

ASSOCIATE MEMBER EDUCATION  
ACTIVITY GUIDE  
CHAPTER FIVE: ACCOUNTABILITY



## THE BASICS

### PHILOSOPHY OF THE ORGANIZATION REGARDING HAZING

Pi Kappa Phi Fraternity is a values-based membership development organization that focuses on building brotherhood through character enhancement, leadership development, academic achievement, commitment to service, lifelong friendship and social experiences. The Fraternity's purpose and aim is to promote fellowship and mutual trust among its members, and Pi Kappa Phi fundamentally believes hazing prevents individual members and chapters from exemplifying these characteristics of brotherhood.

Striving to be a responsible member of the higher education community, Pi Kappa Phi is highly concerned about any activity that could be considered mentally, physically, or emotionally unsafe. Our Fraternity believes very strongly in the betterment of men through our chapters. Our organization upholds the following philosophy specifically related to hazing:

- The Fraternity is unequivocally opposed to all acts of hazing and expects our members to follow the laws across the United States that have made hazing illegal.
- As an organization founded on the principles of friendship, the Fraternity expects that all members treat each other with dignity and respect, regardless of their membership classification or level of seniority within the organization.
- The Fraternity supports and enhances the mission of the institutions where we are present through application of relevant student development theories.
- As a subset of the campus community, the Fraternity collaborates with the host institution to address the problem of hazing.
- The Fraternity works to address the underlying causes of hazing, and not simply the observable behaviors. As such, Pi Kappa Phi utilizes a comprehensive educational approach that reinforces the Fraternity's concern for human dignity and mutual respect among its members.
- Through education, training, and mature adult guidance, we provide the tools to help students make good choices, and to understand the consequences of their choices. The organization will hold chapters and individual chapter members accountable for the choices they make.
- The Fraternity expects personal responsibility from its members and accountability through local self governance within the boundaries established by Pi Kappa Phi's Constitution, Supreme Laws, and National Council policies.
- The Fraternity follows a consistent and progressive discipline strategy with our chapters. When a member or subordinate chapter is unable to conform to the expectations of Pi Kappa Phi, however, the conduct process may determine that they should no longer share in the privilege of participating in the Fraternity.
- We are concerned for the safety, well being, and dignity of our members.

### PI KAPPA PHI FRATERNITY RISK MANAGEMENT POLICY

No chapter, associate chapter, student, alumnus, or volunteer shall conduct nor condone hazing activities. Permission or approval by a person being hazed is not a defense. Hazing activities are defined as:

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

## THE WHITE DIAMOND: A GUIDE TO BROTHERHOOD

First authorized for publication by the 1936 Supreme Chapter, *The White Diamond* has served as a guide to brotherhood for generations of Pi Kappa Phi's associate members. In 1990, T.J. Sullivan, Alpha Psi (Indiana), wrote and designed what many modern-day Pi Kapps know as *The White Diamond*. Since then, *The White Diamond* has undergone a series of updates and revisions. This most recent revision reflects a commitment by the Fraternity to continue publishing a cutting edge guide to brotherhood for associate members.

At the 54<sup>th</sup> Supreme Chapter in Atlanta, the student delegates adopted a public values statement for the Fraternity centered on the values espoused in our Student Creed – commitments that both undergraduate members and alumni make in order to truly realize the vision of our founders. The 2016 edition of *The White Diamond* is organized around each of the values: Common Loyalty, Personal Responsibility, Achievement, Accountability, Campus Involvement, Responsible Citizenship, and Lifelong Commitment. **Each week of the chapter's associate member education program is intended to correspond to a chapter of *The White Diamond*, and the chapters are intentionally ordered to create an effective associate member education experience.**

### HOW TO USE THIS GUIDE

Each Associate Member Education Activity Guide corresponds to a chapter of the 2016 edition of *The White Diamond*. The guide contains a number of suggested activities to assist the Warden, Chaplain, and Associate Member Education Committee in planning the chapter's associate member education program.

In order to develop a successful associate member education program, the Warden, Chaplain, and Associate Member Education Committee should:

1. Review the activities contained in this guide.
2. Determine which activities, homework assignments, projects, and subordinate rituals to include in the associate member education program.
3. Complete the Topics and Assignments on the Associate Member Education Syllabus Template for the corresponding week in the associate member education program.
4. Complete the Core Concepts/Topics to Discuss, Activities, Subordinate Rituals, and Associate Member Assignments sections of the Associate Member Education Lesson Plan.
5. Submit a copy of the Associate Member Education Syllabus and Associate Member Education Lesson Plan to the Chapter Advisor, Leadership Consultant, and Director of Member Education for review.

### STAFF CONTACT INFORMATION

For more information about Pi Kappa Phi's associate member education resources, contact:

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## OVERVIEW OF THE WEEK

**Recommended Amount of Meeting Time:** 1.5 hours

### Goals for the Week:

- Explain the Fraternity standards of conduct.
- Explain the basic provisions of the Pi Kappa Phi Fraternity Risk Management Policy.
- Help the associate members understand and apply the concept of Ultimate Respect

### Recommended Activities:

- The Chapter Code of Conduct (15 minutes) - pg. 5
- Understanding the Standards Board (10 minutes) - pg. 6
- Who Killed Justin Smith? (45 minutes) - pg. 7
- Ultimate Respect (15 minutes) - pg. 10
- Ultimate Respect in Action (60-90 minutes) - pg. 11

### Associate Member Assignments to Complete Prior to the Meeting

- Read pages 140-151 in *The White Diamond*

### Additional Notes

- Invite the Standards Board Chairman to review the chapter Code of Conduct with the associate members
- Invite the Risk Management Chairman to help facilitate Who Killed Justin Smith? with the associate members

## ACTIVITY KEY

### ACTIVITY (amount of time)

#### Setup/Supplies Needed

- If any special setup is needed for the session it will be listed here
- Any supplies needed will also be listed

### Section Title - amount of time (# minutes)

#### Questions to ask and points to make verbatim

- Notes & Instructions for facilitators

## RECOMMENDED ACTIVITIES FOR THE WEEK

### THE CHAPTER CODE OF CONDUCT (15 minutes)

Pi Kappa Phi is a fraternity, not a social club. We have standards at both the national level and the local chapter level. When you accepted the associate member badge and pinned it to your shirt, you took on the responsibilities of a Pi Kappa Phi. Of the many duties associated with membership in the Fraternity, maintaining the standards of the organization is among the most important – it demonstrates a commitment to your personal values, as well as those espoused in our Ritual of Initiation.

- Review the chapter's Code of Conduct
- Have associate members sign and return a copy to the Standards Board Chairman

## UNDERSTANDING THE STANDARDS BOARD (10 minutes)

In order for Pi Kappa Phi to be successful, each member must demonstrate personal integrity and ultimate respect in his daily life. To ensure each member is living by our values, we have established standards of conduct. Members are expected to hold each other accountable to these standards. There are times when all members of the chapter, especially its leaders, must draw the line between the emotions of brotherhood and the necessities of responsibility. It is difficult to do sometimes, but a crucial obligation of all members of Pi Kappa Phi.

Brotherhood, as it exists between a chapter and a member, is a partnership. When a man is carrying his weight, paying his dues, making good grades, and positively contributing to the Fraternity, he can expect full benefits. However, when he fails to do these things, he must expect the chapter to hold him accountable.

The Student Creed clearly summarizes our shared standards and values as members of Pi Kappa Phi. These are the basic expectations of membership; therefore, the Student Creed should guide your everyday actions.

The chapter standards board is the peer group that is charged with maintaining the fraternity's standards. The composition of the Standards Board is a diverse cross-section of the chapter that accurately represents the varying interests and age levels within. The Standards Board has five (5) members:

**Standards Board Chairman**

**Sergeant-at-Arms** - receives any formal Complaints from members of the chapter and delivers communication between the Board and individual members

**Scribe** - takes the official minutes of each Standards Board meeting; accurately records cases and outcomes in the chapter records; completes appropriate Standards Board paperwork as necessary

**Two (2) additional members**

## WHO KILLED JUSTIN SMITH (45 minutes)

### Setup/Supplies Needed

- [Who Killed Justin Smith?](#) handout
- Pi Kappa Phi Risk Management Policy Basics handout

### Who Is to Blame? - 20 minutes

- Distribute the Who Killed Justin Smith? handout.
- Break associate members into groups of 4-5.
- Each group should read the scenario and gain consensus on who is to blame for Justin's death.
- If you receive questions about whether the rankings are based on legal responsibility, suffering, or moral obligation, tell the associate members to complete the activity however they prefer.
- After 15 minutes, bring the associate members back together, and ask:

#### Who is to blame for Justin Smith's death?

- The associate members will likely yell out, "Justin." At this point, you can agree; but remind the associate members that Justin is already dead, so:

#### Who else is to blame?

- Ask each person who shares why they ranked the individual where they did. There is no right answer in this scenario.
- After 5 minutes, move on to the next portion of the activity.

**More important than simply determining who is responsible for Justin's death, however, is figuring out what could have been done to prevent his death.**

### Pi Kappa Phi Fraternity Risk Management Policy - 20 minutes

**Pi Kappa Phi has a risk management policy, which is intended to keep our members safe.**

- Distribute the Pi Kappa Phi Risk Management Policy Basics handout

**The handout I just passed out contains the basics of our risk management policy. The full policy can be found on pages 206-208 of your *White Diamond*.**

Using the information on this handout, determine what risk management rules the chapter violated in this scenario.

Then, provide ideas of things they could have done to reduce their risk.

- The associate member should again work in their assigned groups.
- After 10 minutes, bring the associate members back together, and ask:

What risk management rules did the chapter violate in this scenario?

- Correct answers include:
  - Rule #10 - Dry Associate Member Activities
    - “Christian decided to have a pledge event with a quiz and lineup that night with some alcohol.”
    - “Family drinks were important to keeping the family united and [Scott] had given Justin a fifth of whiskey earlier in the evening before the lineup.”
  - Rule #1 - Don’t Break the Law
    - “Justin Smith, age 19....”
  - Rule #4 - Don’t Serve to Minors
    - “Justin Smith, age 19....”
  - Hazing Policy
    - “Christian decided to have a pledge event with a...lineup that night....”

What could the chapter have done to reduce their risk in this scenario?

- Possible answers include:
  - Set clear expectations for Big Brothers that “family drinks” are prohibited
  - Don’t provide alcohol to associate members
  - Require the Warden to discuss the upcoming week’s associate member activities with the Executive Council and chapter each week

How was bystander behavior involved in this scenario? Who could have intervened and possibly saved Justin’s life?

- Possible answers include:
  - Brothers of Zeta Delta Chapter
    - “Many of the brothers commented about how much [Justin] could drink and more than a few had escorted/carried him home from past parties and accompanied him as he threw up.”



- Christian, the Warden
  - “Christian decided to have a pledge event with a quiz and lineup that night with some alcohol.”
- Chase, a pledge brother
  - “Nobody ever told him not to pass the bottle to his pledge brother if he was already clearly intoxicated. Justin didn’t look any drunker than anyone else at the pledge event. He was having trouble answering questions asked by the brothers, but no more than his other pledge brothers were having.”
- Tyler, the Archon
  - “Tyler felt bad for not supervising all pledging activities.”
- Scott, his Big Brother
  - “Family drinks were important to keeping the family united and he had given Justin a fifth of whiskey earlier in the evening before the lineup.”
- Lori, his girlfriend
  - “She had thought about calling his parents or contacting the Director of Fraternity Life on the campus, but had not done it based on Justin urging her that everything was OK.”
- Justin’s parents
  - “He started drinking during his sophomore year of high school. They knew he had been hazed as part of this high school football team but didn’t think it was a big deal. Justin’s dad had been hazed when he was joining a fraternity in college. But, what could parents do when they were 200 miles away?”

**As members of Pi Kappa Phi, you have a responsibility to not only follow the Fraternity’s policies, but also to help keep your brothers safe.**

## **ULTIMATE RESPECT (15 minutes)**

The most challenging aspect of holding brothers accountable is coming away from the interaction with a positive feeling. Usually, someone will be unhappy and will be vocal of his displeasure. Whatever the reason, there will be times when you need to speak honestly with all personal feelings aside. The Fraternity has a unique mechanism to assist with this accountability; that mechanism is Ultimate Respect.

Ultimate respect is when... (1) the well-being of the fraternity or an individual brother is put ahead of the friendship; and/or (2) you realize that the unpleasantness of short-term conflict is acceptable compared to the long-term ramifications of inaction.

Ultimate Respect is an obligation for any man of Pi Kappa Phi and we can use the following as a guide to help inform this process.

At its heart, the concept of Ultimate Respect is about productive conflict and recognition of the greater good and is to be used when a brother is exhibiting behaviors not in accordance with his own values or the values and expectations of Pi Kappa Phi.

Because of the trust intrinsic in Pi Kappa Phi, members can engage in productive conflict through Ultimate Respect.

This productive conflict encourages members to hold each other accountable and put aside chapter politics, allowing members to choose their words and actions based on what they really think rather than on how they want others to react.

And only through a recognition of the greater need to protect the well-being of the Fraternity or an individual brother can members truly identify opportunities to engage each other in Ultimate Respect

- Consider having two initiated members share how ultimate respect has bettered their chapter experience

Ultimately, your responsibility as a leader and a brother is to provide good information, to offer respect and encouragement, and to uphold the organization's standards and values. It is not your job to teach a college-aged man the basics of responsibility but to hold him accountable to the promises he has made in the spirit of Ultimate Respect. True brotherhood is drawing the line so as to never compromise our standards.

## ULTIMATE RESPECT IN ACTION (60-90 minutes)

- The Warden and the members of the Associate Member Education Committee should participate with the associate members.
- Have everyone line up in two even lines facing each other.
- Each person will have 2 minutes to describe how the person facing him has impacted him thus far in the associate member education process.
  - For 1 minute, each person should share with the member across from him why he likes him.
  - For the next minute, each person should suggest an area in which the other member could improve.
  - Being truthful during the activity, even though sometimes uncomfortable, is essential.
- The person who is receiving feedback may not respond to the other member. He will have his opportunity to share his feedback when it is his turn. This is why the exercise is called “Ultimate Respect.”
- Emphasize that the information shared with each of the people in the room is confidential and should not be discussed with anyone other than the person with whom you are sharing it.
- Once each person in the pair has shared, everyone rotates one person to his right, until each member has had an opportunity to share his feedback with everyone else participating.
- At the conclusion of the activity, the Warden should offer a brief prayer and dismiss the associate members.
  - There should NOT be any additional debrief, lengthy discussion, or question and answer period.

## SUGGESTED SUBORDINATE RITUALS

- Dead House
- Student Creed
- Ultimate Respect
- The Man in the Glass

### Debrief

- The most important part of a sub-ritual is the debrief. It is extremely pivotal that the meaning behind each sub-ritual be discussed with the chapter. Do not assume that the members understood the lesson; talk about the lesson and have the members share their feelings and thoughts. It is during this time that true growth and development takes place. Therefore, a thorough debrief should follow EVERY subordinate ritual performed by the chapter.
- **What?**
  - What happened?
  - Dissect what happened throughout the activity, what was observed, what they were feeling, what symbols were present, etc.
- **So What?**
  - Why are these things important?
  - How do they tie back to the values of Pi Kappa Phi and the tenants of “The Student Creed?”
  - What impact do they have on individual members?
  - What impact do they have on the chapter? What impact do they have on the national fraternity?
- **Now What?**
  - What do you do now?
  - How can you apply these concepts, values, lessons, etc. outside of the sub-ritual?
  - How do they apply to your fraternity experience?
  - How do they apply to your college experience?
  - How do they apply to the real world and life after college?
  - What should they do with this lesson?