper operation of any Acacia Chapter. Your chapter has entrusted you with this important function. This manual is designed to help you formulate a constructive and positive pledge program. It is important to remember that pledges must be properly educated if they are to become productive members of the active chapter.

The emphasis of the program is on making the pledge become a part of the chapter, not just his pledge class, through an experience which will reinforce his initial positive feelings toward the fraternity. While the manual covers a wide variety of topics, it should be noted that each chapter may have local customs and traditions they may wish to add to make their program the best available. Differences in chapter size may likewise cause some variations in programming.

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### Good Operations

<table>
<thead>
<tr>
<th>Task</th>
<th>Timeframe</th>
<th>Y/N</th>
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<tbody>
<tr>
<td>Read the SD Gold Book on Pledge Education</td>
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<tr>
<td>Officer transitions his replacement at the end of their term</td>
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<tr>
<td>Ensure the pledge class holds elections by the second week for the positions of President, VP, Secretary, and Treasurer</td>
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<tr>
<td>Encourage Internal, External, Scholastic and Social Involvement</td>
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<tr>
<td>Provide pledges the opportunity to air any grievances or complaints they may have with the Chapter or members of the chapter</td>
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<tr>
<td>Have lesson plan provided prior to the start of the pledge period</td>
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<tr>
<td>Have the Academic Chairman work close with the Pledge Class</td>
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<tr>
<td>Ensure the pledge class completes one of the following projects [Community Service, House Improvement, Social (non-party)]</td>
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<tr>
<td>Create or update your local pledge manual based off of the Cornerstones Pledge Manual</td>
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<tr>
<td>Teach your pledge class Parliamentary Procedure</td>
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<tr>
<td>Provide pledge class with at least 2-3 quizzes on the pledge material</td>
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<tr>
<td>Utilize parts of the Points Program as outlined in the Senior Dean Goldbook</td>
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<tr>
<td>Require pledges to attend chapter meetings and allow them to vote on financial matters</td>
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<tr>
<td>Announce Initiation Date at the beginning of Pledge Period</td>
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<tr>
<td>Schedule time prior to Induction and Initiation for ritual rehearsal/practice</td>
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<tr>
<td>Requires Big/Little Brothers to have an informal meeting at least once a week</td>
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<tr>
<td>Create an Officer Binder based on your position</td>
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<tr>
<td>Task</td>
<td>Timeframe</td>
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<tr>
<td>Officer reads the SD Gold Book on Pledge Education and takes Notes</td>
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<tr>
<td>Arrange for the previous Pledge Class Officers talk to current pledge class about their positions</td>
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<tr>
<td>Work to assign big brothers along with the pledge committee and recruitment chair(s)</td>
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<tr>
<td>Have a lesson plan prepared before the Chapter retreat at the start of each semester</td>
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<tr>
<td>Ensure that the Academic Chair meets with each pledge prior to Initiation for a grade check</td>
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<tr>
<td>Pledge class completes two of the following projects [Community Service, House Improvement, Social (non-party)]</td>
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<tr>
<td>Utilize a local Cornerstones pledge manual that is kept up to date with important information to the Chapter’s history</td>
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<tr>
<td>Require the pledge class to utilize Parliamentary Procedure during pledge class meetings</td>
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<tr>
<td>Provide a pledge class quiz every week to ensure that they are learning the material</td>
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<tr>
<td>Utilize the entire Points Program as outlined in the Senior Dean Goldbook</td>
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<tr>
<td>Have a ritual rehearsal day separate from the actual Initiation day to ensure everything is in order</td>
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<tr>
<td>Require that Big/Little Brothers have at least two informal meetings per week</td>
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<tr>
<td>Create an officer binder based on your position that also includes a version of your Gold Book</td>
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# Best Operations

<table>
<thead>
<tr>
<th>Task</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>Ensure that the pledge class officers elected by second week, have heard from past class officers, and the board has any other pertinent positions (Greek Relations Chair, Philanthropy Chair, Academics Chair)</td>
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<tr>
<td>Work with the pledge committee, and recruitment chair(s) to assign Big Brothers that takes into account preferences by new and active members, but ultimately have the final say.</td>
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<tr>
<td>Ensure that each Pledge will take part in the internal affairs of the chapter, that they are a member of another organization external to the Chapter, that they have scholastic goals, and are developing social skills</td>
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<tr>
<td>Have a lesson plan prepared before the Chapter Retreat and have it reviewed by the Exec Board as well as the Chapter Advisor</td>
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<tr>
<td>Have a specific Chair whose sole job is to have multiple Academic meetings with the pledge class throughout the semester, with one right before Initiation constituting of a grade check.</td>
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<tr>
<td>Require that the pledge Class utilize Parliamentary Procedure during their meetings and it is enforced by the Senior Dean or relevant officer</td>
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<tr>
<td>The Pledge Educator utilizes and enforces the Points Program as outlined in the Senior Dean Goldbook when it comes to voting on the initiation of new members</td>
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<tr>
<td>Have a ritual rehearsal day prior to Initiation as well as a rehearsal prior to Initiation and members memorize lines where applicable</td>
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<tr>
<td>Require that Big/Little Brothers meet at least twice per week through a variety of activities that include one meal formal or informal</td>
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<tr>
<td>Host a final New Member Education Meeting after Initiation (No longer Pledges) and goes over with the new brothers: the litany, updates the member statuses via Vault, as well as addressing what can be expected of them as active members</td>
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<tr>
<td>Create an Officer Binder that not explicitly outlines all of the details and intricacies of your position as it pertains to your specific campus. The binder also includes an up to date copy of the Gold Book.</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.
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:

**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)
Pledge Education Basics

IMPORTANCE OF PLEDGE EDUCATION PROGRAMMING

Throughout life we all associate with many types of groups in order to fulfill specific needs. Likewise, in the fraternity, men pledge with certain preconceived images, expectations and needs. If these needs and expectations are not met realistically during a man's experience with the fraternity he will drop out or drift away. As Acacians we need to be aware to be very thorough, and deliberate, about how we provide value to Chapter members throughout their fraternal career. The education experienced not only during pledgeship but also throughout the active membership years is vital to chapter strength.

KEY CHARACTERISTICS OF A POSITIVE PLEDGE EDUCATION PROGRAM

Member involvement, pledge involvement and organization are key factors in a successful positive pledge program. As members we all support what we help create. Ideas should be drawn from as many members as possible in creating, updating, evaluating and changing the program. Fraternity education is the essence of what we value, what we believe and of whom we are. Involving all members will result in a brotherhood of men who are satisfied in knowing that their input is needed and valuable. This feeling of satisfaction motivates self-respect, confidence, pride and true interest in chapter activities. Pledges who are expected to become good brothers can better do so if members help them to know the rights, responsibilities and realities of being a member. Positive pledge education programming will result in pledges who are well informed and aware of their responsibilities as members to the continuing operation and success of the chapter.

When organizing an effective pledge education program the following questions should help the chapter determine its goals:

1. What is the pledge education trying to accomplish?
2. How might the pledge education program relate to personal enrichment and growth, a stronger chapter and Acacia's ideals?

The purpose of the pledge period and initiation week is to prepare an individual so that he may be able to grasp the ideals and aspirations of Acacia presented at the formal initiation ceremony. The education process should instill a basic understanding of our fraternity. One with this education will develop a more thorough understanding and over his lifetime will grow and mature as a person. One with no understanding misses the fundamentals of the fraternity.

All of the activities of the pledge period are geared toward understanding our ideals and aspirations. The study of lore, the badge, the flag, the history, the ceremonies and the
Pledge Education Basics

projects become external input to stimulate understanding.

Therefore the pledge program needs to be presented in a positive manner and in such a way to promote understanding. While rote memorization is necessary in some cases, try to get beyond the words to their deeper meaning. The material provided to the pledge is not busy work or something that must be memorized and then forgotten after initiation. The material is necessary to truly understand the goals and ideals of our fraternity and to function as an active.

As well as the material provided in the Pythagoras, the pledge should also be encouraged to learn:

1. History of his college.
2. Local chapter history, charter member and important dates.
3. Chapter constitution and by-laws.
4. University rules and regulations.
5. All other chapters and their locations.
6. Position and names of active, corporation, regional and international officers.
7. Noteworthy alumni, both locally and internationally.
Pledge Education - Scholarship

The main reason for attending college is to gain an education. While the pledge should be required to take an active part in the fraternity he must not let it take over his life. Upon introduction to the Greek life and its many distractions, it is very easy to neglect scholarship.

This often happens to those pledges who show the most promise of becoming active members. It is the responsibility of the entire active chapter, but especially the senior dean and big brothers, to prevent this from happening. A pledge who falls out of school after initiation is of no use to the chapter or himself and helps to reinforce the stereotype of Greeks as poor students.
Social Development

An immediate aim of fraternal life in Acacia is to bring forth and to develop characteristics in an adolescent high school graduate so that he graduates from college a well-rounded citizen with an air of maturity and a sophistication which is not haughty or distant. In the long run it is anticipated that if such development is present and has been based on a sure foundation - academic, social, fraternal and extracurricular activities - then the college graduate who is an Acacian will have something which will stand him in good stead his entire life.

The fraternity, of course, desires most of all that the men of Acacia graduate with a good academic background, prepared for the challenge of the profession or business world. But Acacia believes that this end is not served by pure academics alone and that another measure of the man is his social development and the variety of his interests. In other words, a good Acacian is one who not only partakes of studies and fraternity life but also acquires breadth and understanding through participation in a variety of interests and activities. If Acacia sets a high standard for the individuals who call themselves "Brother," the whole international fraternity will be better for it.

Another important point to be remembered is that as college graduates you will be expected to be leaders in business and community affairs on every level and of every description. Acacia, past, present and future, is filled with illustrious alumni who have reached the top in every field. It is certain that in the majority of cases these men received their early training in organizing their time, thinking rationally and logically, and the requisite mental and physical discipline, by participating in and being leaders of student activities. The man who joins Acacia and then rests on his laurels for four years and does nothing to further the good name of the fraternity does not honor the brotherhood in any way. Naturally, everyone will not be a leader in his field of activity but it is the participation which is so important along with the enjoyment and stimulation derived.

The Senior Dean and upperclassmen, both, have the opportunity, and responsibility, to encourage pledges to get involved in extracurricular activities. Pledges should be mindful of their duty to their academic and fraternal life when researching extra curricular activities. Using Cornerstones goal setting techniques will help with prioritize goals.
A pledge is most receptive to instructions and new attitudes during the period immediately after the pledging ceremony. Therefore organization of the pledge class should begin as soon as possible after rush is completed. If no program has begun for a week or two pledges tend to lose interest.

Elections should be held by the second week. Pledges then have had time to meet each other and should be able to choose officers wisely. The following officers are recommended:

**PRESIDENT:** Serves as presiding officer in meetings and is responsible to the Senior Dean.

**VICE PRESIDENT:** Assists the president, presides over meetings in his absence.

**SECRETARY:** Takes minutes at all pledge meetings, assists the president with any necessary correspondence.

**TREASURER:** Handles pledge class funds.

These officers should work with their peers in the active chapter and learn how to administer their office properly. Other pledges should be appointed to chapter committees so they may take an active part in the running of the chapter.
Big Brother Program

It is preferable to assign a big brother to a new pledge as soon as possible. Too often a new man is pledged and left standing by himself at a time that is extremely crucial. It’s reasonable that even after pledging, one might have doubts about joining the Fraternity. If his doubts are not allayed he may find himself disappointed or disillusioned by the same group which so recently had so favorable impressed him by their friendliness. Assigning a big brother can build on the excitement of Induction, and cement a life long friendship.

The question of how the big brother is selected gives rise to three main schools of thought. There are those who believe that the new members should choose, another states that members should do the choosing and the third asserts that the assignment should be made by the Senior Dean’s pledge committee. Experience has taught that the last approach is the best.

The pledge committee should solicit choices from all individuals and weigh as objectively as possible the background, personality and ability of every person being considered as a big brother. Frequently many factors play into the decision of these important relationships. In reviewing each person for a big brother position the following criteria should be considered:

1. He should have the time needed to spend with his little brother and related activities.
2. He should be in good standing with the chapter and the institution.
3. He should be a responsible and dependable individual.
4. He should be a good role model - of high character and good conduct.
5. He should have the ability to motivate and inspire.
6. He should be a good listener and posses the ability to advise and counsel.
7. He should have a positive attitude toward the chapter and the pledge program.
8. He should in no way condone hazing activities.
9. He should have knowledge of the chapter’s history, policies, procedures, programs and operations.
10. He should be compatible with his little brother.

The pledge committee may want to provide additional criteria along with that which is listed above. With a careful eye on the big brother the pledge committee should be ever mindful that each big brother live up to his responsibilities. If he does not the committee should quickly select a new person to fill that role.

It is suggested that the personalities of the big and little brothers be similar, as well as scholastic pursuits and interests, but an effort should be made to avoid pairing off
individuals who may already be acquainted or friendly with each other. The shortcomings of friends are sometimes likely to be overlooked. Further, we are interested in acquainting our pledges with as many members as possible. This may not be accomplished as easily or as quickly if friends and acquaintances are matched together as big and little brothers.

**Making the Big Brother-Little Brother Program Work**

There should be a member from the senior dean's pledge committee who is assigned to the program. One of his major responsibilities will be to supervise the big brother-little brother program. This can be accomplished in part, if he schedules a regular weekly meeting with the persons designated as big brothers. This provides the opportunity to discuss items of programming and implementation of the big brother-little brother program. Further it provides an avenue for sharing concerns about pledges so that an approach is developed before it reaches the problem stage. The following topics should be monitored and discussed by the pledge committee and big brothers on a weekly basis:

1. **Internal Involvement**
   a. Avenues of involvement in the chapter such as chapter and committee meetings, special projects, social and public affairs.
   b. Participation in the many activities available to a member and the importance of these activities to a good fraternity experience.
   c. Individual responsibilities such as scholastic, financial and participatory obligations.
   d. Suggestions for improving the chapter and suggestions for both the big brother and little brother to improve themselves as contributing members.
   e. Individual interests in the internal workings of the chapter.

2. **External Involvement**
   a. A review of the list of organizations, publications, sports, clubs, etc., with a view toward finding a spot for each member.
   b. The importance of involving the general membership in outside activities.
   c. External areas of concern such as campus apathy, chapter image, administration relations, scholastics, etc.
   d. Campus activities in which the chapter is involved such as student elections, Greek week, IFC, homecoming, etc., with a focus on stressing their importance for the chapter.
3. **Scholastic Development**
   
   a. A discussion of the curriculum and major fields of study and future plans.
   b. Focus on education as primary factor for being in school.
   c. Relationship between the fraternity experience and the educational experience.
   d. Class scheduling, attendance and performance with emphasis on areas of difficulty.
   e. General study environment of the chapter and chapter house.
   f. Individual scholastic responsibilities.
   g. Special assistance and support.
   h. Big brother-little brother study sessions.

4. **Social Development**
   
   a. Areas of social development both formal and informal. Such as organized social activities, spontaneous get togethers, meal functions and frequenting the chapter house.
   b. Individual social development such as manners, common courtesies, behavior, meeting and visiting guests and dating.
   c. Balance between the social life and school.
   d. A discussion about alcohol with an emphasis on putting it in proper perspective.
   e. Detrimental effects of drug abuse to the chapter and the individual.
   f. Big brother-little brother social activities.

5. **Intimate Problems**
   
   a. General state of morale.
   b. Gripes, complaints, problems with any member or the chapter.
   c. Personal problems such as financial, scholastic, attitude, family, etc.

6. **Fraternalism**
   
   a. The importance of the ritual in the fraternity.
   b. Brotherhood and how it applies to the chapter and to the individual.
   c. Standards of the chapter and of the individual chapters.
Big Brother Program

In the event that a big brother is unwilling or incapable of doing what is expected of him in this capacity, he should be relieved of the assignment and other member appointed. It may be argued that removal of a big brother places him in an embarrassing position. A more important consideration is that unless he is removed and an effective big brother appointed, an important aspect of a meaningful fraternity experience is being neglected—the welfare of a pledge.

It is also suggested that a gift of nominal value be exchanged between the big and little brother to demonstrate in a tangible way the sincere and personal fraternal feeling which has developed through the relationship. The exchange can take place at a special occasion such as a chapter retreat, pre-ritual week, initiation banquet, etc. If possible such a gift should be associated with the fraternity in some way. For example a recognition button, an unjeweled badge, a personalized mug or a paddle. It is also recommended that the big brother-little brother relationship continue following the initiation ritual since this relationship should be lifelong.
Parents

An important aspect of the pledge program involves building a strong relationship with the parents of the pledges. Frequently we find that a pledge's lack of involvement in chapter affairs, or personal conflicts, may be caused by a lack of understanding on the part of the parents of what the fraternity represents. By building positive interpersonal relationships with them, we create an atmosphere where parents may be given an opportunity to learn more about Acacia.

It is recommended that avenues of communication with parents be created. An example might be a personal letter to each pledge's parents upon his pledging. Enclosed with this letter may be a copy of your rush pamphlet or latest chapter newsletter.
Pledge Committee

Duties of the Pledge Committee

The pledge committee is a necessary and helpful addition to the pledge program. By dividing the responsibilities and work associated with running the pledge program the senior dean assures that all the goals will be met and each area of the program will receive needed supervision.

1. Develop the comprehensive pledge program with week-by-week activities, study projects and evaluation.
2. Act as a liaison between the active chapter and the pledge class.
3. Direct weekly pledge meetings.
4. Prepare material for weekly meetings, organize outside speakers.
5. Work individually with pledges to insure academic success.
6. Oversee pledge class projects, trips and chapter responsibilities.
7. Supervise and enhance the big brother program, pledge class achievement and evaluation.
8. Prepare and submit necessary reports to the chapter, venerable dean and the headquarters.

Organization of the Pledge Committee

Senior Dean

The senior dean has the responsibility to carry out the main goals of the program. You will direct each of the men on the pledge committee, delegating authority and evaluating their contribution. The senior dean is responsible for record keeping. The written records you keep will be shared with the brothers, providing them with a full outline of the pledge program and should be passed along to succeeding senior deans so they can build on your success. The senior dean must be in command of his role in the program and must know thoroughly the work being carried out by every brother on the pledge education.

It has already been pointed out that the senior dean can't hope to do the whole job by himself. He will need a well-organized and highly motivated committee. Each member of that committee will need a specific responsibility to carry out. Responsibilities in the areas of scholarship, morale, projects and instruction can be assigned to individuals working under the senior dean. This delegation of responsibility brings more talent to bear on pledge education and lightens the load on any one individual. Each suggested position will be discussed in turn with suggested responsibilities.
Pledge Committee

Academic Chairman

In selecting an academic chairman the senior dean may want to recruit a member of the scholarship committee or even the scholarship chairman to oversee this vital area. The chapter has a responsibility to each of its new pledges to help them make the academic transition from high school to college successfully. Your chapter should set a minimum academic standard that must be achieved for initiation into the fraternity. Many chapters require a 2.2 or 2.3 on a 4.0 scale to be eligible for initiation. If the chapter expects high achievement from each of its members and pledges it will be providing each pledge with a foundation for academic success. These duties should make up some of the duties of the academic chairman:

1. In charge of overall pledge class academic success.
2. Direct a pledge class study hours program in the chapter house or library.
3. Maintain records on each man's academic progress.
4. Match men having academic difficulty with brothers who can provide assistance.
5. Assist men in learning to budget their time and energy fostering good college study skills.
6. Organize a special study skills workshop for the pledge class through the college.
7. Foster respect and desire for academic excellence in the pledge class.

Works and Projects Chairman

The chapter's house grounds chairman can handle this assignment working with the pledges to develop a feeling of pride in your chapter house. He will need to work with the pledge class to teach the proper way to do the various cleanup jobs in the chapter house and to explain the pledges' roles in house maintenance. He will also need to go over the rules concerning cleaning, quite hours, conduct while on the chapter's property, telephones and other important house rules.

The pledge class should also complete a pledge community service project toward the end of their pledge period. The object is to get these new Acacians involved in the community early in their college careers, reinforcing the commitment of the fraternity to human service. Here are some of the responsibilities of the works and projects chairman:

1. Organize the pledge class for periodic housework.
2. Supervise and instruct pledges in proper cleaning, areas to clean and respect for chapter property.
3. Coordinate joint projects and housecleaning between the brothers and pledges.
4. Assist the pledge class in selecting and completing a pledge class house improvement project.
5. Assist the pledge class in completing a class human service project.

The Pledge Instructor

While the senior dean might want to have primary responsibility for presenting material to the pledge class, he might also want to have one of his top assistants serve with him as the pledge instructor. We all agree that there is much information a pledge must learn if he is to be a qualified, contributing active member. Therefore, the pledge instructor should make an effort to teach the material in an interesting and provocative manner. No one likes dull, boring lectures and assignments. Be creative and challenge the intellect in each of your pledges. Use guest speakers from the ranks of the active chapter, its alumni, the administration and others to enliven your pledge meetings. These ideas should guide your pledge instructor:

1. Produce the program part of regular pledge meetings with the senior dean.
2. Arrange for guest speakers such as the venerable dean, treasurer, chapter advisor, house corporation President and dean of fraternities, to address the pledge class.
3. Arrange quizzes on Acacia material.
Your Local Manual

A chapter pledge manual is a compilation of all the important data about your own chapter that a pledge will need to know. It is meant to serve as a daily reference for your pledges and a supplement to the Pythagoras, in your pledge education program. This extra manual is an important task for your committee. You must make decisions as to what will be in the manual, how it will be written and how it will be printed. These are vital decisions since you are, in effect, charting the course of your program on paper for the pledge class and your actual program will have to be consistent with this pledge guide. It is much better for your committee to put together this guide than rely on the pledges to write down everything you say at the opening meeting. This one element can really make the difference in motivating your pledges and getting them to perform up to your expectations. It will lighten your subsequent education load, organize the program, give specific guidelines and add continuity from one pledge class to the next.

The following presents some of the elements you will want to consider in putting together your chapter pledge guide:

**Chapter Information:**
1. Names, hometowns, majors of all brothers.
2. Chapter history and traditions.
3. Chapter officers and committee chairmen.
4. Rules for the chapter house.
5. Outline of pledge fees, initiation fees, per capita dues and chapter house bills.
6. Chapter requirements for initiation.
7. Chapter house fire safety information.
8. Pledge data sheet.

**College and Fraternity System:**
1. Campus map.
2. Sketches of all fraternity and sorority badges on your campus, both pledge and active.
3. School history and traditions.
4. IFC officers and operation.

**International Fraternity:**
1. List of chapters and locations.
2. List of current staff members.
4. Name of your regional counselor.
5. Prominent international alumni.
Your Local Manual

Alumni:

1. Name of chapter advisor and some information about him.
2. Names and information on House Corporation members.
3. Prominent local alumni.

Pledge Program:

1. Schedule of pledge meetings.
2. Chapter social and athletic calendar.
3. Pledge duties and responsibilities.
4. Explanation of the big brother program.
5. Schedule of quizzes and work assignments.
7. Pledge academic program outline.

Other Elements:

1. The a-b-c's of Parliamentary Procedure.
2. Outline of social etiquette.
3. Duties of pledge class officers.
4. Chapter songs.

There are, without a doubt, many other elements your chapter will feel should also be added to the manual. It should be made to meet your chapter's individual needs.

The printing and binding of your manual can be an important consideration. All pages should be neat and legible. The pages then can be put together in a theme cover or three ring binder to prevent the loss of pages. After the initial work the manuals can be kept current with a little extra effort and provide an important resource in your pledge education program.
A man pledges a fraternity because he is sincerely interested in joining that organization. If a man is informed during rush of the requirements for initiation he should be willing to fulfill them upon acceptance of a bid. Yet often a pledge will fail to reach the goals set by the chapter. This often results from not understanding the importance of the task. If there is a logical reason for the task and it is explained to him the pledge should respond in a positive way. If this does not work social pressure may be applied by:

1. Posting of pledge points.
2. Posting of grades received on pledge quizzes.
3. Informal warning from big brother of forthcoming action.
4. Formal warning by senior dean, big brother and pledge committee.
5. Restrict participation in social activities and/or intramurals.
6. Add study hours or additional duties.
7. Peer pressure from pledge and actives.

If the pledge fails to respond to these actions then a probationary period may be used. The pledge is notified that he is under strict observation with the understanding that unless desired improvement is seen within a specified time period he will be depledged. Depledging is a final step and an undesirable one but one that should be taken if necessary. If a pledge is unwilling to respond positively to these actions it can then be assumed that his desire is not sincere. It is better to lose an unmotivated pledge than to gain an unmotivated brother who will set a poor example for other actives and future pledges.

It is very important that the tasks assigned to the pledge be defendable. If the only justification is "that's the way it works" or "you'll understand later," then maybe the pledge is correct in his action. If the problem is financial delinquency a letter to his parents can be very effective.

At no time should physical or verbal abuse, public humiliation or any other form of hazing be used as a punishment.
Initiation

Keep in mind that initiation, like the pre-initiation period, is performed not only for the pledges, but for all members - undergraduate and alumni alike. While the members have personally witnessed many rituals, each performance is someone's one and only initiation into Acacia. We owe that individual the best and most accurate performance of the Acacia Ritual that we are capable of giving. The pre-initiation period and initiation serve to remind us of our oaths and the commitment we have made to our brotherhood.

The Initiation Ritual is Acacia's most solemn and dignified fraternal act. Accordingly, it should be presented in a manner that is a credit to Acacia, i.e., with honor and dignity.

The Ritual of Acacia must be presented exactly as detailed in the latest edition of the Ritual. No additions, omissions or mutations are allowed. Just as it would be wrong for an individual chapter member to change policy which only the chapter has the authority to change, so it is wrong for a chapter to alter the ritual which only the supreme governing body of Acacia, the Conclave, has the authority to change. If your chapter wishes to make alterations or additions to the ritual, it must present them to the Conclave. The ritual presentation may not be altered without the permission of the Conclave first. Our ritual is meant to be a unifying force - it is the one experience common to all men who themselves Acacians. To alter your chapter's presentation of the Acacia Ritual would be to deny those men you initiate the experience which bonds all members of Acacia together.

Before beginning the initiation ceremony, make sure that those members performing the ritual have memorized their respective parts, that all members of the chapter are familiar with the entire ritual (including the secrets) and that all materials needed for the ritual are prepared. You should have accomplished all of this prior to the pre-initiation period, but if you did not, be sure you do it now - before the first man is initiated. A "dry run" of the ritual will help you guarantee that all members are fully familiar with the ceremony.

Be sure to secure the area where you are performing the ritual to prevent all disturbances. Take all phones off the hook. The doors should be guarded but do not prevent them from being easily opened from the inside in case of a fire or any other possible emergency.

An hour and a half before initiation the senior dean, venerable dean, an alumnus and perhaps several highly respected chapter members should lead a discussion with the pledges about the meeting of the lifelong commitment they are about to make and the meeting of the ritual in general. The speakers should feel free to draw on personal experience and on material from Ed King's, Secret Thoughts of a Ritual. At no time should any references be made to specifics of the Acacia Ritual. The 20-40 minute discussion will help the pledges more fully appreciate our ritual and understand the commitment
Initiation

they are about to make. When the discussion is finished you should make any last minute preparations and do a "dry run" of the ritual to assure that the members are familiar with every bit of it.

While waiting to be initiated the pledges should be together but asked not to talk. This is a time when they will naturally want to contemplate what they are about to experience. Be sure the pledges are comfortable. If they are uncomfortable they unconsciously concentrate more on their discomfort than on contemplating what they are about to experience.
Goal Setting Guidelines

“The world makes way for the man who knows where he is going.”
-Ralph Waldo Emerson

“Do not wait; the time will never be ‘just right’. Start where you stand, and work with whatever tools you may have at your command, and better tools will be found as you go along.”
- Napoleon Hill

Why set goals?
Setting goals for your term in office will be crucial to your success. You will have many days when unexpected events or circumstances will distract your attention, and in order for the chapter to be continuously making progress, you must have some agreement amongst the members of the chapter about where the organization is heading.

Where to set goals
Goal setting can take place at a Chapter Retreat, an Executive Officer Retreat, remotely by way of utilizing resources through your chapter Dropbox account, or even on the back of the proverbial napkin in a restaurant! Truthfully, you will be writing and re-writing your goals constantly, so the important thing is not necessarily to have a “perfectly written goal”, but to have a specific sense of where you are going.

How to set goals
In this section, you will be provided with guidelines for the goal setting process. You will see that it is a detailed process that will take some time, but those Venerable Deans that carefully set their goals and begin enacting action plans to achieve them will be far ahead of their colleagues who choose not to.

“Nothing can add more power to your life than concentrating all of your energies on a limited set of targets.”
- Nido Qubein
Management by Objective
Step One: The Process

1. Have your chapter review the Spirit of Excellence Chapter Standards Program (available via your chapter Dropbox account) to assess the chapter and develop a list of areas for improvement.
2. Once areas for improvement have been identified, create targeted objectives to help the chapter make progress.
3. Once potential objectives have been listed for each area, the Venerable Dean (or facilitator) works to gain consensus upon the priority level of each area for improvement.
4. Once priorities have been defined, each objective is assigned to an individual or committee responsible for developing and organizing the action plan for the objective.
5. Be sure that a projected completion date or timeline is formulated for each objective, and set a schedule for reviewing the status of all objectives and next actions on a weekly basis.

For example, if an area for improvement is ‘improved scholarship’, and the objective is ‘to attain the highest fraternity GPA on campus’, then the action plan may look something like this:

<table>
<thead>
<tr>
<th>Area for Improvement - Scholarship / Academics</th>
<th>Objective - Our chapter will achieve the highest fraternity GPA on campus during the spring semester</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Next Actions</strong></td>
<td><strong>Officer Responsible</strong></td>
</tr>
<tr>
<td>Schedule a time management seminar for all chapter members for January 10th</td>
<td>Cornerstones Chairman</td>
</tr>
<tr>
<td>Identify all campus tutoring options for each major &amp; post a contact sheet of tutors every Monday</td>
<td>Scholarship Chairman</td>
</tr>
<tr>
<td>Limit social events to Friday and Saturday night only</td>
<td>Junior Dean</td>
</tr>
<tr>
<td>Make “academics” the first or second topic discussed with potential new members, to reinforce its importance to chapter members</td>
<td>Recruitment Chairman</td>
</tr>
<tr>
<td>Enforce “quiet hours” in the chapter house Sunday - Thursday</td>
<td>Senior Steward</td>
</tr>
</tbody>
</table>
Goal Setting Guidelines

Management by Objective
Step Two: Monitoring Progress
One executive officer should be responsible for copying and distributing each objective sheet. One copy should be retained by the individual responsible, and copies should be posted in the chapter house for all members to see. At least once a month, a progress report should be presented to the chapter by those responsible for the objectives.

Chapter officers should make a routine of checking up on each objective weekly with the following questions:
- Is the objective clarified? Is it measurable with a timeline?
- Have resources been considered? Time, budget, materials?
- What are the best alternatives for implementation?
- What may go wrong? What will be done to avert problems and address challenges?
- Is the plan a means to the end? (It should be.)

Management by Objective
Step Three: Periodic Re-evaluation
Each goal and objective must be periodically re-evaluated and modified as necessary. Resources necessary for an objective to be met must also be reviewed, as well the priorities of the objective. The Management by Objective goal setting process should be repeated twice each year to celebrate successes and to establish new objectives and timelines.
Goal Setting Guidelines

How to write out your goals: Utilize the “Three P’s of goal writing”

“Three P’s of Goal Writing”

1. **Present Tense** – “I am recruiting a 20-member pledge class Fall 20xx semester.”
   - Each goal should be written as if it has already been achieved. This will trigger your mind to work more efficiently to achieve the goal.

2. **Positive Language** – “I am looking at our chapters balanced bank account statement with $3,000 in reserves at the end of the semester on December 12, 20xx.”
   - Again, use positive language “as if” the goal were already completed. This will help your mind do a shift into a mode in which you mentally get used to believing that this goal will be accomplished.

3. **Personal** – “I am successfully meeting & capturing contact information from 5 potential members per day, totaling 25 potential members for the week of August 15th, 20xx.”
   - Always use the word “I”, plus an action verb
   - Keep action verb short, simple, sharp
Goal Achieving Process: How to Achieve Any Goal

Source: Brian Tracy is widely regarded as one of the top personal productivity experts of our time. He has spent his life studying the best and the brightest in the world, and helping them find ways to become even more successful and productive. He coaches his followers on the simple process of goal setting as follows:

**Step 1: Decide exactly what you want.**
Gain clarity about what is expected of you, and in what order of priority.

**Step 2: Write it down.**
A goal or objective that is not in writing is merely a wish or fantasy. It has no energy behind it. Remember the three P’s: present, personal, positive. A goal should be in the present tense, use personal language, and positive language. For example, “I am the President of the Interfraternity Council by the beginning of my junior year.” Or, “I am the facilitator of an excellent chapter retreat during the first week back to school in the spring.”

**Step 3: Set a deadline on your goal.**
Set sub-deadlines if necessary. You must assign a time element to make it more real to you.

**Step 4: Make a list of everything you can think of that you are going to have to do to achieve your goal.**
As you think of new activities, add them to your list. Keep building your list until it is complete. A list gives you a visual picture of the larger task or objective. It gives you a track to run on.

**Step 5: Organize the list into a plan.**
Organize the list based on ‘priority’ and ‘sequence.’ Decide what you can do now and what you can do later. Decide what needs to be done first and what needs to be done afterwards.

**Step 6: Take action on your plan immediately.**
Do something...anything; and you will build the momentum needed to complete the entire goal. An average plan vigorously executed is far better than a brilliant plan on which nothing is done.

**Step 7: Resolve to do something every single day that moves you toward your major goal.**
Build it into your daily schedule. Whatever it is, you must never miss a day.
Appendix

The following pages contain important information that you should read in order to maximize your understanding of and success in your position.

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<table>
<thead>
<tr>
<th>Fee</th>
<th>Description</th>
<th>When Due?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pledge Dues</td>
<td>$90 due with Pledge Record after pledge induction ceremony.</td>
<td>Within 72 Hours</td>
</tr>
<tr>
<td>Initiation Dues</td>
<td>$250 due with Membership Record following all degree work. This fee covers the cost of a membership badge and shingle.</td>
<td>Within 72 Hours</td>
</tr>
<tr>
<td>Per Capita Dues</td>
<td>$170 due each fall (yearly) for every active member within a chapter.</td>
<td>Yearly (Fall)</td>
</tr>
<tr>
<td>NIC Fee</td>
<td>$14 due each fall (yearly) for every active member within a chapter.</td>
<td>Yearly (Fall)</td>
</tr>
<tr>
<td>Technology Fee</td>
<td>$18 due each fall (yearly) for every active member within a chapter and at the time of pledging for each new member.</td>
<td>Yearly (Fall) / Within 72 Hours</td>
</tr>
<tr>
<td>Insurance</td>
<td>$175 per member, subject to annual increases</td>
<td>Yearly (Fall)</td>
</tr>
<tr>
<td>D&amp;O Insurance</td>
<td>$60-$165 per chapter, based on if the chapter has a chapter house($165) or not($60)</td>
<td>Yearly (Fall)</td>
</tr>
<tr>
<td>Honorary Initiation</td>
<td>$75, due with Membership Record following degree work.</td>
<td>Within 72 Hours</td>
</tr>
<tr>
<td>Alumni Dues</td>
<td>Determined by local alumni association.</td>
<td>Determined Locally</td>
</tr>
<tr>
<td>Replacement Shingle</td>
<td>$10 - contact Office Manager at Acacia Headquarters</td>
<td>As Needed</td>
</tr>
<tr>
<td>Pledge Pins</td>
<td>$5.25 - contact Office Manager at Acacia Headquarters</td>
<td>As Needed</td>
</tr>
<tr>
<td>Pythagoras Manual</td>
<td>$10 - contact Office Manager at Acacia Headquarters. New 2016 edition.</td>
<td>As Needed</td>
</tr>
<tr>
<td>Badge</td>
<td>$120 - $240 - contact Office Manager at Acacia Headquarters</td>
<td>As Needed</td>
</tr>
<tr>
<td>ALA / Conclave</td>
<td>$400 per chapter (pays for 2 registrations - additional registrations are determined based on current pricing at time of ALA/Conclave)</td>
<td>Yearly (Spring)</td>
</tr>
<tr>
<td>VD Summit</td>
<td>$75 per chapter (pays for 1 registration)</td>
<td>Yearly (Fall)</td>
</tr>
</tbody>
</table>
Leadership

You were selected to become a Venerable Dean of Acacia Fraternity through a vote in which the majority of your peers thought that you were a good enough leader to guide their fraternity for the next year. They put their faith in your leadership abilities. The logical explanation is that you are already developing quality leadership characteristics which were evident to the other members of your chapter.

Leadership Style
The point being made is that your leadership style is just that... yours. Because you have now assumed the title of Venerable Dean does not mean that your leadership style, which is a reflection of your personality, must change drastically. Nor does it mean that assuming all of the leadership traits or ideas which will be presented will make you a better leader. It simply means that other people see you as having the type of personality and maturity that is needed to successfully lead people.

General Tips
• Be fair, be honest, and work on the technical aspects of your position (such as the system described in the previous section, or your public speaking ability, etc.) and let your instinct and experience guide you with the rest.
• Use what works for you, and disregard what does not. You are unique. In all the history of the world there was never anyone exactly like you, and in all of the infinity to come there will never be another you.

To Discover Your Leadership Strengths
• Buy the book Strengths-Based Leadership & do the Strengths-Finder assessment to discover your Top 5 Leadership Strengths. The assessment will provide insight into how your particular leadership strengths can be applied, and also provides direction regarding how to work with everyone in your chapter based on their leadership strengths.
• Take the Myers-Briggs Type Indicator assessment for another perspective on “who you are”
• Take the DISC Personality Test for yet another perspective on “who you are”

My Definition of Leadership:
Leadership

Leadership Statements

Leadership is one of those concepts that has been defined in so many different ways by so many different people that it can be difficult to agree on a particular definition.

Instructions: Take a few minutes to read the statements below, and identify which statements you agree with or disagree with. There is space at the bottom to write in your own definition of leadership if you would like to.

1. Leadership is the ability to impress the will of the leader on those led and induce obedience, respect, loyalty, and cooperation.
2. The role of the leader is to serve followers and empower them to become leaders themselves.
3. Leadership is an individual act. One person - a leader - provides leadership. A leader interacts with followers primarily to get them to do what he or she wants them to do. A leader may influence either through persuasion or power, but the point is to get the followers to accomplish the goals the leader sets.
4. Leaders are born, not made.
5. Leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality.
6. Leadership means working together with a shared purpose towards changes that make a positive impact on individuals, a cause, or a community. Within this process, those who simply contribute while using their values and unique personal gifts, are leaders.
7. Leadership stems from the position a person has within the group. Leaders are those who hold authority within organizations and have a complement of subordinates reporting to them. The role of the leader is to monitor, control, and direct subordinates reporting to them. Leadership is reserved for those who have been given a certain rank within the organization.
8. Leadership can be done by anyone, not just by people who are designated as the leaders.

*Adapted from the Participant Guide of the Undergraduate Interfraternity Institute, a program of the North-American Interfraternity Conference, 2009*
Leadership Qualities & Traits

Which of these will define your term as Venerable Dean?

- **Desire** - To be a Venerable Dean you have to want to be one; willing to take the risks that go along with the position.
- **Initiative** - Must be a self-starter, willing to make decisions & accept responsibility for results.
- **Goals** - You must have ideas as to what you want to accomplish. Make a list and keep checking on it as you proceed. Involve key brothers in your goals. Get them done.
- **Enthusiasm** - If you expect cooperation you must be excited about your ideas.
- **Flexibility / Adaptability** - Always looks for new & better ways. Improvise when a plan goes wrong.
- **Tact / Diplomacy** - Never scold in public, talk man-to-man with those who need direction. Be the mediator and compromiser. Don't take sides without getting the facts from all.
- **Broad-mindedness** - Consider the needs and desires of all you serve. Don't play favorites.
- **Respect** - Have respect for those you lead, and be respected.
- **Set the Example** - Live up to the standards you expect your followers to abide by. Roll up your sleeves and participate in activities and projects.
- **Integrity** - Keep your word! Do what you say you are going to do.
- **Be Democratic** - Don't be a dictator or laissez faire leader. People want to be led; not dictated to.
- **Confidence** - Be direct & firm. Those who elected you expect you to be positive, fine, and in control. Don't let people walk over you, but make decisions with compassion.
- **Humility** - Give recognition to those who deserve the credit. If you deserve it, you will get the credit you need, you won't need to take it. It reflects strength, not weakness, to admit your mistakes.
- **Humanity** - Consider human relations and human needs of those you lead; love, recognition, achievement, success, and self-gratification.
- **Responsibility** - You have accepted full responsibility by becoming Venerable Dean. Don't act impulsively. When the chips are down you must be willing to act - that is what sets you apart from others.
“The Rule of 2/3”

This is a rule which will allow you to get more productivity out of your chapter as a whole. It is an efficient way to alleviate, or at least lessen the impact of a word which we will use only once before striking it from our vocabulary. Apathy. There, we said it; now promise to never use that word again. Take a black marker and cover the word in all of your dictionaries! You may think that _______ is the cause of all of your problems. Wrong. You may think that _______ is the reason that your attendance is low at rush functions. Wrong again! There is no such thing as _______. Replace that word which no longer exists with "lack of motivation" and all of those sentences become true.

_________ = LACK OF MOTIVATION

Remember that phrase and repeat it to yourself every time you hear that extinct word. Motivation is what causes people to do things, right? Maybe it is money, maybe it is fear, maybe it is survival, but whatever it is...positive or negative, it is motivation that causes people to do things. Therefore, a lack of motivation is what causes people -not to do things. It is not that someone is inherently lazy or that he is out to undermine all of your efforts, it is simply that he has not been motivated by something that will "turn him on." Now, back to the "Rule of 2/3."

Take a roster of all of your brothers and you will find that there are always approximately a third that seem to do the majority of the work, tend to be officers, and are general leaders that the chapter could not do without. On the other side of the coin, there is a third that seem to have nothing but destruction of the chapter on their mind. They complain about everything, do nothing, and never seem to do their fair share of work for the chapter. No matter how hard you have tried, you just cannot seem to be able to get these guys to help you out. The final third is comprised of individuals who although are not the big leaders, will work when asked and are at least not detrimental to the chapter. These are the people to motivate.

The biggest mistake that many Venerable Deans make is wasting time trying to motivate the bottom third (who may never respond at all) when the middle third is sitting primed and ready for you to give a little shove of motivation to get them moving. Try to motivate the middle third and you will be getting more "bang for your buck" than if you spend all of your precious time trying to turn around people who do not want turned around. This may seem a bit harsh to count the lower third out entirely, but if you are satisfying their basic needs from the fraternity there is nothing else you can do until they decide to become part of the middle third. Also, even though it seems as though you desperately need their
Motivation

manpower, if you have two thirds of your group completely motivated you will have more help than you know what to do with.

So, in summary, the "Rule of 2/3" states that you should not waste your time on the bottom third, but instead, spend the majority of your time trying to motivate the middle third of your chapter...those who want to be motivated.

**POSITIVE vs NEGATIVE REINFORCEMENT**

After discussing who and why to motivate people for more productivity in your chapter, the topic of positive versus negative reinforcement is worth mentioning.

Simply remember that positive reinforcement is best and negative reinforcement is worst. A good healthy pat on the back is more effective than a monetary fine will ever be. Many chapters have developed elaborate fine systems for everything that occurs in the house from chapter meetings all the way down to missing a social event. If your chapter has a system like this, or is moving in that direction, beware. That is a sure fire sign of an impending attitude problem and a laziness on the part of the leadership of the house in not devising more creative ways to motivate the members to do something. For example, if people are not showing up for your chapter meetings, do not fine them more money. That is negative. Instead, give them a positive reinforcer that will make them want to come. For example, make your meetings more efficient and shorter in length; or have some pizza there for anyone who attends; or ask that person not showing up to present a report to the chapter concerning the feasibility of getting new furniture.

Whatever it takes is fine...just don't penalize them for not coming. Reward them for coming!
Public Relations Awareness

As Venerable Dean of the chapter of Acacia Fraternity, on your campus, you are the physical manifestation of all that your fraternity has to offer. You are looked at as the personification of every member of your chapter. This is not only a heavy, but also a very proud cross to bear. You must get into the habit of realizing the amount of importance that you have to the public relations aspect of your chapter. This includes - meetings, hosting events, walking on campus, dealing with the police at three o'clock in the morning, or whatever. You are Acacia in everyone's eyes.

One great idea to keep in the back of your mind is the “Rule of 250.”

"THE RULE OF 250"

If you ask a minister how many people on an average, attend weddings, he will tell you about 250. Similarly, if you ask a funeral director how many people he usually plans on attending a funeral, he would tell you that a good average is about 250.

The inference that can be drawn from these figures is that every person that you ever deal with probably has at least 250 acquaintances that are close enough to attend his/her wedding and funeral. Therefore, any impression that you give someone can be expected to be given to 250 more without you doing a thing. This can be good or bad. A good impression will make you look favorable in 250 people's eyes, while a bad impression will put you 250 people in the hole, even if they have never even met you! Good impressions last...bad impressions come back to haunt you.
Group Communication Techniques

Here are some ideas concerning group dynamics that should help you immensely in your effectiveness as a group leader during chapter meetings:

1. **Only discuss what is absolutely necessary.** The most often heard complaint about chapter meetings is that they are too long. The quickest way to alleviate this complaint is to stick to a well prepared agenda. This agenda should be produced during the executive committee meeting keeping in mind that 8 or 10 people will usually make the same decision that 50 or 60 will.

2. **Do not attempt to railroad or manipulate the group.** Although you do have the authority in many instances to make a decision or judgment on an issue, if you attempt to manipulate the group, they will sense it and you will lose every bit of faith that the members once had in you.

3. **Never compete with the group members.** If you have ideas that you feel are so far superior that they simply must be heard, then quietly tell someone else and let him express them. You will favor your own ideas over others due to human nature. If the brothers detect that favoritism...their feeling of importance to the meeting is shot. It is easiest to simply make it a habit to let the group throw out ideas.

4. **Use every member of the group.** If just a few members are doing all of the discussing, then you are losing valuable viewpoints of those members who might not be as vocal. It is your responsibility as leader to make sure that all opinions are adequately expressed. Look right at a quieter member when you ask for questions on a topic. If you have one person in particular who tends to dominate the conversation, try to control him by avoiding his eyes when asking for a response, or possibly saying "thank you, I've got it" when you believe he has made his point.
Appointing Committee Heads

The appointment of committee heads is one job that, if done properly, can make your life much easier as Venerable Dean. You want "do'ers" in those jobs that can take on projects and can complete them without much hand-holding from you or any other officer. Here is a terrific way to go about finding the best committee head in your chapter.

Take a roster of all of your members and divide them into cliques. That's right...cliques. No matter how much you say you do not have them, every chapter has two or three cliques that tend to hang around together quite a bit. There is no need to discuss the issue of one happy family right now, that is not what we want. We want committee heads to start dividing. All done?

Now, what you have in front of you is every member of your fraternity divided into each particular clique, large or small. Next, you need to decide who is the leader of each clique. You know, the one that everyone else in the clique agrees with whenever he makes a statement. The ringleader so to speak. Understand that the elected officials of the group are very seldom the only leaders.

The list of leaders that you now have in front of you is the list of members from which you should select your committee heads. These guys are not the ones who have done what is necessary to get them elected to an office, although that certainly is not bad. What this list is comprised of is. a list of guys who get things done by leading people. That is what you want in a committee head and that is what these people will give you.
Hazing

Probably no other aspect of collegiate fraternity life today receives as much publicity, all of it unfavorable, as the subject of HAZING. All of us have read such headlines as "Fraternity Pledge Dies of Alcohol Overdose", "Head-on Kills 3 Fraternity Pledges", or "Hell Week Stunt Injures 4 Pledges". In recent years several movies and television shows have also been devoted to this largely outmoded phase of fraternity living.

What is HAZING?

It has been legally defined as the striking, laying open hand upon, treating with violence, or offering to do bodily harm to a fraternity pledge with intent to punish or injure him, or other treatment of a tyrannical, abusive, shameful, insulting or humiliating nature. According to the Statement of Position on Hazing and pre-initiation activities adopted by the Fraternity Executives Association (Appendix A), hazing is any action taken or situation created, whether on or off the fraternity premises, to produce mental or physical discomfort, embarrassment, harassment, or ridicule.

Whatever the precise definition, a pledge education program which includes hazing of any kind is today considered harmful to the spirit of brotherhood which is a collegiate fraternity. And the law speaks out "loud and clear" on the wrongfulness of hazing. Doubtlessly, the member who actually commits the act can be liable for damages to the pledge he mistreats. Moreover, the local chapter, national chapter and school itself may have to compensate the victim. Note also that at least one state makes it a criminal offense to Injure someone in the act of hazing. All colleges and national chapters prohibit this conduct. At a minimum, hazing holds the potential for serious injury or death and creates only bad feelings between chapter and the college community.

Remember that by joining a fraternal organization, the pledge does not, in the eyes of the law, assume or consent to the risk of whatever physical or mental consequences which may be inflicted upon him by other members. If he is in fact injured physically or mentally in the course of hazing, whether collectively by the chapter or by a small informal group, financial liability may well accrue against the chapter. No amount of monetary judgement can replace a son or make up for a permanent handicap sustained in a few moments of misguided frivolity.
Report of Jurisprudence Committee
1982 Conclave
New Orleans, Louisiana
August 9-11, 1982

Conclave Action on Anti-Hazing Policy

Summation: This policy defines the term hazing, enumerates the duties and responsibilities of the various bodies within the Fraternity structure as to policy implementation; establishes the procedural steps which are involved in the handling of any question as to violation of the hazing policy; and provides for enforcement of this section.

DELETE: Article 8, Section 2-201 and Article 8, Section 2-802. (EXPRESS REPEAL)

ADD: Article 8, Section 2-801 as a - NEW Section to read as follows:

2-802. Procedure for Implementation. The practice of hazing by any Acacia Fraternity Chapter, on or off premises, is hereby prohibited. The International Council shall have the authority to implement, through the adoption of policy statements, the provisions of this section and the enforcement of this section.

10-202. Prohibition against hazing; procedure for investigation and enforcement.

I. Hazing allegations

A. Procedure

1. A hazing allegation shall be received by the Executive Director.

2. The Executive Director shall immediately notify the International President of any allegations.

3. The International President shall either direct the Executive Director to proceed with an investigation by the International staff, appoint an independent commission as provided for in 10-101 IA4, or take no action on the allegation.

4. In certain cases, the International Council or the International President may appoint a special commission to consist of more than three but not more than five disinterested Acacia Fraternity members.

5. If the International President directs the Executive Director to
investigate the allegation, the Executive Director shall so notify in writing the chapter charged. If an investigatory commission is appointed, the Executive Director shall so notify in writing the chapter charged.

6. A written report of any investigation shall be distributed to the Executive Director, International Council, the chapter, and the Chapter Advisor.

7. If the report substantiates the initial allegation or brings to light other violations of Sections 2-801 or 2-802, the chapter shall be required to submit a written response to the report. The chapter must respond in writing to the Executive Director within ten (10) days from the date the investigation report is mailed to them. In appropriate cases, a chapter may be requested to show cause as to why their charter should not be suspended. Failure to comply or respond will be considered as a plea of no contest.

8. After evaluating the report and response, the Executive Director shall recommend one of the following to the International Council:
   a. Take no action
   b. Impose probationary status and require corrective measures
   c. Suspend charter
   d. Recommend revocation of charter to the International Conclave.
   e. The International Council shall vote on the Executive Director's recommendation.
   f. The International Council shall have the power to direct the Executive Director to enforce any sanctions.

II. Adjudicated Decisions by the School Regarding Hazing Incidents

A. Procedure
   1. The Executive Director shall receive a university decision. The Executive Director shall request transcripts or other records of the proceedings regarding the incident.
   2. The Executive Director shall review the proceedings and recommend action to the International Council.
   3. The following may be recommended:
Hazing

a. consider the matter adequately resolved by taking joint action with the University
b. impose probationary status and require corrective measures
c. suspension of chapter charter
d. recommend revocation of chapter charter

4. The recommendation shall be based upon past history of the chapter's conduct and operations, university-imposed sanctions, and actions taken by the chapter and/or alumni designed to correct deficiencies in programming.

5. The International Council shall vote on the Executive Director's recommendation.

6. The International Council shall have the authority to direct the Executive Director to take the necessary action for the execution of any sanctions.

III. The International Council shall have the authority to implement through policy statements the provisions of this section and to enforce the same.
Personal Notes

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 Venerable Dean.
Personal Notes

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 Venerable Dean.
Personal Goals

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

If you are experiencing any technical difficulties with this document, please contact: programming@acacia.org

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