



FACILITATOR GUIDE
FOUR-WEEK VARIANT
2019

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LETTER FROM THE CHIEF EXECUTIVE OFFICER

Brother Warden,

Congratulations on your recent election! Whether you are new to your position or beginning another term, your new responsibilities will challenge you to learn, grow, and meet your potential as a leader. While at times it may be difficult, know that it will be fulfilling. When your chapter members call you years down the road and thank you for guiding and assisting them in their journey to become brothers of Pi Kappa Phi, you will feel the well-deserved sense of accomplishment of a job well done.

As you may already know, this model associate member education program was created at the direction of the 56th Supreme Chapter and National Council. While a number of chapters have chosen to implement this program during the Spring 2019 term, all chapters will be required to implement it beginning Fall 2019. Through your participation in the model program, you can expect to spend less time creating content, customize the program to the needs of your associate members, and foster a sense of belonging and lifelong friendship between all members.

In his inaugural address, National President Jeremy D. Galvin, Alpha Omicron (Iowa State), challenged all members to treat others with dignity and respect, stand up for what they know to be right, and promote Pi Kappa Phi. We must all rise to National President Galvin's challenge. Promote healthy, positive, and lifelong friendships between all members, confront and hold accountable those members who fail in their obligations to Pi Kappa Phi, and embody the values espoused by our Ritual of Initiation.

I have no doubt that you will reap many benefits as a result of your participation in the model program and look forward to hearing of your success.

Yours in Pi Kappa Phi,



Mark E. Timmes
Chief Executive Officer

WHERE WE STAND ON HAZING

The Supreme Chapter and the National Council of Pi Kappa Phi Fraternity unequivocally oppose all acts of hazing. The national fraternity, as well as most universities and states, define hazing as any action taken or situation created intentionally, whether on or off fraternity premises, to produce mental or physical discomfort, embarrassment, harassment or ridicule, regardless of a person's willingness to participate. While the fraternity's risk management policy provides a list of activities that may constitute hazing, Pi Kappa Phi expects its chapters to provide an atmosphere where all members, associate members and guests feel safe by ensuring respect for human dignity is a chief priority. Additionally, members of the Fraternity are expected to hold each other accountable to our shared standards.

All alleged incidents of hazing will be investigated and adjudicated in accordance with the fraternity's disciplinary code. Any member found in violation of Pi Kappa Phi's hazing policy will be sanctioned in accordance with the code. Such sanctions may include suspension and expulsion from the fraternity.

Members and associate members who are aware of behavior that is inconsistent with this statement or Pi Kappa Phi's hazing policy should contact the fraternity's National Headquarters at (704) 504-0888.

RISK MANAGEMENT POLICY

Adopted in February 2019, Pi Kappa Phi's risk management policy states: "Any event or activity related to the new member joining process (e.g., recruitment, intake, rush, etc.) must be substance free. No alcohol or drugs may be present if the event or activity is related to new member activities, meetings, or initiation, including but not limited to 'big night,' 'Big/Little' events or activities, 'family' events or activities, and any ritual or ceremony."

Additionally, the risk management policy states: "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."

A full copy of the Pi Kappa Phi risk management policy can be found in Appendix D, page 110.

WHAT'S DIFFERENT IN THIS PROGRAM?

The model associate member education program introduces a shared associate member experience to all chapters of Pi Kappa Phi. As a result, this process may differ from previous associate member processes planned. Reviewing the points below will assist you in planning for and communicating any major changes from previous associate member education processes.

When implementing the model program, you - and your chapter - can expect the following benefits:

- **Spend less time creating content** by using professionally-developed facilitator guides and participant workbooks.
- **Customize your program to the needs of your associate members** by choosing from a number of carefully curated activities and subordinate rituals to facilitate.
- **Foster a sense of belonging between all members** through activities designed to build positive, meaningful, and lifelong friendships.

Changes from previous associate member education processes facilitated by your chapter may include:

- **The model program is either four or six weeks long**, measured from Pre-Initiation to Ritual of Initiation.
- **A shared experience will be offered to all associate members**, except for modifications authorized by the National Headquarters.
- **Weekly quizzes** will give facilitators the opportunity to provide timely and valuable feedback to associate members.
- **The Big Brother Ceremony occurs during week two**, allowing associate members and initiated members the greatest amount of time to learn from one another and forge lifelong friendships.
- **An associate member retreat occurs during week five** to provide facilitators and participants an opportunity to reflect on their experience prior to initiation week.
- **In lieu of oral boards or a written exam, associate members will complete a final capstone project** relating to the principles and history of the fraternity.

If there is an activity or subordinate ritual not identified or described by this program that your chapter wants to integrate into your associate member education process, contact the National Headquarters. **All program modification requests must be submitted by no later than Friday, February 15, 2019.** Additionally, all program modifications must be approved before they may be implemented by the chapter.

HOW TO USE THIS FACILITATOR GUIDE

Please review this key to understand how the facilitator guide will be formatted. Note the amount of time each section should take, as well as the difference between speaking prompts and notes.

The appendices of this facilitator guide contain additional resources for your review, including the specifications for the planning and execution of the Big Brother/Little Brother program, options for activities to facilitate with associate members each week, and much more.

If you have questions about the format of this facilitator guide or content of the model program, please contact Director of Member Development Dylan McKenzie (dmckenzie@pikapp.org).

SESSION TITLE (Session Time)

Learning Objectives

- Learning objectives for each session will be listed at the beginning of that session.

Setup Instructions & Supplies Needed

- Instructions for room set-up will be noted here.
- Additionally, supplies needed will be listed here.

Section Title - amount of time (# minutes)

Bold text, like this, will denote questions to ask and points to make verbatim.

- Bulleted, non-bold text like this will contain notes and instructions for you.

WEEK ONE: ORIENTATION TO PI KAPPA PHI

OVERVIEW

In the first week of associate member education, associate members will participate in the Pre-Initiation Ceremony, learn what is expected of them during their time as an associate member, communicate expectations for their experience, learn about Pi Kappa Phi's history and governance, and write a letter to their future self.

To be successful, ensure you have content prepared for teaching your local chapter's history; none is provided by this facilitator guide. A resource is available in Appendix C, page 101, of this facilitator guide to assist in your planning.

EXAMPLE SCHEDULE

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Pre-Initiation			Education Session #2		Collect Quiz 1	Grade Quiz 1
Education Session #1			Distribute Quiz 1			

EDUCATION SESSION #1 (1 hour & 30 minutes)

- Pre-Initiation Ceremony & Debrief (25 minutes)
- Welcome & Introductions (10 minutes)
- Program Overview (10 minutes)
- Setting Expectations (20 minutes)
- Local & National Governance (20 minutes)
- Wrap-Up (5 minutes)

EDUCATION SESSION #2 (2 hours)

- Welcome Back (5 minutes)
- Letter to Myself (15 minutes)
- History of Pi Kappa Phi (1 hour & 25 minutes)
- Wrap Up & Weekly Reflection (15 minutes)

WEEK ONE

PRE-INITIATION CEREMONY (25 minutes)

Setup Instructions & Supplies Needed

Setup Instructions

- A table draped in white cloth should be at the front and center of the ceremony room. Three lit candles, placed in decorative holders, should sit upon it.
- The symbols of the fraternity (the bell, coat of arms, charter, bible, member badge, and red rose) should sit on or near the table, as appropriate.
- You may consider hanging the pictures of Founders Kroeg, Fogarty, and Mixson behind the table.

Supplies Needed

- Large table for the Archon's altar
- White tablecloth to drape over Archon's altar
- Lighter
- Seven (7) 3" barrel candles and holders
- Sufficient associate member pins and copies of *The White Diamond* for all pre-initiates
- Pictures of Founders Kroeg, Fogarty, and Mixson (optional)
- The Bell
- The Coat of Arms
- The Charter
- The Bible
- Member Badge
- Red rose(s)

Special Note: the script is adapted from the 2014 edition of *Subordinate Rituals and Special Ceremonies of Pi Kappa Phi*. As such, note that all words in bold should be spoken aloud. All words not written in bold are for the facilitator's reference.

Ceremony Performance - 15 minutes

The Vice Archon shall take charge of the associate members in a separate room. There, they shall have added their contact information to Chapter Gateway and paid their fees prior the commencement of the ceremony.

In the ceremony room, all chapter members in attendance shall be evenly assembled with the Archon, who shall be seated at the central table.

ORIENTATION TO PI KAPPA PHI

When all is ready, the Vice Archon shall knock three times for admittance into the ceremony room. The Archon should respond, “enter.”

Pre-initiates should be led by the designee of the Warden one at a time. They should be lined appropriately in front of the Archon’s table. The last pre-initiate should carry a six-inch barrel candle in hand, then hand it to the Chaplain. The Chaplain will place the candle upon the Archon’s altar.

The Chaplain and Warden will then use two six-inch tapers to light from the large candle and light the candles of the chapter on either side. The Chaplain should then remove the lit six-inch candles to a place out of sight.

Archon: **Since the beginning, wherever men have come together, there have I been. My membership is legion. From the humble home to the stately mansion; from the rolling farms and from the noisy factories; from the east and west and north and south, have my followers come. They who understand my meaning have followed in the footsteps of the Man of Galilee.**

In peace, they have been their brother’s keeper, and in the agony of war, their blood has enriched the Fields of Flanders and reddened the sands of the Pacific. Their reward has been the Inspiration of their youth; the driving power of their manhood; the memories of their maturity. They have fought the good fight; and of these my sons, I am justly proud. Who am I? My name is Fraternity. And because I have given Man that which he craves, I shall endure. My sons shall neither falter nor fail. They shall add luster to my name.

Warden: **Honorable Archon, it is my privilege to present to you and to the members of the (GREEK DESIGNATION) Chapter of Pi Kappa Phi, a group of men, neophytes to be presented and recognized.**

Archon: **As neophytes for membership in our brotherhood, it is important that you give significant consideration to the Creed of the Student.**

All Brothers: **I believe that the ideal chapter is made up on men**

Who are bound together in a common loyalty, which transcends any personal selfishness;

Who realize that membership means personal responsibility in bearing their share of the financial burden of the chapter and the national organization;

Who bring credit to the Fraternity by striving to attain the highest possible standards of scholarship;

Who safeguard the reputation of their Chapter by keeping careful watch over their personal conduct;

WEEK ONE

Who uphold faithfully the traditions and activities of their college;

Who prepare themselves diligently to shoulder their full responsibility as citizens;

I believe that my chapter can become an ideal chapter, and I shall do my share to make it so.

Archon: We, the (GREEK DESIGNATION) Chapter, have thus far placed faith in you. I now ask: can you adopt the Creed, and, if privileged to become an initiate of this fraternity, do you promise that you will do all in your power to uphold this doctrine?

Pre-Initiates: I do.

Archon: With that affirmation, it becomes my duty and privilege to welcome you as prospective neophytes about to enter into the privileges and secrecies of Pi Kappa Phi.

In consideration of the trust we have shown in you, my friends, and that you may fully appreciate the obligation you have assumed to Pi Kappa Phi, I will ask you to repeat after me the words of the pledge you have already signed:

“I (STATING YOUR FULL NAME) / believing in the principles and ideals / of the Pi Kappa Phi Fraternity / hereby voluntarily pledge myself thereto / and in so doing / agree to obey and uphold the laws and customs of the Fraternity / as they now exist / or may hereafter be enacted / provided they do not conflict with my obligations / to my family / my country / or my religion. /

“I believe in God / the highest ideals of Christian manhood / and the principles of good citizenship. /

“I am a bona-fide student of (COLLEGE NAME). / I am not a member of any general college fraternity / and I hereby pledge myself not to join any other. / This is not to be construed to mean / professional or honorary fraternities. /

“I pledge that I will commit myself / to the personal / physical / and academic growth and development / of the brothers of Pi Kappa Phi / as I do for myself / and I understand that the brothers / will be committed to my growth and development.”

Warden: The associate member pin of our beloved fraternity is the White Diamond with the scroll of gold across the field. Gold and white are the colors of our National organization, to which your loyalty will henceforth be given. These colors were chosen by our founders as emblematic of purity, truth and justice.

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Archon: In recognition of your pledge to Pi Kappa Phi, it gives me pleasure to instruct the brotherhood to present you with this pin, which you will wear among us as evidence of your sincerity as an associate member and probationer.

At this time, initiated members in attendance should present an associate member pin to each associate member.

I stand before you at this altar of Pi Kappa Phi. Before you and about you are the symbols of our fraternity:

The Bell

The Coat of Arms

The Charter

The Flag

The Bible

The Member's Badge

And the Red Rose

Also around the Altar are placed seven candles, which are symbolic of the teachings of Pi Kappa Phi, which were embodied in The Student Creed, which you have already heard and sworn to uphold.

They also stand to remind us of the seven original brothers of our fraternity, who lead us unto this journey we call Pi Kappa Phi.

Chaplain: My friends, our fraternity, we believe is a band of tried and true followers of the theories and principles of the early Grecian schools. Were it not that we are in search of higher education we should not be here. We realize that none of us are destined to rise to those lofty intellectual heights, which were scaled by Aristotle, but during the course of your progress in this institution of learning we hope that you will follow such lines that, with Aristotle, you may espy, see, behold, remark, and observe.

Finally in the words of the Apostle Paul to the Romans, let us: "Be kindly affectionate, one to another, with brotherly love; in honor preferring one to another."

Archon: The light of the chapter burns brighter with the addition of each of you. Keep safe the light and carry it daily for not only yourselves but for the good of (GREEK DESIGNATION). Congratulations and God bless our fraternity.

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All: (Singing “The Brotherhood Song,” repeat thrice)
Pi Kappa Phi, Pi Kappa Phi, God Bless Our Fraternity
We have shared thy brotherhood
We love you so!

Pre-Initiation Debrief - 10 minutes

- Choose from a number of the questions below to help participants process their experience. The debrief should not exceed 10 minutes.

What did you see around the room during the ceremony?

What did you hear during the ceremony?

What did you do during the ceremony?

What is the significance of the ceremony?

What does your Pre-Initiation oath ask you to do?

- Follow the rules of the Fraternity
- Believe in the golden rule
- Not join any other general college fraternity
- Commit to the development of your brothers

How will you live this oath during your time as an associate member?

What help do you think you will need from others in living your Pre-Initiation oath?

What other thoughts or observations do you have about the Pre-Initiation Ceremony?

ORIENTATION TO PI KAPPA PHI

ORIENTATION TO PI KAPPA PHI (1 hour & 5 minutes)

Learning Objectives

- Describe the commitments and requirements that associate members must fulfill to participate in the Ritual of Initiation.
- Describe the expectations set by the individual, the associate member class, and the chapter.
- Identify the structure of the local chapter and national organization.

Setup Instructions & Supplies Needed

Setup Instructions

- Tables and chairs set in a large horseshoe, or U, shape

Supplies Needed

- One (1) participant guide for each associate member
- One (1) pen or pencil for each associate member
- One (1) copy of GreekLifeEdu instructions (Appendix C, page 105) for each associate member
- Flip chart paper and markers
 - On two separate sheets of flipchart paper, prewrite “Expectations for Each Other” and “Expectations for the Chapter”

Welcome & Introductions - 10 minutes

- Greet associate members with an upbeat, positive attitude as they enter.

Gentlemen, welcome to Pi Kappa Phi! I am glad you chose to prioritize your leadership development and I'm excited that you chose our Fraternity to help you accomplish that goal.

Through the next four weeks, you will learn about the history and governance of Pi Kappa Phi, gain valuable leadership skills, and build lifelong friendships with the other members of this chapter.

Each week, we will begin by introducing the weekly theme. This week's theme is “Orientation to Pi Kappa Phi.”

Before we get too far into the lessons of the week, I would like to have everyone get to know each other a little better. To do so, we will share a personal artifact. Your artifact

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should be something that represents you as an individual. It could be a piece of jewelry, something in your wallet or backpack, a picture, or something else entirely.

- Model the way for the group by introducing yourself and sharing your personal artifact.
 - For larger associate classes, ask participants to split up into smaller groups of 3 to 5 members.

Thank you for sharing a little bit about yourselves! I look forward to getting to know you better over the coming weeks. We will have plenty of opportunities for you to build relationships with the men in this room, as well as the rest of the chapter as well.

Program Overview - 10 minutes

By joining Pi Kappa Phi, you have made the first in a series of decisions that will lead to lifelong brotherhood in our Fraternity. Through your journey, you will find yourself surrounded by men who will challenge you to serve, grow as a leader, and achieve the unthinkable. The best part? Your growth begins today.

- Pass out the Model Associate Member Education Program Participant Guide.

While I encourage you to take time to review your participant guide in its entirety, we will skim through it during this session.

Let's begin by taking a few minutes to understand what your next few weeks as an associate member will look like.

- Ask participants to open their participant guide to page 2.
- Review each section of "Our Expectations & Your Experience", identifying the financial, academic, and time commitments associate members make to the chapter. Be sure to emphasize the requirements for initiation.
- Review "GreekLifeEdu Associate Member Instructions" (Appendix C, page 105). Pass out a hard copy of the instructions to all members.
- Mention that weekly homework assignments are listed on the first page of each week and describe the assignments that need to be completed prior to the next session.

What questions do you have about the commitments that you will make as associate members?

What questions do you have about the requirements listed for you to be eligible for initiation?

What questions do you have about the program as a whole?

ORIENTATION TO PI KAPPA PHI

Setting Expectations - 20 minutes

Now that you understand what your experience as an associate member will look like, it's important to clearly identify some expectations for one another, as well as for the chapter. Embarking on your Pi Kappa Phi experience will take time and energy. It will challenge you to reach your full potential as a leader, friend, and brother.

- Reveal the two sheets of flipchart paper titled “Expectations for Each Other,” and “Expectations for the Chapter.”
- Space the sheets apart from each other. If possible, put them on two separate sides of the room.
- Split the associate member class into two equal groups and assign each group to one of the flipchart sheets. Give each group a flipchart marker.
 - Be careful not to use markers that bleed. If it can't be avoided, put something in between the flipchart paper and the surface it is on so the surface isn't damaged.
 - For smaller associate member classes, assign the entire group to one sheet at a time.

Now, I would like each of your groups to brainstorm some expectations. One group will brainstorm the expectations that you want to set for one another while the other group will list the expectations that you have for the initiated members of the chapter, to include the Executive Council and Council of Advisors.

After five minutes have elapsed, you will switch places and add to the list already begun by the other group. Once you have had time to contribute to the other flipchart sheet, we will report out.

Before we begin, do you have any questions about what you need to do for this activity?

- After five minutes, have the small groups rotate to the other flipchart sheet.
- Give them five more minutes to add to the list.
- After five more minutes have elapsed (ten minutes total), ask each group to share what is written on their flipchart paper.
- Ask if there are any other expectations that should be included on either list and add them, as needed.

Thank you for identifying these expectations for one another and for the chapter. We will refer to them throughout your entire experience.

Now, I would like to share a few expectations that your fraternity has for you.

- For added effect, write the underlined portion of each expectation on a third sheet of flipchart paper.
- Participants can take notes on page 8 of their participant guide.

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First, know your brothers. This includes the men in the room, as well as those who have already been initiated. Brotherhood is more than memorizing names and initiation numbers. Dare to go beyond the easy - the superficial - and you will be well on your way toward building meaningful and valuable relationships.

Our second expectation for you is to act responsibly. Alcohol will have no part in your associate member education process. Be cognizant of the way you carry yourself in public, for you are always wearing your letters. Members of Pi Kappa Phi are authentic and friendly to all they meet and aren't afraid to go above and beyond the call of duty.

Third, be yourself. Although you are not yet in possession of our secrets, you are human beings and will be treated with brotherly love and respect. Never forsake your integrity.

Fourth, respect yourself and others. As an organization founded on the principles of friendship, Pi Kappa Phi expects that all members - initiated or otherwise - treat one another with dignity and respect.

The fifth expectation of your fraternity is that you learn Pi Kappa Phi. Knowing the fraternity's roots, history, and purpose will help you better understand why the men around you love this fraternity while, at the same time, further developing your affinity to brothers across the world. Our founders dared to challenge the idea of fraternity and their memory must be eternalized in our actions and deeds.

What questions do you have about these five expectations?

Finally, it is important to understand that the Fraternity's aim is to promote mutual trust among its members, and we fundamentally oppose any activity that could be considered mentally, physically, or emotionally unsafe.

If at any point during your associate member education process should you experience or become aware of behavior that is inconsistent with our shared standards, you should contact the National Headquarters at (704) 504-0888 and ask for the Assistant Executive Director of Prevention & Accountability.

Additionally, should you need anything during your associate member education process, please do not hesitate to contact one of the following members.

- Provide participants the full name, phone number, and email of each of the following people: Chapter Advisor, Archon, Warden, and Chaplain.

Is there anything else we would like to add to any of our lists of expectations?

Can we all agree that we will uphold these expectations throughout the associate member education process and beyond, if applicable?

- Ask participants to affirm the commitment with a thumbs up.

ORIENTATION TO PI KAPPA PHI

Local Chapter Governance - 10 minutes

Before today's education session comes to an end, let's spend our last half-hour learning about the governance and leadership of Pi Kappa Phi.

Let's start at the level which you will engage the most during your time as an associate member: our chapter.

We are but one of many chapters of Pi Kappa Phi located across the nation. While we will spend more time later this week discussing our chapter's founding, it is important for you to understand the major bodies which govern and guide our chapter.

- Ask participants to turn to pages 9 & 10 of their participant guide.
- Ask participants to read the name and description of each of the groups listed: the Executive Council, Standards Board, and Council of Advisors.
- Identify the members of the Council of Advisors, including their name, position held, chapter (if different than your own), and affiliation (if different than Pi Kappa Phi).

We will spend time exploring the Executive Council, Standards Board, and governance of the chapter in more depth through the remainder of your time as an associate member.

In the meantime, what questions do you have about the leadership of our chapter?

The Greater Fraternity - 10 minutes

Now that you understand how our chapter is governed, you can begin to understand how we fit into the Greater Fraternity.

- Ask participants to refer to page 48 of their White Diamond.

The Greater Fraternity is split into four major entities: the Fraternity, the Pi Kappa Phi Foundation, Pi Kappa Phi Properties, and The Ability Experience. Each of these groups work together to provide uncommon leadership development experiences to members and, ultimately, help all of us become exceptional leaders.

Just as our chapter is governed by an Executive Council, the Fraternity is governed by a National Council. Seven officials are elected to the National Council at each Supreme Chapter to serve a two-year term. These brothers of Pi Kappa Phi set the direction of the Fraternity and serve as true embodiments of the leadership potential that every member can achieve.

- Share the full names and chapter designations of each member of the National Council (including the Student Representative), instructing participants to take notes on page 11 of their participant guide.
 - National President: Jeremy D. Galvin, Iowa State (Alpha Omicron)
 - National Vice President: William T. Sigmon, Alpha Sigma (Tennessee)

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- National Treasurer: James M. Smith, Alpha Eta (Samford)
- National Secretary: Alan P. Duesterhaus, Zeta Epsilon (George Mason)
- National Historian: Joseph A. Brady III, Epsilon Omicron (Villanova)
- National Chaplain: David T. Corey, Alpha Eta (Samford)
- National Chancellor: Michael S. Loy, Beta Eta (Florida State)
- Student Representative: Joe Bryan, Alpha Nu (Ohio State)
- Ask participants to spend five minutes silently reviewing the descriptions of each entity, as well as the officers of the National Council.
- While reading, participants should make a note of anything they do not understand or have questions about.
- At the end of the five minutes, call everyone back together and ask them to share their questions with the large group. Remind them that if they have a question, it is likely that they are not the only one confused.

Wrap Up - 5 minutes

We have covered a lot of ground in the last hour and if you feel confused, don't worry. I am here to guide you through the remainder of this process, so don't hesitate to reach out if you have questions, no matter how large or small they may seem.

We have one more education session this week. In the meantime, I have some homework for you.

Please read the Foreword & Introduction of The White Diamond. Additionally, read "Enter Nu Phi: The Non-Fraternity" (pages 21-29), and pages 66-84. These assignments are also listed on page 7 of your participant guide.

- Share the date, time, and location of the next education session.
- Answer any remaining questions, then dismiss the group.

ORIENTATION TO PI KAPPA PHI

HISTORY OF PI KAPPA PHI (2 hours)

Learning Objectives

- Examine the history of Pi Kappa Phi and your local chapter.

Setup Instructions & Supplies Needed

Setup Instructions

- Tables and chairs set in a large horseshoe, or U, shape

Supplies Needed

- Flip chart paper and markers
- Letters and envelopes for each participant

Welcome Back - 5 minutes

Welcome back to associate member education, gentlemen. We are still working through our theme of the week, “Orientation to Pi Kappa Phi.”

Last time, we walked through what the program looks like at a 30,000-foot-level, set some expectations for one another and for the chapter at large, and discussed the governance models of Pi Kappa Phi.

Before we get started with today’s session, does anyone have any questions about the information that we covered earlier this week?

The Founding of Pi Kappa Phi - 10 minutes

As you may have already guessed, we are going to spend our time today diving into the rich history of Pi Kappa Phi. Where better to start than the very beginning?

Our story begins on a 1904 in Charleston, South Carolina. One quiet night, a group of students enrolled at the College of Charleston meet by lamp light to make a plan.

This group of students, fifteen in all, have a mission. They are going to win the Chrestomathic (pronounced “Crest-O-Math-lick”) Literary Society elections.

Little do they know, however, they will not succeed.

- Participants can take notes on page 12 of their participant guide.

What can you tell me about the College of Charleston at the turn of the 20th Century?

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- If the group is unable to answer or they miss something, be sure to quickly touch on it:
 - The College of Charleston had 71 students enrolled, all of whom were male.
 - Forty of those students were from Charleston.
 - The curriculum taught was limited to the liberal arts: Greek, Latin, geometry, ancient history, logic, ethics, and rhetoric.

What was the name of this group of students? What does that name mean?

- Nu Phi, the Non-Fraternity

Why did they fail to win the election?

- At the time, candidates were slated and supported by the fraternities on campus.
- On the night of the election, eight members of Nu Phi betrayed the other members by voting for the fraternity slate.

What became of the seven loyal members to Nu Phi?

- The seven loyal members (Andrew Alexander Kroeg Jr, L. Harry Mixson, Simon Fogarty Jr, Theodore Barnwell Kelly, A. Pelzer Wagener, Thomas F. Mosimann, and James Fogarty) went on to found Pi Kappa Phi.

Pi Kappa Phi Today - 10 minutes

Over 110 years after our humble founding in Charleston, Pi Kappa Phi is actively operating at 180 universities. The gift of brotherhood has been shared with nearly 130,000 members; over 12,000 are currently students.

What is our mission?

- To create an uncommon and lifelong brotherhood that develops leaders and encourages service to others for the betterment of our communities.

What is our vision?

- A future where every Pi Kappa Phi embraces his role as a leader, puts service before self and improves the world around him.

The seven men who gathered on December 10th, 1904 could not have known that they were lighting the way for the endless stream of members who have since followed.

To review from our session earlier in the week, what are the four entities that comprise the Greater Fraternity?

- The Fraternity
- The Pi Kappa Phi Foundation

ORIENTATION TO PI KAPPA PHI

- Pi Kappa Phi Properties
- The Ability Experience

What is the purpose of each entity?

- The Foundation provides scholarships to individual members and supports the leadership initiatives of the Fraternity.
- Pi Kappa Phi Properties helps chapters acquire or maintain competitive housing on their campus.
- The Ability Experience is Pi Kappa Phi's philanthropy, which serves people with disabilities.

What is the governing body of the National Fraternity?

It should be noted that the Greater Fraternity employs over 50 full-time staff members to help chapters across the nation reach their full potential. Many of these men are recent graduates who visit every chapter each semester; they are called Leadership Consultants.

Fraternity History Teach Back - 50 minutes

Although we now know the story of Pi Kappa Phi's founding and understand where we are today, there are still a number of areas of fraternity history that you should know.

Studies have shown that the best way to learn new concepts is to teach them. Therefore, I'm going to ask each of you to become actively involved in the teaching of our history.

- Divide participants into five smaller groups of equal size.
 - For smaller associate member classes, reduce the number of small groups and consider combining the sections that they are responsible for teaching back to the large group.
- Assign each group a section of history noted below. The associated pages of *The White Diamond* have been noted:
 - The American Fraternity: pages 18-21
 - The Challenges of War: pages 29-32
 - A Call to "Rebuild and Grow": pages 32-35
 - Making of the Present: pages 35-38
 - A New Century: pages 38-41
- Give each group a piece of flip chart paper and a marker.

For the next 15 minutes, your small group's job is to review the pages you were assigned and prepare to teach the larger group about your section of fraternity history. Pay attention to key concepts - consider what is most important about the section.

WEEK ONE

Who were the key players? Were there major events that occurred? Was any major legislation passed? How would you summarize your section of history in just a few words? At the end of your preparation time, each group will be given 5 minutes to present. Consider how you might teach back the information in a way that's engaging and memorable.

It is important to understand our heritage, so please be thorough in reviewing and teaching your content.

Let's get started.

- Set a timer for 15 minutes and give each group a 10 minute and 5 minute warning.
- Be sure to walk around the room and listen in on each group. Provide feedback, input, and guidance as necessary to ensure they understand what to do and stay on-task.
- Call the attention of the group when time is up.

Let's begin our presentations.

- Call each small group in order of when their section of history took place. For example, "The American Fraternity" would go first and "A New Century" would go last.
- Ask each group to come to the front and center of the room one at a time.
- Encourage participants to take notes on page 14 of their participant guide.
- Keep time to make sure no single group goes over 5 minutes.
- Cover any important information missed by the group (reference Appendix C, page 102 of your facilitator guide for notes).

Local Chapter History - 15 minutes

- Spend no more than fifteen minutes teaching your chapter's history.
- Use page 101 of Appendix C in this facilitator guide to help chart your chapter's history and teach it in an effective and engaging way.
- Participants can take notes on page 15 of their participant guide.

Letter to Myself - 15 minutes

Before we wrap up our first week of associate member education, I am going to ask everyone to participate in one more activity.

- Pass out enough cards and envelopes so that each participant has one.

For the next fifteen minutes, you are going to write a letter to your future self. When writing your letter, refer to the questions on page 15 of your workbook. Note that your

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letter is and will be private. The contents of your letter will be shared with no one other than you.

When you finish writing your letter, place it in the envelope, seal it, write your name on the front of your envelope, and raise your hand. I will come around and collect each completed letter. For the sake of the other members in the room, I will ask that we complete this activity silently and remain quiet until all members have completed their letter.

Does anyone have any questions before we begin?

Wrap Up & Weekly Reflection - 15 minutes

Let's spend our final minutes processing what we learned today.

What is something you learned about our fraternity's history?

What is something you learned about our chapter's history?

Why do you think it is important to understand our fraternity's history?

What concepts, values, or principles were present during the founding of Pi Kappa Phi?

- If not mentioned, say "brotherhood."

Brotherhood, friendship, and loyalty are the foundation of our Fraternity. Kroeg, Fogarty, and Mixson were friends who encouraged and supported one another in every endeavor.

It is my hope that you will exhibit similar values. It is important for you all to know and understand the history and founding of our fraternity; it is equally important for you to know and understand each other.

Next week, we will continue our journey through associate member education by discussing our values as well as leadership in Pi Kappa Phi.

- Share the date, time, and location of the next education session.
- Review the assignments to complete before the next education session.
 - Complete the Weekly Reflection on page 16 of their participant guide.
 - Complete Weekly Quiz #1.
 - Read pages 86-91 and 175-180 of *The White Diamond: 2018 Edition*.
 - Turn in the Little Brother Questionnaire.
- Share Quiz #1 as well as the instructions and deadline for completion.
- Answer any remaining questions, then dismiss the group.

WEEK TWO LIVING OUR VALUES

OVERVIEW

In the second week of associate member education, participants will identify their personal values, define the Fraternity’s values, discover their leadership style, and participate in a service event. Participants will also be paired with a Big Brother, who will serve as a formal mentor and guide through the remainder of the program.

During week two, there are two education sessions, one special ceremony, and the “Service In Action” experiential activity. The New Member Education Committee should coordinate with the Chaplain, Philanthropy Chairman, and other key stakeholders to ensure all activities can be successfully executed.

EXAMPLE SCHEDULE

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Share Quiz 1 Results			Education Session #2		Collect Quiz 2	Grade Quiz 2
Education Session #1			Service In Action			
Big Brother Ceremony			Distribute Quiz 2			

EDUCATION SESSION #1 (2 hours & 20 minutes)

- Welcome & Icebreaker (30 minutes)
- Identifying My Personal & Fraternal Values (70 minutes)
- Big Brother Ceremony & Debrief (35 minutes)
- Wrap-Up (5 minutes)

EDUCATION SESSION #2 (2 hours & 10 minutes)

- Welcome Back (5 minutes)
- Leadership in Pi Kappa Phi & My Leadership Style (35 minutes)
- The Ability Experience (15 minutes)
- Service in Action (1 hour)
- Wrap-Up & Weekly Reflection (15 minutes)

CUSTOMIZE YOUR PROGRAM

One factor which contributes to the success of any education program is the ability to tailor activities to the needs of participants. As a result, this week offers two opportunities for you to choose activities which will assist in creating a positive and developmental experience.

After you choose one icebreaker activity and one “Service in Action” event to facilitate, be sure to review the set-up and supplies needed, facilitator guides, and work with other key stakeholders to ensure that each activity can be successful.

CHOOSE YOUR OWN ACTIVITY: ICEBREAKER

Choose from one of the following icebreaker activities to facilitate during Education Session #1. The location of each facilitator guide is noted next to the name of the activity for your review.

- Cross the Line (Appendix A, page 80)
- Concentric Circles (Appendix A, page 83)
- Human Bingo (Appendix A, page 85)

CHOOSE YOUR OWN ACTIVITY: SERVICE IN ACTION

Experiential activities are one of the most powerful ways in which a participant can learn about a specific topic. This week, participants will be asked to learn about servant leadership by participating in a service event. Choose from one of the following events below to facilitate during Week Two: Living Our Values.

- Friendship Visit
- Empathy Dinner
- Spread the Word to End the Word
- Volunteering Event

WEEK TWO

EDUCATION SESSION #1 (1 hour & 40 minutes)

Learning Objectives

- Identify personal values.
- Define the values of Pi Kappa Phi Fraternity and The Ability Experience.
- Describe how personal and fraternal values shape the ways in which participants behave and interact with others.

Setup Instructions & Supplies Needed

Setup Instructions

- Tables and chairs set in seven groups. The number of chairs in each group should be fairly even.

Supplies Needed

- Pens or pencils for participants if they forgot their own.
- Four signs labeled: Strongly Agree; Somewhat Agree; Somewhat Disagree; and Strongly Disagree.
- Tape to hang up each sign.

Weekly Welcome - 30 minutes

Welcome back for our second week of associate member education. Last week, we kicked off with Pre-Initiation as well as an overview of our program, expectations, history, and governance.

- Share the results of Quiz #1 and pass out graded quizzes.
- Before moving on, facilitate ONE of the icebreakers below:
 - Cross the Line (Appendix A, page 80)
 - Concentric Circles (Appendix A, page 83)
 - Human Bingo (Appendix A, page 85)

We are going to have many more opportunities to get to know one another through the remainder of this associate member process. This week, however, we will spend time exploring our values and the ways in which we - as individuals - can impact each other, our fraternity, our local community, and the world around us.

Defining Values - 10 minutes

Last week, we discussed the founding and fall of Nu Phi. Recall its purpose: to oppose the fraternity slate and elect our Founders to the leadership of the Chrestomathic Literary Society.

Each meeting of the Chrestomathic Literary Society was held in the Porter's Lodge, which served - and still serves today - as the main entrance to campus. Inscribed upon it are two Greek words, translating to "Know Thyself."

Just as the College of Charleston challenged our Founders and all those who pass through its' gate to know themselves, I challenge all of us to learn as much as we can about ourselves. After all, as Aristotle said, "Knowing yourself is the beginning of all wisdom."

To begin our self-discovery process, we will spend the next few minutes discussing what makes us who we are by looking at our values.

- Participants can take notes about the following three questions on page 20 of their participant guide.

What are values?

- According to social psychologist Milton Rokeach, values are "standards that not only guide the behavior of individuals who hold them, but serve as their basis for judging others."

How do we use our values?

- Values guide our daily choices. They inform how we interact with others, how we behave when no one is watching, and form the very foundation of how we will live our entire lives.

Where do we get our values?

- Our family, friends, colleagues, professors, advisors. Anyone we interact with may help us define our values. Additionally, our values may change as a result of the company we keep.

Let's spend a few minutes reflecting on how our values have changed as we have grown up.

- Participants should spend 5 minutes completing the My Values Timeline in their workbook, answering the following questions:
 - What were my values at age 10? Who/what influenced those being your values?
 - Who/what influences my values now?
 - How are they different from when I was 10?

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What Are My Values? - 20 minutes

Using the instructions on page 21 (*Ranking My Values*), spend the next ten minutes ranking your top five values. Rank them 1-5, with 1 being the value most important to you.

- After ten minutes, ask participants to report out by reading each value and asking them stand up if that value is one of their top five.

Thinking back to the previous activity, have these always been your values? Do you remember when one of these values became important to you?

What is an example of a time you've made a decision using one of these values?

What is an example of a time you've made a decision that has gone against one of your values? What made you make that choice?

Defining Pi Kappa Phi's Values - 20 minutes

As a member of Pi Kappa Phi, it is expected that you espouse not only your own values, but those of the Fraternity. Now that we have identified our own values, let's take a few minutes to understand those of our organization.

Turn to page 89 of *The White Diamond*. Can I have a volunteer read each value and the definition for that value?

- Divide participants into seven (7) groups. Assign each group one value.
- For the next ten minutes, instruct each group to review their value's definition and identify at least five (5) ways that their value may be enacted in daily life.
- Encourage each group to think beyond the Fraternity. How might they enact these values in their family life? Relationships? With friends?
- After ten minutes, ask each small group to present their findings to the large group.

Why is it important that we understand our Fraternity's values?

Where did our public values come from?

Our public values statement was adopted by the 54th Supreme Chapter in 2014. Each value was derived from one of Pi Kappa Phi's guiding documents - The Student Creed. Authored in 1932 by then-National Historian J. Friend Day, of Eta (Emory) chapter, The Student Creed has remained unchanged for over 85 years.

I hope you will learn The Student Creed not only for its historical significance to Pi Kappa Phi, but to internalize the lessons and values it espouses to each member.

Values Into Action - 20 minutes

Now that we have a strong understanding of our personal and fraternal values, we will participate in an activity which will help us understand how we put our values into action. There are four signs around the room, labeled: Strongly Agree; Somewhat Agree; Somewhat Disagree; and Strongly Disagree.

I will share a series of statements. Once I have completed the statement, please go to the sign that most accurately describes your feeling toward that statement. Note that there is no riding the fence or choosing the middle ground. You must take a stand!

- After reading each statement and allowing the participants to move to their sign, ask one person at each station to answer the following questions:
 - How did one of your personal or fraternal values inform your decision to take a stand?
 - How might your peers react to you making this decision if they saw you exhibiting your value the way you are now?

It is OKAY to pay your chapter dues late, as long as you pay them.

It is OKAY to get average grades.

It is OKAY to skip a chapter event.

It is OKAY to skip class.

It is OKAY to skip a reading assignment from *The White Diamond*.

It is OKAY to attend associate member education sessions even if I don't participate in them.

It is OKAY to accept alcohol as a gift from another member if you are not 21.

It is OKAY to let another member smoke weed as long as it's not in the chapter house.

It is OKAY to attend a chapter event while drunk or high.

It is OKAY to take Adderall or other prescription drugs if a member offers them to you.

It is OKAY to drink until you pass out.

Final statement: a member's personal actions/behaviors are totally separate from their membership in the chapter.

Everyone please return to your seats. To wrap up this activity, I have a few questions for you.

How difficult was it to choose where to stand?

Were you ever in one place then realized you should be somewhere else?

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How does this relate your daily life?

Do we as fraternity men “wear” our values for people to see? How do people know we are in a fraternity?

Do we ever find ourselves saying our values are one thing, then doing another? When? Is this a problem? Why or why not?

Why is it important to discuss our values?

- Be sure to reiterate that values are the foundation upon which the Founders built Pi Kappa Phi.
- Ask each participant to find and partner and share one (1) thing they will commit to do to demonstrate their personal and fraternal values within the next week.

BIG BROTHER CEREMONY (40 minutes)

Learning Outcomes

As a result of participating in this ceremony, participants will...

- Meet their Big Brother.
- Define expectations for their Big Brother.
- Understand expectations as a Little Brother.

Setup Instructions & Supplies Needed

Setup Instructions

- Before conducting the Big Brother Ceremony, all Big Brother candidates must participate in the Big Brother Orientation. Additionally, all Big Brothers must participate in the Ceremony Debrief with their Little Brothers (Appendix B, page 92). Failure to participate in either activity may result in candidates becoming ineligible to serve as Big Brothers. Further details about the model Big Brother/Little Brother Program are provided in Appendix B, page 91 of this facilitator guide.
- The Big Brother Ceremony should be conducted individually. For larger associate member classes, you may consider running concurrent tracks. In these cases, consider replacing the Chaplain with a member of the Member Education or Ritual Committees and the Archon with another member of the Executive Council.

Supplies Needed

- Two rooms
- One table
- White tablecloth
- Pi Kappa Phi's Bell
- Pictures of Founders Kroeg, Fogarty, and Mixson
- The Student's Lamp
- Three (3) candles
- 30-50 unsharpened pencils taped together in a cylindrical fashion
- One (1) additional unsharpened pencil for each associate member
- Extra copies of the Big Brother/Little Brother contract (in case Big Brothers did not bring their copy)

WEEK TWO

Ceremony Performance - 20 minutes

Chaplain: (To the associate member)

Tonight's ceremony will be among the most memorable and joyful experiences that you meet along your journey to initiation in Pi Kappa Phi.

I assure you that you have nothing to fear. You will now be guided by another member to the next stop of your journey.

The Big Brother should approach the associate from behind and lead him to the Archon's table. The Archon should be seated behind the table, which should be covered by white cloth. As the associate member approaches the table, the Archon will instruct him to remain standing.

Archon: (To the associate member)

You may approach the table, but I ask that you please remain standing. Tonight I will ask you three questions. Give each your thoughtful and careful consideration.

After each question, allow the associate member to respond. If he does not, prompt him to respond. Note that there are no wrong answers to these questions.

Who has served as your greatest mentor?

What characteristics made them stand above the rest?

What is leadership in Pi Kappa Phi?

Thank you.

Archon should pick up or otherwise reveal the individual pencil and bundle of pencils.

Please pick up the individual pencil and break it in half.

After the associate member successfully breaks the pencil:

Please pick up the bundle of pencils and break it in half.

After the associate member tries and fails to break the bundle of pencils:

The journey to initiation is long and at times may be difficult. The pressures of life will, at times, surround you like a thick fog. In these moments, you may doubt. You may fear. You may stray from the path. But when those moments hereafter arrive, you will see a beacon in the distance. It will guide you forward and assist you in completing your journey.

And when you emerge from the fog and are embraced by the full effulgence of the beacon's fraternal light, you will see that the light was carried by a brother of Pi Kappa Phi; one who travelled the path that you do now.

He shall stand with you as your guide, your advocate, your mentor.

Big Brother: (To the associate member)

For no Pi Kappa Phi walks this journey alone.

Archon: (To the associate member)

Please turn around and meet your Big Brother.

Ceremony Debrief - 15 minutes

Gentlemen, I appreciate your participation in the Big Brother Ceremony. I look forward to seeing your relationships develop and know that each of you can help the other become an ideal brother, leader, and man.

The most important part of any mentor relationship is the establishment of clear expectations. We will spend the next 10 minutes identifying those expectations of one another.

- Instruct Big Brothers to share the Big Brother/Little Brother contract with their Little Brothers. Ask volunteers to read aloud each of the expectations listed.
- After each expectation has been read, instruct participants to spend the next five minutes identifying what any other expectations for or from their Big Brother. They should partner with their Big Brother to complete this activity. Additional expectations should be recorded on the Big Brother/Little Brother Contract.

Big Brothers, what are some of the expectations that you have set for your Little Brothers? Little Brothers, what are some of the expectations that you have set for your Big Brothers? How will you hold one another accountable to these expectations?

What are some activities that you can participate in as Big Brothers and Little Brothers?

- Be prepared to identify, correct, and offer alternative activities if Big Brothers or Little Brothers identify activities that violate Pi Kappa Phi's standards.

Finally, please sign and turn in your Big Brother/Little Brother contracts. I will make a copy of these and return them to you. Congratulations, gentlemen.

- Big Brothers & Little Brothers should make any additional notes on their Big Brother/Little Brother contracts (distributed during Big Brother Orientation), sign the contract, and turn it in. Ensure all participants have given you a signed copy of their contract before moving on.

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- Big Brothers should stay through the wrap-up announcements.

Wrap Up - 5 minutes

Today, we identified our personal values, defined the values of the Fraternity, and began to understand how they play a role in our daily lives. Through the remaining weeks of our program - and beyond - I challenge you to consider how your behavior reflects your values and the values of the Fraternity. It may be challenging at times but remember what T.J. Sullivan, an initiate of the Alpha Psi chapter at Indiana University, reminds us of: “You are always wearing your letters.” We recruited you to our Fraternity because we hope you will bring credit to it through word and deed; I am confident you will live up to that hope.

Before our next session, I ask that each of you complete the following homework assignments:

- Read pages 150-151, 166-168, and 175-180 of *The White Diamond: 2018 Edition*

Additionally, here is what the week ahead will look like:

- Share the date, time, and location of other sessions,
- Ask if participants have any final questions, then dismiss the group.

EDUCATION SESSION #2 (1 hour)

Learning Objectives

- Describe the characteristics of leadership as defined by Pi Kappa Phi.
- Identify personal leadership style, comparing and contrasting it with other leadership styles.
- Describe the founding and significance of The Ability Experience to Pi Kappa Phi.

Setup Instructions & Supplies Needed

Setup Instructions

- Tables and chairs set in a large horseshoe, or U, shape

Supplies Needed

- Enough orange, green, blue, and yellow stickers for each participant

Welcome Back - 5 minutes

Welcome back, gentlemen. This is a week of self-discovery; we began with identifying your values and how they integrate into your daily life.

What questions do you have about what we covered last time?

Today, we continue our journey of self-discovery. As we go through our activities, however, I challenge you to think beyond yourself. How does what you do impact others? Your family? The Fraternity? The college? The local community?

Let's get started by defining one of the words you have likely heard dozens of times during recruitment and since you joined. This word is the center of Pi Kappa Phi's identity. Let's talk about leadership in Pi Kappa Phi.

Leadership in Pi Kappa Phi - 10 minutes

- Ask participants to open their workbook to page 22 and ask one participant to read aloud Pi Kappa Phi's definition of leadership.
 - "Pi Kappa Phi 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. Pi Kappa Phi's mission is to create an uncommon and lifelong brotherhood that develops leaders and encourages

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service to others for the betterment of our communities.

Leadership in Pi Kappa Phi is a living commitment to personal and fraternal values, cultivated through the bonds of brotherhood and ever-aspiring to build the ideal chapter.

The Fraternity believes that leadership is not positional - it can come from anywhere in the organization - and is instead a potential that can be developed in all members. Leaders exhibit self-awareness, exemplify character in thought and action, develop and foster collaborative relationships, and strive to create social change - to build a better world for themselves and others.”

- Ask participants to share what parts of the definition stand out to them. If it is not brought up, be sure to share:
 - Leadership is NOT positional. It can come from any member, regardless of whether or not they have a formal leadership position (e.g. Archon).
 - Leadership is not limited to a certain age, class standing, or experience level.
 - Everyone can and should continuously strive to develop their leadership skills and behaviors.

Let’s go back and reference the mission and vision statements of Pi Kappa Phi and The Ability Experience. Can someone read each of these statements on page 22 of your workbook?

- For your reference, each of the mission and vision statements are included below:
 - Pi Kappa Phi’s mission is “To create an uncommon and lifelong brotherhood that develops leaders and encourages service to others for the betterment of our communities.”
 - Pi Kappa Phi’s vision is “A future where every Pi Kappa Phi embraces his role as a leader, puts service before self and improves the world around him.”
 - The mission of The Ability Experience is “We use shared experiences to support people with disabilities and develop the men of Pi Kappa Phi into servant leaders.”
 - The vision of The Ability Experience is to “Create a community, one relationship at a time, where the abilities of all people are recognized and valued.”

What are some words or phrases that stand out to you from these mission and vision statements?

How do they relate to leadership?

How do they specifically relate to the definition of leadership that we just reviewed?

How can you practice leadership as a member of Pi Kappa Phi?

How can you practice leadership in your daily life outside of Pi Kappa Phi?

Expressing My True Colors - 25 minutes

Now that we understand Pi Kappa Phi's definition of leadership, let's take a few minutes to discover our own leadership styles. Learning your leadership style will help you maximize your potential and understand how to work more effectively with others.

Turn to page 23 in your workbook. Take the next five minutes to complete a short assessment that will help you self-identify your personal leadership style.

- Instruct participants to rank the words in each row from 1-4 with 1 being the set of words least like you and 4 being most like you. They should have a 1, 2, 3, & 4 in each box of words. Ask them to go with their gut instinct and not to think about it too hard and not to overanalyze.
- Once they have finished ranking all the boxes, they should score by tallying the numbers in each of the groups at the bottom of the page.

Once you have completed the assessment and scoring, turn to pages 24-26 of your participant guide and read the description of your leadership style.

- The entire inventory and silent review of their style should take no more than seven minutes.
- Remind them that colors are on a spectrum, no one color is better than another. Everyone has shades of each color within them; some are just more prominent than others.
- Have participants break into groups around the room based on their top color. If there was a tie, have them decide which color they most identify with after reading the overview, or send them with the smaller of the two groups.
- Provide each group with a piece of flip chart paper and have them discuss and record their answers to the following question:
 - Based on your leadership style, what advantages and challenges will you face when working with others?
- Give them 5 minutes to work in their color groups. As they work, hand out color stickers that correspond to their style for them to place on their participant guide.
- After five minutes, go around and have each group share advantages of their leadership style, challenges their leadership style may bring about, and an example of how they can work with another color despite their differences.

Why is it important to know our leadership style?

Why is it important to know the leadership styles of others?

WEEK TWO

The Founding & Purpose of The Ability Experience - 15 minutes

In early 1976, Pi Kappa Phi Fraternity began to search for a cause that the Fraternity could adopt as its national service project to be supported by student chapters and alumni.

Through a mutual connection, then-Executive Director Durward Owen met an aspiring sculptor and artist. The artist, named Thomas Sayre, was experimenting with outdoor art as a way to stimulate the sensory awareness of profoundly disabled persons, thus challenging an institutionalized belief that a barren and sterile environment provided the best possible care.

At a meeting that would forever change the trajectory of Pi Kappa Phi, Sayre and Owen met atop Acorn Hill, the highest point at the Western Carolina Center, where Sayre worked. The view from the hill was stunning.

Surrounded by this sight, Owen remarked, “Thomas, isn’t it a shame they cannot enjoy this beautiful vista as we are doing?”

Sayre replied simply, “How do you know they don’t?”

Less than two months later, the National Council approved support of a national project for the Fraternity that would “assist with the design, development, and construction of creative playground equipment...” for people with disabilities.

The Ability Experience was born.

Why is The Ability Experience so significant to Pi Kappa Phi?

Why do you think we created our own national service project instead of adopting a preexisting one?

There are four core values that drive the day-to-day operations of The Ability Experience. Turn to page 27 in your participant guide. Can someone read each value and its definition?

- For your reference, each value and definition is included below:
 - Integrity: the way which you behave, even when no one is watching.
 - Abilities: believe in the abilities of all people. Focus on the person, not their disability.
 - Teamwork: together, we can achieve more.
 - Empathy: understand the strengths and weaknesses of each person in the group to better see things from another’s point-of-view.

What stands out about the values of The Ability Experience?

How do they relate to the values of Pi Kappa Phi?

In addition to the values of The Ability Experience, there are three types of activities which directly and positively impact the organization: fundraising, awareness, and volunteerism.

These three activities are typically referred to as the three pillars of The Ability Experience.

What might be an example of fundraising to benefit The Ability Experience?

- Fundraising events are any event which money is gathered to benefit The Ability Experience. Some examples might include bike-a-thons, War of the Roses, Pie a Pi Kapp, etc...

What might be an example of raising awareness through or for The Ability Experience?

- Awareness events are those opportunities or programs where someone can learn more about a disability (or disabilities), their effect on individuals, and foster empathy (not sympathy). Examples may include Spread the Word to End the Word or empathy dinners.

What might be an example of volunteerism through or for The Ability Experience?

- Volunteerism is an event or opportunity to give back to or benefit the local community. It usually involves volunteers giving their time or talent to a person or organization without expecting anything in return. Examples may include constructing wheelchair ramps or accessible facilities through programs like Ability Camps.

In a few minutes, we will all participate in an event which will promote awareness and volunteerism. Before we do that, however, what final questions do you have about the information we covered today?

- After participants have the opportunity to ask questions, share the time and location of the Service in Action event.

WEEK TWO

SERVICE IN ACTION (1 hour)

Learning Objectives

- Practice servant leadership in a way that benefits the campus or local community.

Setup Instructions & Supplies Needed

Setup Instructions

- Work with the Philanthropy Chairman and the chapter's Regional Director of Chapter Services (chapterservices@abilityexperience.org) to receive best practices and guidelines when planning and executing a Service In Action event.
- Note that there should be no fundraising component in the Service in Action event; it should focus on awareness, volunteerism, or both.

Service in Action Event - 45 minutes

- Choose from one of the Service in Action events listed below. Full descriptions, as well as facilitator guides, are noted next to the name of each option.
 - Friendship Visit
 - Empathy Dinner
 - Spread the Word to End the Word
 - Volunteering Event

Wrap-Up & Weekly Reflection - 15 minutes

This week, you have taken the first steps toward realizing your full potential as a leader. There are many other ways to get involved in the local community and give back to others which we will discuss in the coming weeks.

I will now ask everyone to turn to page 28 of your workbook and complete your weekly reflection. Take the next ten minutes to do this.

- After ten minutes, ask each participant to share one word that represents how they are feeling right now.

Next week, we are going to dive into Pi Kappa Phi's risk management policy and discover what happens when we, or another member, fail to follow Pi Kappa Phi's standards.

Before our next session, I ask that each of you complete the following homework assignments:

- Read pages 91-95 and 202-208 of *The White Diamond: 2018 Edition*.
- Complete Week Two Big Brother Reflection Activity on page 29.
- Share Quiz #2 as well as the instructions and deadline for completion.

Additionally, here is what the week ahead will look like:

- Share the date, time, and location of other sessions.
- Ask if participants have any final questions, then dismiss the group.

WEEK THREE: ACCOUNTABILITY

OVERVIEW

The third week of the model associate member education program introduces participants to Pi Kappa Phi's risk management policy and challenges them to apply it to real-life examples of written event procedures. Then, participants will clearly define the term "accountability," comparing and contrasting Pi Kappa Phi's major mechanisms for holding others accountable.

During week three, there are two education sessions and one subordinate ritual. The New Member Education Committee should coordinate with the Chaplain or Ritual Committee to ensure that all activities are successfully executed.

EXAMPLE SCHEDULE

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Share Quiz 2 Results Education Session #1			Education Session #2 Subordinate Ritual Distribute Quiz 3		Collect Quiz 3	Grade Quiz 3

EDUCATION SESSION #1 (1 hour & 10 minutes)

- Weekly Welcome (15 minutes)
- Who Killed Justin Smith? (20 minutes)
- Pi Kappa Phi's Risk Management Policy (30 minutes)
- Wrap-Up (5 minutes)

EDUCATION SESSION #2 (2 hours & 10 minutes)

- Welcome Back (5 minutes)
- Accountability through Ultimate Respect & the Standards Board (55 minutes)
- Living Our Code of Conduct (20 minutes)
- Subordinate Ritual (30 minutes)
- Wrap-Up & Weekly Reflection (15 minutes)

CUSTOMIZE YOUR PROGRAM

One factor which contributes to the success of any education program is the ability to tailor activities to the needs of participants. As a result, this week offers two opportunities for you to choose activities which will assist in creating a positive and developmental experience.

After you choose one brotherhood development activity and one subordinate ritual to facilitate, be sure to review the set-up and supplies needed, facilitator guides, and work with other key stakeholders to ensure that each activity can be successful.

CHOOSE YOUR OWN ACTIVITY: BROTHERHOOD DEVELOPMENT

Choose from one of the following brotherhood development activities to facilitate during Education Session #1. The location of each facilitator guide is noted next to the name of the activity for your review.

- Not a Knot (Appendix A, page 86)
- Blindfold Polygon (Appendix A, page 88)
- Human Knot (Appendix A, page 90)

CHOOSE YOUR OWN ACTIVITY: SUBORDINATE RITUAL

Subordinate rituals offer participants the chance to carefully consider the deeper meaning of fraternity and explore brotherhood beyond the surface level. In Week Three: Accountability, one of the following subordinate rituals should be facilitated at the end of Education Session #2.

- Living the Creed (page 4 of *Subordinate Rituals & Special Ceremonies: 2018 Edition*)
- The Web (page 16 of *Subordinate Rituals & Special Ceremonies: 2018 Edition*)
- Ultimate Respect (page 23 of *Subordinate Rituals & Special Ceremonies: 2018 Edition*)

INVITING GUEST FACILITATORS

In some scenarios, it may make sense to invite guests to facilitate portions of the model associate member education program. Two guests you should invite are listed below. Be sure to review the schedule, curriculum, and any other logistical notes with guest facilitators and be ready to answer any last-minute needs or questions they may have about the program.

- Risk Management Chairman (invite to Education Session #1)
- Standards Board Chairman (invite to Education Session #2)

WEEK THREE

EDUCATION SESSION #1 (1 hour & 10 minutes)

Learning Objectives

- Identify the rules and standards outlined by Pi Kappa Phi's risk management policy, Constitution, and Supreme Laws, as well as those outlined by the chapter.
- Analyze and develop recommendations to make written event procedures compliant with Pi Kappa Phi's risk management policy.

Setup Instructions & Supplies Needed

Setup Instructions

- Set tables and chairs in groups of 3 - 5.

Supplies Needed

- One (1) copy of Pi Kappa Phi's risk management policy (adopted February 2019) for each participant.

Weekly Welcome - 15 minutes

- Welcome participants to the third week of associate member education.
- Share the results of Quiz #2 and pass individual quizzes back to participants.

Our theme for this week is "Accountability." We'll be learning about Pi Kappa Phi's shared standards, including risk management policy, and learning what to do when we or another member violate Pi Kappa Phi's shared standards.

Before we get started, I'd like to have everyone participate in a quick activity.

- Choose ONE of the activities below to facilitate and debrief:
 - Not a Knot (Appendix A, page 86)
 - Blindfold Polygon (Appendix A, page 88)
 - Human Knot (Appendix A, page 90)
- If in attendance, introduce the Risk Manager as a guest facilitator. Ask him to give a quick introduction including his name, where he's from, major, how long he has been a member, and why he decided to run for Risk Manager.

Who Killed Justin Smith? - 20 minutes

- Break associate members into small groups of 3 - 5.
- Ask participants to turn to page 32 of their workbook and ask for volunteers to read aloud “Who Killed Justin Smith?”
- Give participants ten minutes to rank each person (or group) in order of who is most at blame for Justin’s death. Tell them their small group must unanimously agree on the order.
 - If participants ask how to rank the people or groups involved (e.g. they ask what’s most important to consider in their ranking), tell them to complete the activity however they prefer.
- After ten minutes, ask participants to respond with their answers. Tell them that, as a large group, they must now work together to come to a consensus of who is to blame. Allow five minutes to complete this part of the activity.
- Once the five minutes are up, stop discussion even if they have not reached consensus. Debrief the activity with the following questions.

Was it difficult to reach consensus in your small group?

Was it more or less difficult to reach consensus as a large group?

What made it easy or difficult to reach consensus in either your small or large group?

- Focus on specific behaviors, actions, or attitudes.

If you could do this activity again, what - if anything - would you do differently?

I think we can all agree that there were a number of issues surrounding Justin’s death and that each person or group had a role to play in his death. Let’s take a few minutes to review Pi Kappa Phi’s risk management policy to understand specifically which rules were broken.

Pi Kappa Phi’s Risk Management Policy - 30 minutes

- Pass out copies of Pi Kappa Phi’s risk management policy to each participant.
- Give them fifteen minutes to read through the policy and, as a small group, determine what risk management rules the chapter violated in this scenario.
- After fifteen minutes, ask them to report out with what they have identified. Correct answers are listed below:
 - Rule #10: Dry Associate Member Activities
 - “Christian decided to have a pledge event with a quiz and lineup that night with some alcohol.”

WEEK THREE

- “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...”

In addition to the areas we have already identified, there was another factor at play: bystander behavior.

- Participants can take notes on page 33 of their participant guide.

Who can tell me what bystander behavior is?

- The Encyclopedia Britannica defines bystander behavior as “...the inhibiting influence of the presence of others on a person’s willingness to help someone in need.”
- In other words, people are less willing to intervene when in a group because they think someone else will take action. This behavior becomes more likely in larger groups.

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

- Correct answers include:
 - The 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 had 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.

Pi Kappa Phi, along with the other members of the National Interfraternity Conference (NIC), adopted a Medical Good Samaritan Policy.

- Ask participants to turn to page 208 of *The White Diamond* and read aloud the Medical Good Samaritan Policy.

What does this policy mean?

- If you are concerned for the health, safety and well-being of a member or guest, you should call 911 and cooperate fully with first responders and medical personnel.
- Concern for the health, safety and well-being of a member or guest should supersede the fear of potentially getting in trouble.

What might be examples of when we might need to use the Medical Good Samaritan Policy?

Why is it important to know about Pi Kappa Phi’s Medical Good Samaritan Policy?

I hope you now have a better understanding of what Pi Kappa Phi’s risk management policy is as well as what it looks like in action. Before we wrap up for the day, what final questions do you have about anything we’ve discussed so far?

Wrap-Up - 5 minutes

We’ve spent a lot of time today reviewing policy and understanding Pi Kappa Phi’s rules. But, just as we don’t always live our values, we don’t always follow the rules. When a member chooses not to follow the rules, he must be ready to be held accountable.

Next time, we will clearly define the term “accountability” and discuss strategies for holding one another accountable to Pi Kappa Phi’s standards.

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To prepare for our next meeting, I have some homework for you.

- Read “You Are Always Wearing Your Letters” on pages 106-110 of *The White Diamond: 2018 Edition*
- Read pages 139-146 and 148-150 of *The White Diamond: 2018 Edition*.
- Share the date, time, and location of the next education session.
- Answer any remaining questions, then dismiss the group.

EDUCATION SESSION #2 (1 hour & 20 minutes)

Learning Objectives

- Define accountability and contrast the mechanisms with which members may hold one another accountable to Pi Kappa Phi's standards of conduct.
- Describe best practices for giving and receiving feedback through Ultimate Respect.
- Identify the steps in the Standards Board process.
- Describe the ways in which you can live out the chapter's Code of Conduct in your daily life.

Setup Instructions & Supplies Needed

Setup Instructions

- Tables and chairs set in a large horseshoe, or U, shape

Supplies Needed

- On a sheet of flip chart paper, draw a vertical line. On each side, write the following words and phrases. This flip chart paper will be referred to as "Blame versus Ownership" later in the facilitator guide.
 - LEFT side:
 - He should've...
 - If they had...
 - They didn't...
 - He made me...
 - I tried, but...
 - Isn't that someone else's job?
 - RIGHT side:
 - I can...
 - I will...
 - Can you help me...
 - I need assistance...
 - I could have...
 - Next time I'll...
 - I understand why...
- One blank sheet of flip chart paper & flip chart markers.
- One copy of the chapter's Code of Conduct for each participant.
- Extra pens and pencils for participants who forget theirs.
- One (1) notecard for each participant.
- Five (5) sticky notes per participant.

WEEK THREE

Welcome Back - 5 minutes

- Welcome associate members back.
- Introduce the Standards Board Chairman, if in attendance. Ask him to give a quick introduction including his name, where he's from, major, how long he has been a member, and why he decided to run for Standards Board Chairman.

As a reminder, our weekly theme is still “Accountability.”

Before we get underway, however, I want to offer you an opportunity to provide feedback about the associate member process so far.

- Pass out one (1) notecard to each participant and instruct them to write down:
 - Front side: their favorite part of the associate member experience so far.
 - Back side: one thing they think could be better about the associate member experience.
- As participants finish, collect the notecards and set them to the side for later review.

Thank you for sharing your thoughts. I will review your feedback after this session concludes.

We're officially halfway through our associate member education program and I am looking forward to continuing this journey with you.

- If applicable, give the floor to the Standards Board Chairman to facilitate.

Defining Accountability - 15 minutes

- Reveal the “Blame versus Ownership” flip chart paper.
- Ask participants to read each of the statements on the left side of the sheet, then those on the right side of the sheet.

What is the difference between the statements on the left and the statements on the right?

- If it isn't mentioned, share that the statements on the left indicate blame or a lack of responsibility. The statements on the right, however, imply ownership, personal or group responsibility, and accountability for one's own actions.

What is the difference between responsibility and accountability?

Responsibility - specifically personal responsibility - is the idea that you live your personal values, as well as those espoused in the Fraternity's Ritual of Initiation.

Accountability, on the other hand, is the duty to uphold and abide by the Fraternity's standards of conduct and to use Ultimate Respect when confronting brothers who fail in their obligations to Pi Kappa Phi.

Turn to a partner and spend the next three minutes brainstorming examples that illustrate the similarities and differences between responsibility and accountability.

- Instruct participants to record notes from their discussion on page 34 of their participant guide.
- After three minutes elapse, ask a few groups to share their examples.

Responsibility and accountability are both necessary for the success of any organization, especially fraternal organizations. Since we already spent a large portion of week two discussing personal responsibility through the lens of how we identify and enact our values, we will spend the remainder of our time focusing on accountability.

Each organization has a document or documents that guide its day-to-day actions. Can anyone name one of Pi Kappa Phi's guiding documents?

- The Gold Book (Constitution & Supreme Laws)
- Philosophy Statements (Where We Stand On...)
- Pi Kappa Phi Risk Management Policy
- Chapter Constitution & Bylaws
- Chapter Code of Conduct

When we fail to uphold the standards set forth by one of these guiding documents, we should own responsibility and expect to be held accountable in one way or another. Pi Kappa Phi has two major mechanisms that help us hold each other accountable. What are they?

- Ultimate Respect
- The Standards Board

As associate members, which members of the chapter are you able to hold accountable to Pi Kappa Phi's shared standards?

- This is a trick question. There is only one correct answer: associate members can and should hold all other members accountable. Accountability is not limited by class year or status within the chapter.

We're going to spend some time learning about each of these accountability mechanisms and I hope that by the time our session is finished today, you will be able to describe the purpose and differences between each of them.

Does anyone have any questions before we move on?

WEEK THREE

Ultimate Respect - 20 minutes

Sometimes providing feedback can mean having a difficult conversation with a brother. It's in these moments that we utilize Ultimate Respect.

- Instruct participants to take notes on page 35 of their participant guide.

How would you define Ultimate Respect?

- Ultimate Respect is about putting the well-being of the Fraternity, or an individual brother, ahead of a friendship in order to confront a behavior that is detrimental to the chapter, fraternity or an individual's well-being.

Ultimate Respect is not a "Get Out of Jail Free" pass to be an asshole. Instead, it's an important dialogue between brothers that confronts a specific behavior and calls for a change to the benefit of that member, the chapter, and the national organization.

- Share a personal example of a time when you successfully used Ultimate Respect or when another member used it successfully with you.

The success of an Ultimate Respect conversation hinges entirely on your ability to give constructive feedback. Let's go over some best practices when giving feedback.

- Draw a vertical line in the middle of a sheet of flip chart paper.
- On the left side of the sheet, FLIP CHART each of the underlined best practices below as you discuss them.

First, ask permission. Make sure that you ask the brother you are going to confront if they are willing to hear some critical feedback.

Next, be specific. Provide concrete examples of the behavior you are addressing. Share details about when, where, and how you have seen them.

Third, be timely. By providing feedback close to the time that the behavior occurred, you can prevent escalation and provide relevant feedback.

When giving feedback, you also have to choose the right moment. Make sure the environment is conducive to your conversation. Privacy is important, as is the mental state of your brother. It does no good if he cannot or is not willing to be engaged.

Don't evaluate or judge. Stick to the facts, express concern, and talk together about the ways that the behavior can be changed. The natural reaction for those who feel evaluated or judged is to get defensive.

Finally and most importantly, follow through. Be sure to hold to the commitments you make during the conversation and follow up to make sure your brother does as well.

By practicing those six skills, you will find a great deal of success when facilitating an Ultimate Respect conversation.

You won't always be facilitating the conversation, however. Sometimes you may find yourself on the receiving end. In those situations, keep in mind the following two ideas.

- On the right side of the sheet, FLIP CHART each of the underlined best practices as you discuss them.

When receiving Ultimate Respect, give your brother the benefit of the doubt. It takes courage to confront another member, so trust that he is asking to have this conversation even though it may be difficult.

Second, listen to what is being said and understand where your brother is coming from. Even if you don't initially agree with the other member, hear them out and try to think about what may be leading them to have this conversation with you.

Why might it be beneficial to receive feedback through Ultimate Respect?

- You are held to a higher standard.
- You are more comfortable and skilled in having tough but civil conversations.

What might be some examples of when we might need to use Ultimate Respect with another member?

Can you think of any situations where we should not use Ultimate Respect?

- Ultimate Respect may not be the best course of action if: you've already used it and it didn't work; the member's behavior has been consistently problematic; or the member's behavior is severely problematic.

In these situations, how can we hold that member accountable?

- Participants should point to the Standards Board.

The Standards Board - 20 minutes

- If your chapter Standards Board is organized differently, be sure to share your model as opposed to the one outlined below.

The Standards Board exists to hold members accountable when other methods have failed. Consisting of the Standards Board Chairman, Sergeant-at-Arms, Scribe, and two other members, the Standards Board reviews and adjudicates complaints as necessary.

We are going to spend some time walking through the Standards Board process. Why might it be important to understand how the Standards Board works?

- Whether you file a complaint or a complaint is filed against you, you understand what to expect.

WEEK THREE

There are seven steps in the Standards Board process. Once we have identified the entire process, we will go back and talk about each step in more detail.

- Ask participants to read aloud each step of the “Standards Board Process” on page 36 of their participant guide.

Let’s talk about each step in more detail, beginning with Step #1: filing the complaint. This step establishes alleged violations, as well as the two major parties: the Complainant and the Respondent.

Who is the Complainant?

- The person who files a complaint with the Standards Board.

Who is the Respondent?

- The person who the complaint is about.

When is it appropriate to file a Standards Board complaint?

- Mention the following criteria if any are missed.
 - You learn of an alleged violation of Pi Kappa Phi’s Constitution & Supreme Laws, the chapter’s constitution & bylaws, or the chapter’s Code of Conduct.
 - You have evidence of an alleged violation of Pi Kappa Phi’s standards.
 - You or another member have confronted the other member using Ultimate Respect but the problematic behavior continues.
 - If the behavior is severe or extreme, it may warrant that you immediately file a complaint with the Standards Board without attempting an Ultimate Respect conversation.

How do you file a Standards Board complaint?

- The complaint must be sent to the Archon and Standards Board Chairman in writing.
- Outline any chapter-specific requirements (such as formats, others to notify when lodging a complaint).

Once the Standards Board Chairman receives a formal complaint, he will convene with the Standards Board to set a date, time, and location for the hearing. The hearing must be held no later than 15 days after the complaint was filed. The date, time, and location of the meeting, as well as a copy of the complaint, will be sent to the Respondent.

The next step in the Standards Board process is for the actual meeting to occur. During this meeting, the Standards Board will review the evidence, gain insight from any witnesses, and convene to determine whether the Respondent is responsible for the alleged violation.

- Participants can take notes on page 37 of their participant guide.

It is important to note that the standard for determining responsibility is different than a court system. In the U.S. court system, a prosecutor must prove that someone is guilty “beyond a reasonable doubt.” We do not determine guilt; only responsibility.

What is Pi Kappa Phi’s standard for determining responsibility?

- The Respondent should be found responsible an alleged violation if it is “more likely than not” that they violated Pi Kappa Phi’s standards of conduct.

After the Standards Board has determined whether or not the Respondent is responsible for the alleged violations, the process branches in two paths.

The first branch, which occurs when the Respondent is found not responsible for the alleged violations, is that the Respondent receives an outcome letter stating that they have been found not responsible. The chapter must also be notified of the decision at the next opportunity.

The second branch outlines steps for when the Respondent is found responsible for the alleged violation. At this point, the Standards Board determines a sanction appropriate to address the behavior.

What is the purpose of a sanction?

- Sanctions are not meant to punish. They serve as an opportunity for the Respondent to reflect on and learn from their problematic behavior so that, in the future, that behavior is not repeated.

What are some of the sanctions that the Standards Board can assign?

- Warning or censure
- Written apology
- Educational sanctions
- Loss of privileges
- Exclusion from activities
- Fines not to exceed \$100
- Payment for loss or damage
- Recommendation to remove an officer from their office
- Suspension or expulsion of a member
- Placement of a member on conditional alumni status for poor academic performance
- Revocation of an associate member’s bid

It should also be noted that the Standards Board can assign any other sanction that they determine.

WEEK THREE

After the sanction has been assigned, the Standards Board Chairman will share the outcome letter, detailing the sanction, with the Respondent. The chapter must also be notified of the outcome at the next available opportunity.

In addition to the steps outlined above, it should be noted that the Executive Council has the authority to interimly suspend a member for no more than thirty (30) days. Notice must be given in writing and the Chapter Advisor must also receive this notification. A copy of the notice of interim suspension must also be sent to the National Headquarters within three (3) days of being imposed.

Is there anything that surprises you about the Standards Board process?

Is there anything you still have questions about regarding the Standards Board process?

What might be some examples of when it might be appropriate to lodge a complaint with the Standards Board?

Sometimes a member's behavior is so extreme that the chapter does not have the training to appropriately hold him accountable. In these situations, the chapter should immediately contact the national headquarters for assistance.

What might be some examples of extremely problematic behavior?

- Let a few participants respond. Touch on the following examples if they are not brought up:
 - Sexual Assault
 - Hazing
 - Fighting a Non-Member
 - Distribution of Illegal Drugs
 - Members Facing Pending Criminal Charges

Before we move on, does anyone have any questions about the strategies we can use to hold a member accountable to their commitments?

Living Our Code of Conduct - 20 minutes

Just as we identified our values before we practiced living them, we had to understand accountability strategies before we can hold each other to our shared standards.

In addition to the national governing documents such as the Pi Kappa Phi Risk Management Policy and The Gold Book, our chapter has a Code of Conduct which all members acknowledge and agree to live by.

- Pass out your chapter's Code of Conduct and review each point. If applicable, provide examples of how specific items on the Code of Conduct may be enacted in your daily life.

- Once you have reviewed the Code of Conduct, pass out a stack of sticky notes to each associate member. Have them write down any questions or concerns they have about the Code of Conduct, Ultimate Respect, or the Standards Board process. They should only write one thought per sticky note and they should bring their sticky notes to you when done.
- Group sticky notes by topic (e.g. “Ultimate Respect”) and go through each sticky note. Answer questions and concerns as you go.
- Finally, have participants sign their copy of the Code of Conduct and turn it in.

I hope you feel more comfortable now holding any member accountable to Pi Kappa Phi’s shared standards. Before we wrap up for the week, we’ve prepared a subordinate ritual for you.

WEEK THREE

SUBORDINATE RITUAL (45 minutes)

Setup & Supplies Needed

- See *Subordinate Rituals & Special Ceremonies* for staging instructions, supplies needed, and ceremony texts.

Subordinate Ritual Performance - 20 minutes

- This week, you may choose to perform one of three subordinate rituals. All options, including their page number, are listed below:
 - Living the Creed (page 4 of *Subordinate Rituals & Special Ceremonies: 2018 Edition*)
 - The Web (page 16 of *Subordinate Rituals & Special Ceremonies: 2018 Edition*)
 - Ultimate Respect (page 23 of *Subordinate Rituals & Special Ceremonies: 2018 Edition*)

Subordinate Ritual Debrief - 10 minutes

- The key to an effective subordinate ritual is a thoughtful debrief. Debriefs should follow the framework of questions listed below:
 - What happened?
 - Why is this important?
 - What will you do now?
- Specific debrief questions accompany each subordinate ritual at the end of the ceremony text.

Wrap-Up & Weekly Reflection - 15 minutes

With the conclusion of this week's subordinate ritual, our third week of associate member education is coming to an end. We've discussed a lot of policies and very technical processes and it's okay if you have questions.

- Offer an opportunity for participants to share any final questions they have about anything covered this week.

Please turn to page 38 in your participant guide and spend the next ten minutes completing the weekly reflection.

Next week is our final week of associate member education. I'm excited to see your Capstone Project presentations and share with you the meaning of Pi Kappa Phi's Ritual of Initiation.

To prepare for our next meeting, I have some homework for you.

- Complete the Capstone Project.
- Read pages 186-198 of *The White Diamond: 2018 Edition*.
- Complete the Week Three Big Brother Reflection Activity on page 53 of the participant guide.
- Pass out the Quiz #3, sharing the due date and instructions for turning it back in.
- Share the date, time, and location of the next education session.
- Answer any remaining questions, then dismiss the group.

WEEK FOUR: THE SECOND DECISION

OVERVIEW

In the final week of associate member education, associate members will prepare to participate in the Ritual of Initiation, present their final project, reflect on the thoughts and lessons learned by previous initiates, participate in the Ritual of Initiation, and explore the deeper meaning and symbolism behind it.

This week, there is one education session, the four parts of the Ritual of Initiation, a personal reflection activity, and a final project presentation. The New Member Education Committee should coordinate with the Chaplain or Ritual Committee to ensure that all activities are successfully executed.

EXAMPLE SCHEDULE

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Share Quiz 3 Results	Candle Watch	Candle Watch	Candle Watch	Candle Watch	Ritual of Initiation	Lecture & Debrief
Education Session	Capstone Presentations	Capstone Presentations	Capstone Presentations	Capstone Presentations		
Ritual Pre-Brief						

EDUCATION SESSION (1 hour & 15 minutes)

- Welcome (5 minutes)
- The Power of an Oath & Lifelong Brotherhood (20 minutes)
- Addressing Concerns (20 minutes)
- Ritual of Initiation Pre-Brief (20 minutes)
- Wrap-Up & the Week Ahead (10 minutes)

OTHER EVENTS (approximately 7 hours & 40 minutes)

- Candle Watch (20 minutes)
- Capstone Presentations (20 minutes)
- Ritual of Initiation (20 minutes per initiate)
- Ritual of Initiation Lecture & Debrief (3 hours)

EDUCATION SESSION #1 (1 hour & 15 minutes)

Learning Objectives

- Identify the three decisions every member of Pi Kappa Phi makes.
- Describe an oath, as well as what participants will be asked to swear to during the Ritual of Initiation.
- Describe the participant's role in the Ritual of Initiation as well as what they can expect from it.
- Address any questions or concerns participants have about the Ritual of Initiation or what is expected of them.

Setup & Supplies Needed

Setup Instructions

- Tables and chairs set in a large horseshoe, or U, shape

Supplies Needed

- One sheet of flip chart paper and markers.
- A few notecards (3-5) for each participant.

Weekly Welcome - 5 minutes

Welcome back, gentlemen. Today marks the final education session of our associate member education program. It is the beginning of a week that will show your growth during this process. It is the beginning of a week that will challenge you. Most importantly, it is the beginning of a week that will celebrate you.

I want to capture where we're all at. In one word, please describe how you're feeling right now.

Today, we're going to reflect on and discuss the meaning of an oath, the three decisions that all Pi Kappa Phi members make, and the history and purpose of the Ritual of Initiation. At the end of today's education session, I'll walk through the schedule for the remainder of the week.

Before we begin, does anyone have any questions?

WEEK FOUR

The Second Decision - 10 minutes

Through the Ritual of Initiation, you will forge a lifelong bond with the brothers of Pi Kappa Phi; a bond that can never be broken.

Aside from the Ritual of Initiation, what are some examples of decisions that could have a positive impact on the rest of your life?

- Answers may include pursuing higher education, choosing a career, or getting married.

In addition to these major choices, there are many smaller choices we make each and every day which we may not realize shape our futures. What might some of these be?

- Answers may include working out, eating healthy, saving money, doing things that make you happy, and surrounding yourself with friends who care for and value you.

When we identify each of these decisions, large or small, we can intentionally plan for the future.

Throughout their life, each Pi Kappa Phi makes three major decisions. All of these decisions, since our founding, have been exactly the same. You have already made one of them. What are the three decisions?

- The first decision is to join this Fraternity instead of another. Participants made this decision when they accepted their invitation to membership.
- The second decision is to participate in the Ritual of Initiation. Participants will make their second decision this week.
- The third and final decision is largely forgotten about. It is the decision to be an engaged alumnus after your time as a student member comes to an end.

The Power of an Oath - 10 minutes

While we will help you understand the Ritual in a little bit, you should know that the entire ceremony culminates with you swearing to Pi Kappa Phi's Member Oath.

What is an oath?

- An oath is a solemn promise, often invoking a divine witness, regarding one's future action or behavior.

What are some of the oaths you are familiar with or have heard about?

- The Hippocratic Oath, taken by physicians.
- The Oath of Office, taken by the President of the United States.
- The oath to testify in court, taken by witnesses in court or legal proceedings.

THE SECOND DECISION

When you swear to the Member Oath, you will swear to it for the rest of your life. This may be the first time you have made a lifelong decision, so it is okay to be nervous. I hope that, by the end of our session today, I can address any questions or concerns you may have. As you will be asked to live by the Member Oath for the rest of your life, it is only fair you know what we will ask of you.

- Participants can take notes on page 38 of their participant guide.
- FLIP CHART the following obligations:
 - Don't share Pi Kappa Phi's secrets with non-members
 - Help other members to the best of your ability
 - Show kindness and courtesy to anyone who is affiliated with the Fraternity
 - Abide by Pi Kappa Phi's rules and regulations
 - Work perpetually to bring credit to Pi Kappa Phi

What questions or concerns do you have about these obligations?

Let's move into a conversation about what you can expect from the Ritual of Initiation.

Ritual of Initiation Pre-Brief - 20 minutes

- Ask the Chaplain to conduct the Ritual of Initiation Pre-Brief with associate members to help them manage their expectations leading into the remainder of the week.
- The Pre-Brief is detailed in Ritual of Initiation manuals from 2014 onward. If you do not have a copy of the Pre-Brief, contact your Leadership Consultant.

Addressing Concerns - 20 minutes

- Pass out a stack of notecards to each table or a few notecards to each participant.
- Instruct them to write down any concerns or questions they have. They should write down one concern or question per notecard and they should NOT write their names on their notecard. They can write on as many notecards as they need to.
- After they have finished writing on a card, ask them to raise their card. You should collect and shuffle them.
- Once all participants finish writing, you should pass the shuffled stack of notecards back out to the group. Start with one per person and give out additional notecards to others as necessary if you have more.
- Ask each participant to read aloud the question or concern on the notecard. No one should identify who wrote the notecard.
- Facilitators should address concerns and questions thoughtfully, respectfully, and to the best of their ability as they arise.

WEEK FOUR

Wrap-Up & the Week Ahead - 10 minutes

As I mentioned before, I am excited that all of you will soon get to experience the Ritual of Initiation. While it's natural to be a little nervous about this week, I want to reinforce what we discussed in the Pre-Brief: nothing you experience this week should deviate from Pi Kappa Phi's values or standards of conduct.

If you feel as if Pi Kappa Phi's values or standards have been violated this week, please don't hesitate to contact the National Headquarters at (704) 504-0888 and ask for the Assistant Executive Director of Prevention & Accountability.

Before we break, I want to be sure to provide an overview of what this week will look like.

First, each of you will participate in an activity called "Candle Watch." This activity will ask you to reflect on your experiences and record the lessons you have learned in a journal which future associate members will be able to review prior to their initiation. Each of you should sign up for one 20-minute block in which you can complete the Candle Watch.

- Share the way in which associate members can sign up for their Candle Watch slot. A best practice is to use a Google Sheet with all available days and times.
- Share the location in which they will complete the Candle Watch.
- Inform participants that an instruction sheet located in the Candle Watch room will provide more details about the activity.
- Remind participants that while not a subordinate ritual or special ceremony, they should take this activity seriously and behave in a way which reflects their values and those of the Fraternity.

Next, you will be asked to present your Capstone Project this week.

- Provide the date, time, and location of the final project presentation.
- Review presentation expectations and the goal of the project. The presentation should be a thoughtful reflection and application of all they have learned during their membership. Their presentation will be reviewed by other members and feedback will be provided, but there is no final grade.

Finally, each of you will participate in the four parts of the Ritual of Initiation: the Pre-Brief, which we have already completed; the Ceremony; the Lecture; and the Debrief. Each of these components of the Ritual of Initiation feed into one another and help each initiate understand fully the meaning and symbolism of the Ritual of Initiation.

- Share the date, time, and location of the Ritual of Initiation as well as Ritual of Initiation Lecture and Debrief.

As a reminder, all members must also complete Part One of GreekLifeEdu prior to initiation. If you haven't done this already, or are having trouble accessing it, please see me after this session ends.

THE SECOND DECISION

Before we break, I would be remiss if I did not remind you to behave in a way which reflects yours, and Pi Kappa Phi's, values. While your initiation into our brotherhood is cause for celebration, please do not ruin all of the work of the past four weeks by making poor decisions.

While there is no final membership vote, members who fail to abide by Pi Kappa Phi's standards may be referred to the Standards Board and, in extreme cases, may be expelled from the Fraternity regardless of their status within the chapter.

- Answer any final questions, then dismiss the group.

WEEK FOUR

CANDLE WATCH (20 minutes)

Setup Instructions & Supplies Needed

Setup Instructions

- The reflection room should have only one associate member inside at a time and should contain the initiation reflections, letters to myself (completed during week one of associate member education), instructions for completing the Candle Watch, and enough candles to provide reading light.

Supplies Needed

- One Candle Watch instruction card (refer to Appendix C, page 104 of this facilitator guide).
- The letters to myself written by associate members in week one.
- All initiation reflection journals, including the current one.
- Pens for associate members to record their entry.

Recording My Reflection - 20 minutes

- Associate members should sign up for one 20-minute time slot in which they can complete their Candle Watch.
- After reviewing the instructions, associate members should open only their letter. They are welcome to read from any of the journals in the room and should record their thoughts in the current journal before leaving.

CAPSTONE PROJECT PRESENTATION (15 minutes)

Setup Instructions & Supplies Needed

- Each associate member will have 10 minutes to present their Capstone Project to a group of 3-5 other members.
- After the presentation, the audience will have 5 minutes to provide feedback on the associate member's presentation.
 - Audience members may consist of associate members, initiated members, alumni, advisors, campus leaders, or community professionals. Work with audience members well in advance to confirm availability.
 - A best practice may be to schedule presentations in blocks of three, asking audience members to attend for an hour at a time before rotating out.

Capstone Project Presentation - 10 minutes

- Associate members should sign up for one 15-minute time slot in which they can present their Capstone Project.

Presentation Feedback - 5 minutes

- After the presentation, the audience will have 5 minutes to provide feedback on the associate member's presentation.

WEEK FOUR

RITUAL OF INITIATION (20 minutes per initiate)

Setup & Supplies Needed

- Refer to the Ritual of Initiation manual for staging instructions and ceremony text. If you do not have a copy of the Ritual of Initiation manual, contact your Leadership Consultant.

Ritual of Initiation Set Up - 30 minutes

- Work with the Chaplain & Ritual Committee to set up the Ritual of Initiation in a timely manner so your chapter can start the ceremony on time.
- Identify volunteers from the chapter who can assist.

Ritual of Initiation Ceremony - 20 minutes per initiate

- For larger associate member education classes, consider running multiple concurrent tracks. As a reminder, all initiations should be conducted individually.
- While associate members wait for their turn to participate in the Ritual of Initiation, a best practice is to coordinate with the Secretary to have them complete their gold and white Initiation Cards.

Ritual of Initiation Clean Up - 30 minutes

- Work with the Chaplain & Ritual Committee to clean up the Ritual of Initiation in a timely manner.
- Identify volunteers from the chapter who can assist.

RITUAL OF INITIATION LECTURE & DEBRIEF (3 hours)

Learning Objectives

- Understand the deeper meaning and symbolism behind Pi Kappa Phi's Ritual of Initiation.

Setup & Supplies Needed

- Refer to the Ritual of Initiation manual for Lecture staging instructions and materials needed. If you do not have a copy of the Ritual of Initiation manual, contact your Leadership Consultant.
- One (1) member badge for each initiate.
- One (1) fresh red rose for each initiate.

Ritual of Initiation Lecture - 30 minutes

- Refer to the Ritual of Initiation manual for lecture text. If you do not have a copy of the Ritual of Initiation manual, contact your Leadership Consultant.

Ritual of Initiation Debrief - 135 minutes

- Refer to the Ritual of Initiation manual for the Ritual of Initiation debrief facilitator guide. If you do not have a copy of the Ritual of Initiation manual, contact your Leadership Consultant.

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APPENDIX A: ACTIVITY GUIDES

For weeks two and three of associate member education, there exist opportunities to choose an activity which will foster a sense of belonging between all members by building positive, meaningful, and lifelong friendships.

As the facilitator of this program, you should choose the activity which you think will have the greatest impact on your associate members. Once selected, check the box of the activity that will be facilitated. All activity choices are listed below and locations for each facilitator guide are noted for your reference.

Week Two Teambuilding Options

- Cross the Line (page 80)
- Concentric Circles (page 83)
- Human Bingo (page 85)

Week Three Teambuilding Options

- Not A Knot (page 86)
- Blindfold Polygon (page 88)
- Human Knot (page 90)

APPENDIX A

CROSS THE LINE (30 minutes)

Setup & Supplies Needed

- Using yarn or painter’s tape (be careful that it does not damage the floor), create a straight line on the floor long enough for all participants to stand behind.
- Yarn or painter’s tape (the line)

Cross the Line - 25 minutes

I am going to read a series of statements that will apply to or explain specific categories, labels, preferences, descriptions, etc., and ask that you cross the line if the statement applies to you.

For example, I might say “Cross the line if you prefer wearing jeans as opposed to shorts.” If this statement applies to you and you feel comfortable acknowledging it, you should walk to the other side of the line.

- Demonstrate what you mean by actually stepping across the line.

Once you have crossed the line, I will ask that you turn, pause, and face the members behind you who did not cross the line. After I say, “thank you,” those who crossed the line should return to the starting side. The process will then continue with another statement.

Remember, there is no pressure to cross the line. Only do so if you feel comfortable. To be successful, I need everyone to make a few commitments.

The first involves listening. Let’s have silence throughout the exercise - no talking, snickering, giggling, or nonverbal communication.

Second, it is imperative that we respect the dignity of each person who is here. All that is shared should remain confidential and nothing that is offered should be shared in this room.

That said, if you want or need to talk to someone after the activity, be sure to ask for his permission.

- Choose from a number of the statements below to share. You do not have to share every statement but you should share enough to get through the time allotted for the activity.

If there are no questions, we will begin.

- Cross the line if you read for fun.
- Cross the line if you are working to help pay for your education.

- Cross the line if you prefer working alone rather than with a group.
- Cross the line if you have a fear of heights.
- Cross the line if you save money each month.
- Cross the line if you consider yourself to be in debt or challenged financially.
- Cross the line if you consider yourself health-conscious in terms of diet and exercise.
- Cross the line if you prefer to have many friends rather than a few close friendships.
- Cross the line if you achieved a 3.50 GPA or higher last semester.
- Cross the line if you are a Democrat.
- Cross the line if you are a Republican.
- Cross the line if you consider yourself politically undecided or independent.
- Cross the line if you have spent time in the last month doing community service.
- Cross the line if you have consumed alcohol in the last month.
- Cross the line if you have been intoxicated in the last month.
- Cross the line if you do not consume alcohol.
- Cross the line if you have participated in a racial, sexual, or other derogatory joke.
- Cross the line if you believe in God.
- Cross the line if you are atheist or agnostic.
- Cross the line if you have a close friend or family member who identifies as gay, lesbian, bisexual, or transgender.
- Cross the line if you consider yourself a person of color.
- Cross the line if you know little about your cultural heritage.
- Cross the line if you have a strong connection with your family.
- Cross the line if you feel disconnected from your family.
- Cross the line if you know someone who has pressured another person into having sex.

APPENDIX A

- Cross the line if you know someone who has been sexually assaulted.
- Cross the line if you have a disability.
- Cross the line if you have been a role model for a younger sibling or family member.
- Cross the line if you have been a bad role model for a younger sibling or family member.
- Cross the line if you have held another member accountable at the risk of losing your friendship or status in the chapter.
- Cross the line if you should have crossed the line for one of the previous statements but chose not to.
- Cross the line if you waited to see if others crossed the line before deciding to cross.

Activity Debrief - 5 minutes

- Thank everyone for their participation and allow them to sit down while asking the following debrief questions.

What did it feel like to so visibly share these parts of who you are?

Would you say the items you crossed the line for fully describe your character or who you are?

How does this activity relate to sharing our personal histories?

Why is it important for us to understand each other's personal histories?

CONCENTRIC CIRCLES (30 minutes)

Setup & Supplies Needed

- The room should be large enough that all participants can stand in two concentric circles. Chairs, desks, and other items should be moved out of the way for this activity.

Concentric Circles - 25 minutes

- Split participants into two equal groups.
- One group should get up and stand in a circle. The second group should stand in a larger circle around the first group.
- Members of each circle should face one another.

I am going to ask all of you a series of questions to help us get to know one another a little better. You will have three minutes to discuss each question; one and a half minutes for each person.

After each question, I will ask the members in the outside circle to rotate. If you are in the inner circle, you do not have to move.

- After you ask each question, set a timer for three minutes. Give a one-and-a-half-minute warning so participants know when to switch.
- When time is up after each question, ask the members of the outside circle to rotate to their left. You can decide how many people they rotate by based on the total number of participants (for example, you may ask participants to rotate three people to their left).
- Ask each of the following questions:
 - What's your favorite memory from growing up?
 - Who has been the greatest influence on you and why?
 - What has been your favorite college or Pi Kappa Phi experience?
 - What is your biggest regret and why?
 - What do you want to get out of your Pi Kappa Phi experience?
 - What is one fact about you that you would not normally share with others?

APPENDIX A

- What are you most proud of and why?

Activity Debrief - 5 minutes

- Thank everyone for their participation and allow them to sit down while asking the following debrief questions.

What stood out to you about this activity?

What was something new you learned about another member?

How does this activity relate to sharing our personal histories?

What is it important for us to understand each other's personal histories?

HUMAN BINGO (30 minutes)

Setup & Supplies Needed

- One (1) Human Bingo card for each participant.
- One (1) pen or pencil for each participant.
- A reward (candy, gift card, etc...) for the winner

Human Bingo - 25 minutes

- Pass out one Human Bingo card (Appendix C, page 103) for each participant.
- Instruct each participant to find as many of the items as possible during the next 20 minutes. Let them know that no single participant can sign more than two squares in an effort to get them to meet as many of their fellow participants as possible.
- Once 20 minutes have elapsed, bring the group back together for the debrief.

Activity Debrief - 5 minutes

- Thank everyone for their participation and allow them to sit down while asking the following debrief questions.

What stood out to you about this activity?

What was something new you learned about another member?

How does this activity relate to sharing our personal histories?

What is it important for us to understand each other's personal histories?

APPENDIX A

NOT A KNOT (15 minutes)

Setup & Supplies Needed

- In the center of the room in which the activity is being facilitated, a rope should sit spooled on the ground. It should be laid in such a way that it is not clear whether or not the rope is one large coil or two separate pieces tied together. Participants should not see the activity being set up.
- A large piece of rope (10 - 15 feet long)

Not a Knot - 10 minutes

- As participants enter the room, they should stand in a large circle around the pile of rope.
- Once everyone enters the room, instruct participants to silently observe the pile of rope. They may move around the room as they wish, but they may not touch or otherwise manipulate the pile of rope.

Our activity today is simple: is the pile of rope in front of you one long coil or two short strands tied together? If you think the pile of rope is one long coil, please stand on the left side of the room. If you think it is two short strands tied together, please stand on the other side of the room.

The goal of this activity is to convince the other side of the room to join your side. You may not push, pull, or otherwise touch the other participants. Instead, you will have to rely on your powers of persuasion. The only way you can move to the other side of the room is if you are truly convinced that the other group is correct.

I am going to set a timer for five minutes. At the end of this time, there are two things that might happen.

The first thing that could happen is everyone is standing on the same side of the room. If this happens, we will unspool the rope and see if it is one coil or two.

The second thing that could happen is that not everyone is standing on the same side of the room. If this happens, I will pick up the rope and you will not know if it is one coil or two.

What questions do you have about these instructions?

- After participants ask questions, begin their time.
- When the five minutes ends, either unspool or pick up the rope based on whether or not there is one group or two, respectively.

Activity Debrief - 5 minutes

- Thank everyone for their participation and allow them to sit down while asking the following debrief questions.

What stood out to you about this activity?

What was difficult about this activity?

If you switched sides, what convinced you to switch sides? If you did not switch sides, what kept you from switching sides?

Why might we participate in this activity during a week themed around accountability?

What does this activity teach us about brotherhood?

APPENDIX A

BLINDFOLD POLYGON (15 minutes)

Setup & Supplies Needed

- Lay a rope in a circle large enough for everyone to stand around.
- One (1) large rope (2 - 3 feet per associate member).

Blindfold Polygon - 10 minutes

- Ask participants to stand around the large rope. Once all participants are standing around the rope, instruct them to pick it up.

In this activity, I'm going to ask you to work as a team to create some shapes using the rope you are holding. Some shapes I may ask you to make include a square, triangle, right triangle, and so on.

Let's go over some of the ground rules for this activity. First, no member of the group may let go of the rope for more than five seconds at a time. Second, all members of the group must make the shape with their eyes closed. Third, when the group thinks the shape has been correctly formed, you may open your eyes.

- Ask participants to form shapes as time allows. Some of the shapes you may ask them to make include:
 - Square
 - Triangle (right, isosceles, equilateral)
 - Parallelogram
 - Trapezoid
 - Five-pointed star
- After ten minutes pass, move to debrief the activity.

Activity Debrief - 5 minutes

- Thank everyone for their participation and allow them to sit down while asking the following debrief questions.

What stood out to you about this activity?

What was difficult about this activity?

How did you create a plan for coordinating the efforts of the group?

Why might we participate in this activity during a week themed around accountability?

What does this activity teach us about brotherhood?

APPENDIX A

HUMAN KNOT (15 minutes)

Human Knot - 10 minutes

- If applicable, split the associate member class into smaller groups of 8-10.
- Once the class has formed groups, ask them to form a shoulder-to-shoulder circle.
- Each person should put their hands in and join hands with two different people not adjacent to them. A person should link their right hand with another right hand and their left hand with another left hand.
- Instruct participants not to make rash movements since everyone is connected.

The goal of this activity is simple: spend the next ten minutes untangling the knot you find yourself in.

Activity Debrief - 5 minutes

- Thank everyone for their participation and allow them to sit down while asking the following debrief questions.

What stood out to you about this activity?

What was difficult about this activity?

How did you, or your group, approach the task of untangling yourself (or yourselves)?

Why might we participate in this activity during a week themed around accountability?

What does this activity teach us about brotherhood?

APPENDIX B: BIG BROTHER

One of the most valuable and rewarding relationships that two members can forge during their undergraduate experience is that of Big Brother and Little Brother. This relationship allows both members to learn from one another and can forever shape the brothers they become.

Rooted in the principles of mentorship and friendship, Big Brothers should be those members of the chapter who meet or exceed the minimum expectation and are willing to serve as a role model during and beyond the associate member education period.

Through the implementation of the model Big Brother program, Little Brothers will:

- **Participate in the Big Brother Ceremony** during the second week of associate member education.
- **Further their learning and leadership development** by participating in weekly reflection activities with their Big Brother.
- **Forge a lifelong friendship** by engaging in recommended brotherhood activities with their Big Brothers.

In this Appendix, you will find the following resources and documents:

- Big Brother Orientation Facilitator Guide (page 92)
- Big Brother Application (page 96)
- Little Brother Questionnaire (page 97)
- Big Brother & Little Brother Contract (page 98)
- Recommended Big Brother/Little Brother Activities (page 99)

Templates for the Big Brother application, Little Brother questionnaire, and contracts for Big Brothers and Little Brothers are available on the Pi Kapp Resource Library.

APPENDIX B

BIG BROTHER ORIENTATION (30 minutes)

Setup & Supplies Needed

- The Big Brother Orientation session should be held after pairing decisions have been made but before the pairing decisions have been announced to the chapter. All Big Brothers must participate in the Big Brother Orientation and Big Brother Ceremony Debrief to remain eligible to be a Big Brother.
- Big Brother Contracts for each Big Brother
- Flipchart paper and markers

Welcome - 5 minutes

- Welcome Big Brothers as they enter the room.

Gentlemen, thank you for applying to be a Big Brother for one of our associate members. As you should already know, you have been selected to be a Big Brother. Our time together today will help you begin to understand your role, what is expected of you, and identify the support you will need from each other and the chapter to be successful.

Before we move on, I want to capture how you're feeling.

- Ask participants to go around the room and share one word that describes what they are thinking or feeling right now.

Your Role as Big Brother - 10 minutes

Let's start our conversation today by defining your role as a Big Brother.

What is the purpose of a Big Brother?

- The purpose of a Big Brother is to provide guidance and advice, serve as a role model, and develop positive and meaningful friendships with their Little Brother.
- FLIP CHART the words: Advisor; Role Model; Friend

As a Big Brother, you are an advisor, role model, and friend to your Little Brother as well as the rest of the associate member class.

Let's spend a few minutes exploring each of these roles.

- Break Big Brothers into three groups of roughly equal size.
- Pass out one sheet of flip chart paper to each group and assign each group one of the roles of a Big Brother (advisor, role model, friend).

For your assigned role (e.g. advisor), think about a person in your life who held that role for you. What traits or behaviors made them stand out from others who might have held that role? As a group, spend the next two minutes discussing and recording these traits and behaviors on your flip chart paper.

- After two minutes, ask each group to nominate a spokesperson to share what their group discussed.

How does your role relate to helping associate members prepare for lifelong membership in Pi Kappa Phi? Spend the next two minutes discussing and recording your thoughts on the flip chart paper.

- After two minutes, ask each group to nominate a spokesperson to share what their group discussed.

Next, spend three minutes brainstorming as many activities or opportunities as you can that relate to or promote your role. For example, going to a movie with your Little Brother may fulfill your role as friend.

- After three minutes, ask each group to nominate a spokesperson to share what their group discussed.

It's also important to note that while you will not be in attendance at each education session, you will have opportunities to reinforce the lessons of each week through participating in reflection activities with your Little Brother. Please make sure you complete these each week!

What questions do you have about your role as a Big Brother before we move on to discussing expectations?

Now that we better understand our responsibilities as a Big Brother, let's spend some time discussing the chapter's expectations of you as well as your needs from the chapter.

Expectations & Their Experience - 10 minutes

- Pass out one (1) copy of the Big Brother/Little Brother contract to each Big Brother.
- Ask for volunteers to read aloud each point.

What are some of the major things that stand out to you about the Big Brother/Little Brother contract?

APPENDIX B

Take a few moments to review the expectations on your contract again. What are some of the bullet points that seem easy to live by? Why do those points stand out to you as easier?

What are some of the bullet points that seem a little more difficult to live by? Why do those points stand out to you as more difficult?

What can I, the New Member Education Committee, or the Executive Council do to help you fulfill all of the expectations listed?

- FLIP CHART Big Brother responses.

Thank you, gentlemen. I will share these with the New Member Education Committee and Executive Council to make sure we are doing all we can to support you in this important role.

As we continue to review the Big Brother/Little Brother Contract, you will notice two blank areas. These will be completed during the Big Brother Ceremony Debrief, which will be held immediately following the Big Brother Ceremony. Prior to the debrief, please consider any expectations you may have for your Little Brother. They can be either general or specific, but you must both agree on them before completing the contract.

The final paragraph of the contract notes that if you fail in your obligations as a Big Brother or behave in a way which betrays the values and principles of Pi Kappa Phi, you may lose Big Brother privileges permanently.

As the role models of the chapter, you must live above reproach. We cannot and will not tolerate behavior that violates Pi Kappa Phi's standards of conduct, risk management policy, or code of conduct.

Before we wrap up, let's talk about some activities you might participate in with your Little Brother to promote friendship and belonging.

What are some of the activities the two of you might be able to do together?

- If any activities violate Pi Kappa Phi's risk management policy or statements of position (these documents can be reviewed in Appendix D), be sure to point out which rule it breaks and reinforce that the activity is not allowed.
- If Big Brothers are having trouble identifying activities, refer to Recommended Big Brother/Little Brother Activities on page 99.

Does anyone have any questions about what is expected of you or about the activities you and your Little Brother might engage in?

Wrap-Up - 5 minutes

I appreciate your time and participation in today's Big Brother Orientation. I'm looking forward to your support through the remainder of the associate member education process and, perhaps more importantly, I'm excited to see the relationships you build with our chapter's newest members.

- Share the date, time, and location of the Big Brother Ceremony.
- Share the Big Brother/Little Brother pairings. Remind Big Brothers to keep their pairing a secret until the Big Brother Ceremony.
- Answer any final questions from the group, then dismiss.



BIG BROTHER APPLICATION

PERSONAL INFORMATION

Name: _____

Class Year: _____ Term Initiated: _____

Major: _____ Minor (if applicable): _____

APPLICATION QUESTIONS

What makes you interested in serving as a Big Brother?

What are the three most important characteristics, traits, or behaviors of an ideal Little Brother?

PAIRING INFORMATION

You may select, in order of preference, three associate members who you want to mentor as Big Brother. Please note that pairing information is taken into consideration but cannot be guaranteed.

Little Brother First Preference: _____

Little Brother Second Preference: _____

Little Brother Third Preference: _____

CONFIRMATION OF GOOD STANDING

With my signature below, I affirm my good standing with the chapter and national organization (financially, academically, no outstanding conduct investigations, etc...) at the time this application was submitted.

Signature

Date



LITTLE BROTHER QUESTIONNAIRE

PERSONAL INFORMATION

Name: _____

Class Year: _____

Major: _____ Minor (if applicable): _____

Interests: _____

APPLICATION QUESTIONS

Members cite many reasons for joining Pi Kappa Phi. Some reasons include feeling like they belong, participate in social or leadership opportunities, or to get involved with The Ability Experience. What was the most important factor for you when you joined?

Big Brothers serve as advisors, role models, and friends to not only their Little Brother but all associate members. Which of these three areas are most important to you and why?

What are the three most important characteristics, traits, or behaviors of an ideal Big Brother?

PAIRING INFORMATION

You may select, in order of preference, three initiated members in good standing who you want as your Big Brother. Please note that pairing information is taken into consideration but cannot be guaranteed.

Big Brother First Preference: _____

Big Brother Second Preference: _____

Big Brother Third Preference: _____



BIG BROTHER/LITTLE BROTHER CONTRACT

I, _____, in serving as a Big Brother do hereby promise to:

- Promote the health, well-being, human dignity, and respect of all associate members and guests in word and deed.
- Maintain responsibility for my actions, including meeting the time, academic, and financial commitments of the chapter.
- Encourage my Little Brother to take responsibility for his actions, including meeting the time, academic, and financial commitments of the chapter.
- Challenge myself and my Little Brother to meet our full potential as students and leaders through personal, fraternal, and academic achievement.
- Hold accountable, through Ultimate Respect or the Standards Board, any member of Pi Kappa Phi who fails in their obligations to the chapter or national organization.
- Allow myself to be held accountable by any other member if I fail in my obligations to the chapter or national organization.
- Participate and promote participation in campus events, activities, and organizations.
- Participate in Pi Kappa Phi's Ritual of Initiation and encourage others to do the same.
- Embody the principles and ideals of Pi Kappa Phi and do all in my power to make my chapter more like the ideal chapter, assisting my Little Brother to do the same.
- Prepare my Little Brother to assume lifelong membership in Pi Kappa Phi.

EXPECTATIONS FROM LITTLE BROTHER

EXPECTATIONS FOR LITTLE BROTHER

Additionally, I understand that - should I fail in my duties as a Big Brother - I may be removed from my position as Big Brother, my Little Brother may be reassigned to another member, and I may lose the privilege to participate in any associate member activities in the future. I also acknowledge that these sanctions may be assigned in addition to any other sanctions determined by the Standards Board.

Big Brother Signature

Date

Little Brother Signature

Date



RECOMMENDED BIG BROTHER/LITTLE BROTHER ACTIVITIES

As advisors, role models, and friends to Little Brothers and the associate member class as a whole, it is particularly important for Big Brothers to forge a lifelong friendship with their Little Brother.

Participating in regular bonding activities, in addition to weekly associate member reflection assignments, will help you both explore brotherhood beyond the surface level and contribute to your development as friends, leaders, and members of Pi Kappa Phi.

While Big Brother/Little Brother activities are not limited to the list below, all activities should comply with Pi Kappa Phi's risk management policy and statements of position, as well as align with Pi Kappa Phi's values.

Should Big Brothers condone or engage in activities which do not comply with Pi Kappa Phi's risk management policy, statements of position, Constitution & Supreme Laws, or otherwise betray Pi Kappa Phi's values, Big Brothers may be removed from their position, lose privileges to participate in future associate member activities, or any other sanctions deemed appropriate by the Standards Board.

RECOMMENDED ACTIVITIES

- Enjoy a meal together each week.
- Watch or catch up on your favorite TV shows together.
- Go to the gym or otherwise exercise together.
- Volunteer for the community or a philanthropic organization together.
- Plan a camping trip together.
- Visit another chapter.
- Go on a double date.
- Play video games together.
- Read and discuss a book together.
- Study together.
- Go see a movie together.
- Go for a bike ride together.
- Sign up for a national event (e.g. Gear Up Florida or Pi Kapp College for Emerging Leaders) together.
- Compete for the highest number of service hours.
- Compete for the highest GPA.
- Participate in a high-ropes or challenge course together.
- Sign up for an intramurals team together.
- Participate in a local trivia night.
- If you have the same major, sign up for a class together.
- Attend a sporting event together.

APPENDIX C: CHAPTER RESOURCES

Throughout the model program, there are a number of discussions and activities that require the facilitator to prepare and share additional resources or documents. Those resources are included in this appendix. The week the resource is needed, as well as the page number it is on, accompanies the name of the resource below.

In this Appendix, you will find the following resources and documents:

- Chapter History: Creating Teachable Moments (Week One, page 101)
- Pi Kappa Phi’s History: Major Moments (Week One, page 102)
- Human Bingo Card (Week Two, page 103)
- Candle Watch Instruction Card (Week Four, page 104)
- GreekLifeEdu Instructions (page 105)

More resources are offered on the Pi Kapp Resource Library at pikapp.org. To access the Resource Library, click the drop-down menu and select “Resources.”

Additionally, if your chapter needs to order any additional supplies for the associate member education process, please follow the instructions below:

- To order additional associate member pins, copies of *The White Diamond*, or Model Program Participant Guides, visit <https://imis.pikapp.org/PKPIMIS/store>.
- To replace outdated or damaged Ritual of Initiation manuals, mail your current manuals to the address below:

Pi Kappa Phi Fraternity
ESOTERIC
2015 Ayrlesley Town Blvd Suite 200
Charlotte, NC 28273

- To replace or order additional Ritual of Initiation regalia, contact your Leadership Consultant or Director of Chapter Operations Mitchell Krebs at mkrebs@pikapp.org.
- To replace your Model Program Facilitator Guide or *Subordinate Rituals & Special Ceremonies of Pi Kappa Phi* (also known as “Subordinate Ritual Manual” or “Blue Book”), contact your Leadership Consultant or Director of Member Development Dylan McKenzie at dmckenzie@pikapp.org.

CHAPTER HISTORY: CREATING TEACHABLE MOMENTS WEEK ONE: ORIENTATION TO PI KAPPA PHI

OVERVIEW

While this facilitator guide does not provide any formal talking points for sharing your chapter's history, it is important to touch on it briefly during the first week of associate member education. If you are struggling to put it into words, answer the following questions and work with the chapter's Historian or Chapter Advisor to begin designing your chapter's story.

QUESTIONS

What were the conditions like when your chapter was founded (location, time, climate, desires, etc...)?

What major events occurred between your chapter's founding and the present (closures, charterings or re-charterings, milestones achieved, etc...)?

Who have been the major players in your chapter's history (e.g. outstanding leaders or advisors)?

What is your chapter like today (number of members, strengths, opportunities for improvement, etc...)?

What is your chapter's mission or vision?

APPENDIX C

PI KAPPA PHI'S HISTORY: MAJOR MOMENTS WEEK ONE: ORIENTATION TO PI KAPPA PHI

Ensure that each of the groups assigned to teach back sections of fraternity history are prepared to teach the following highlights. If they do not mention it during their presentation, touch on them before calling the next group.

THE AMERICAN FRATERNITY

- The meeting place and purpose of “The Flat Hat Club.”
- The founding, significance, and meaning of Phi Beta Kappa.
- The members and significance of the Union & Miami Triads.
- The impact of the Civil War on the fraternal movement.

THE CHALLENGES OF WAR

- The impact of World War I and World War II on the fraternity (and *The Star & Lamp*).
- The significance of the opening of Nu (Nebraska), Xi (Roanoke), Chi (Stetson), and Psi (Cornell) chapters.
- The passing of Founder Kroeg.
- The 25th anniversary of Pi Kappa Phi's founding; gift given.

A CALL TO “REBUILD AND GROW”

- The 50th anniversary of Pi Kappa Phi's founding (and the gift given to the College of Charleston).
- The appointment of Executive Director Durward W. Owen, Xi (Roanoke).
- The passing of Founders Mixson & Fogarty.
- The creation and purpose of Pi Kappa Phi Properties & the Council of Archons.

MAKING OF THE PRESENT

- The 75th anniversary of Pi Kappa Phi's founding (and the gift given to the College of Charleston).
- The creation, significance, and purpose of Pi Kapp College for Chapter Officers.
- The creation of FIPG & ties to Pi Kappa Phi.
- The retirement of Durward W. Owen and appointment of Mark E. Timmes, Alpha Epsilon (Florida).

A NEW CENTURY

- The 100th anniversary of Pi Kappa Phi's founding (and the gift given to the College of Charleston).
- The Kelley A. Bergstrom Leadership Center of Pi Kappa Phi & location.
- Pi Kappa Phi's accomplishments from 2004 - 2014.
- Pi Kappa Phi's newest strategic plan.

HUMAN BINGO CARD

WEEK ONE: MY PERSONAL HISTORY

Fill as many spaces as you can by meeting new people. Once you meet someone who fits one of the bingo squares, ask them to write their name on the line. The participant with the most completed squares will win!

MY BIRTHDAY IS IN AUGUST _____	I HAVE THE NUMBER OF PETS (E.G. CAT, DOG) _____	I HAVE BEEN ABROAD _____	I SWAM IN AN OCEAN _____	I HAVE A MIDDLE NAME _____
I HAVE NEVER FLOWN ON A PLANE _____	I MET A CELEBRITY _____	I WAS NOT BORN IN THE UNITED STATES _____	I AM LEFT-HANDED _____	I SPEAK MORE THAN ONE LANGUAGE _____
I PLAY A MUSICAL INSTRUMENT _____	I AM AN ONLY CHILD _____	FREE SPACE	I AM NOT A FRESHMAN OR SOPHOMORE _____	I EXERCISE MORE THAN THREE TIMES PER WEEK _____
I HAVE MORE THAN THREE SIBLINGS _____	I HAVE A NICKNAME _____	I AM AN "OUTDOORSY" PERSON _____	MY FAVORITE SUBJECT IS MATH _____	I HAVE BEEN TO MORE THAN TEN STATES _____
I GREW UP IN THE SAME TOWN I WAS BORN IN _____	COLLEGE IS OVER 300 MILES FROM MY HOME _____	I HAVE A TATTOO _____	I AM A VEGETARIAN _____	MY FAVORITE SPORT IS BASEBALL _____

APPENDIX C

CANDLE WATCH INSTRUCTIONS WEEK FOUR: THE SECOND DECISION

My friend,

Welcome to your final week as an associate member of Pi Kappa Phi. In a few short days, you will participate in Pi Kappa Phi's longest-held tradition: the Ritual of Initiation. Before you are privy to our secrets, however, I challenge you to reflect on your experience so far.

I wait here filled with the reflections, thoughts, and aspirations of the brothers who came before you. Additionally, you will find a letter addressed to you.

Please take as much time as you need to review my teachings before continuing.

=====REVIEW THE JOURNALS AND LETTER BEFORE MOVING ON=====

What does it mean to be a brother of Pi Kappa Phi?

How will you "do your share to make it so?"

Who inspired or inspires you to be a better leader?

What was the greatest lesson you learned during your associate membership?

How will you define your undergraduate experience?

Will you remain involved with Pi Kappa Phi for life?

I am now passed to you. It is time to record your own thoughts, your own aspirations. Please take as much time as you need to reflect on the questions above and write your response. You may focus on one question or answer many questions. You may elect to write something else entirely. You choose what future members will read. You choose how future members will hear our story.

Once you finish your entry, please ensure the room is tidy and all materials are returned to their original place before exiting. Please keep your letter close as a reminder of how far you have come in a short time. I wish you the best of luck in the remainder of your Pi Kappa Phi journey.

GREEKLIFEEDU ASSOCIATE MEMBER INSTRUCTIONS 2018-2019

Welcome to Pi Kappa Phi where we will offer you the opportunity to become an exceptional leader combined with uncommon opportunities.

Pi Kappa Phi Fraternity has partnered with EverFi, whose mission is to help students address critical life skills such as alcohol abuse prevention, sexual assault prevention, hazing prevention and financial literacy in higher education institutions across the country. Each year over 700,000 students complete EverFi courses.

As part of our comprehensive prevention program for new students, Pi Kappa Phi Fraternity expects you to complete GreekLifeEdu. This online education will empower you to make well-informed decisions about issues that affect your college years and beyond.

PLEASE READ THE FOLLOWING CAREFULLY:

You are expected to complete Part 1 of GreekLifeEdu with a grade of 70% or higher PRIOR to initiation. Part 1 will take approximately 60 minutes to complete. If you do not complete, your chapter will receive a \$50 fine and this will be passed down to you to reimburse. The program will be officially closed on **June 1st, 2019**.

To fulfill the Pi Kappa Phi requirement:

- Go to your email that you submitted for Chapter Gateway.
- Search for an email titled “Welcome to Pi Kappa Phi.”
- Follow the instructions in the email to create a Pi Kappa Phi username and password.
- Once an account has been created go to <https://imis.pikapp.org>.
- Login with the username and password you created.
- Complete Part 1 of GreekLifeEdu prior to initiation.
- After 30-45 days you will receive an invitation to complete Part 2 of GreekLifeEdu. Part 2 will take up to 30 minutes to complete.

OTHER IMPORTANT INFORMATION:

- You will need Internet access and audio capabilities.
- To avoid technical issues, please use any major web browser (e.g., Firefox, Internet Explorer, Google Chrome) released within the previous two years.
- You may take the course in multiple sittings.
- The course may include surveys to help personalize your experience and measure students’ attitudes and behaviors. All survey responses are confidential; Pi Kappa Phi will only receive information about the membership as a whole and will never see individual members’ answers.
- Should you experience problems, technical support is available 24/7 and can be accessed from the “Help” link within the course.

SUMMARY

- Upload associate members on Chapter Gateway with the best email to reach them.
- They will receive a “Welcome to Pi Kapp” email every week until they claim their account.
- They need to click on the link to claim their account (the code provided in the email is in case the link does not work and that is the only time it is needed)
- Once they claim their account, have them go to <https://imis.pikapp.org> and login with the information they created when they claimed their account.
- Click on the GreekLifeEdu button and begin the course.
- If they decide to not complete the program in one sitting and try to access the program later, they can access the program by logging in the same way going through <https://imis.pikapp.org>.

APPENDIX D: GUIDING DOCUMENTS

PHILOSOPHY OF THE ORGANIZATION REGARDING ALCOHOL

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 believes that alcohol abuse prevents individual members from realizing their full potential as citizens and from exemplifying these characteristics of brotherhood.

While the moderate and legal consumption of alcohol, in and of itself, does not constitute a problem, the illegal use and abuse of alcoholic beverages is widely recognized as major problem in our society. Seeking to be a responsible member of the higher education community, Pi Kappa Phi is highly concerned about alcohol abuse. Our Fraternity believes very strongly in the betterment of men through our chapters. Our organization upholds the following philosophy specifically related to alcohol.

- The Fraternity expects that our members follow state laws across the United States which have made consumption of alcohol illegal for people under 21 years of age.
- The Fraternity supports and enhances the mission of the institutions where we are present through application of student development theory.
- As a subset of the campus community, the Fraternity collaborates with the host institution to address the problem of alcohol misuse.
- The Fraternity works to address the negative behaviors associated with alcohol misuse and abuse, and not simply the location of those behaviors. As such, Pi Kappa Phi addresses these behaviors with a comprehensive educational approach.
- 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.
- The Fraternity follows a consistent and progressive discipline strategy with our chapters.
- We are concerned for the safety and well being of our members.

PHILOSOPHY OF THE ORGANIZATION REGARDING ILLEGAL DRUGS & OTHER CONTROLLED SUBSTANCES

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 believes that drug use prevents individual members from realizing their full potential as citizens and from exemplifying these characteristics of brotherhood.

Seeking to be a responsible member of the higher education community, Pi Kappa Phi is highly concerned about drug use and abuse. Our Fraternity believes very strongly in the betterment of men through our chapters. Our organization upholds the following philosophy specifically related to illegal drugs and other controlled substances.

- We are concerned about the impact drugs and other mind altering substances have on the safety and lifelong well-being of our members and the reputation of our fraternity.
- The Fraternity expects that our members follow federal and state drug laws across the United States. Also, the possession, sale or use of any illegal drugs or other controlled substances while on chapter premises or during a fraternity event or at any event that an observer would associate with the fraternity is strictly prohibited.
- As a subset of the campus community, the Fraternity collaborates with the host institution to address the problem of drug use and abuse including leveraging campus and community resources to assist the membership.
- 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 National Fraternity expects personal responsibility from its members and accountability through local self-governance.
- The National Fraternity will hold chapters accountable for the choices they make through a progressive discipline strategy.

APPENDIX D

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.

PHILOSOPHY OF THE ORGANIZATION REGARDING SEXUAL MISCONDUCT, DOMESTIC VIOLENCE, DATING VIOLENCE, & STALKING

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 believes that sexual misconduct, domestic violence, dating violence, and stalking prevent all affected individuals from realizing their full potential as citizens and are contrary to both human dignity and the values of the organization.

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 promoting the development of healthy relationships and social environments through our chapters. Our organization upholds the following philosophy specifically related to sexual misconduct, domestic violence, dating violence, and stalking:

- The Fraternity is unequivocally opposed to all acts of sexual misconduct, domestic violence, dating violence, and stalking and expects our members to follow the laws across the United States that have made these behaviors illegal. Additionally, the Fraternity expects members to follow campus-specific policies that prohibit such behaviors.
- As an organization founded on the principles of friendship, the Fraternity expects that our members treat others with dignity and respect.
- The Fraternity supports and enhances the mission of the institutions where we are present through application of relevant student development theories. Additionally, we encourage chapters to participate actively in local university programming and resources and to take a leadership role in initiating and supporting prevention activities.
- As a subset of the campus community, the Fraternity collaborates with the host institution to address the problems of sexual misconduct, domestic violence, dating violence, and stalking, including leveraging campus resources to educate our members and assist all parties.
- The Fraternity works to address the underlying causes of sexual misconduct, domestic violence, dating violence, and stalking. As such, Pi Kappa Phi supports an educational approach that encourages healthy interactions among all people and reinforces the Fraternity's concern for human dignity and mutual respect.
- 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 Fraternity expects cooperation from its members and chapters in all accountability processes.
- The Fraternity will hold members accountable for the choices they make through a progressive discipline strategy. 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 promote respectful and healthy relationships and the well being and dignity of all people.

APPENDIX D

RISK MANAGEMENT POLICY AS ADOPTED FEBRUARY 2019

The Risk Management Policy of Pi Kappa Phi Fraternity, adopted by the National Council pursuant to Article IV of the Constitution, includes the following provisions, and applies to all fraternity entities and all levels of fraternity membership.

ALCOHOL AND DRUGS

In any activity or event sponsored or endorsed by the chapter, including those that occur on or off chapter premises:

1. Pi Kappa Phi members, associate members and guests must comply with all federal, state, provincial, and local laws. No person under the legal drinking age may possess, consume, provide, or be provided alcoholic beverages.
2. Pi Kappa Phi members, associate members and guests must follow the federal law regarding illegal drugs and controlled substances. No person may possess, use, provide, distribute, sell, and/or manufacture illegal drugs or other controlled substances while on fraternity premises or at any activity or event sponsored or endorsed by the chapter.
3. Alcoholic beverages must either be: (1) provided and sold on a per-drink basis by a licensed and insured third-party vendor (e.g., restaurant, bar, caterer, etc.); or (2) brought by individual members and guests through a bring your own beverage (“BYOB”) system.

The presence of alcohol products above 15% alcohol by volume (“ABV”) is prohibited on any chapter premises or at any event, except when served by a licensed and insured third-party vendor.

4. Common sources of alcohol, including bulk quantities, which are not being served by a licensed and insured third party vendor, are prohibited (i.e., amounts of alcohol greater than what a reasonable person should consume over the duration of an event).
5. Alcoholic beverages must not be purchased with chapter funds or funds pooled by members or guests (e.g., admission fees, cover fees, collecting funds through digital apps, etc.).
6. Pi Kappa Phi may not co-host or co-sponsor, or in any way participate in, an activity or event with another group or entity that purchases or provides alcohol.
7. The chapter may not co-host or co-sponsor an event with a bar, event promoter, or alcohol distributor; however, a chapter may rent a bar, restaurant, or other licensed and insured third-party vendor to host a chapter event.
8. Attendance by non-members at any event where alcohol is present must be by invitation only, and the chapter must utilize a guest list system. Attendance at events with alcohol is limited to a 3:1 maximum guest-to-member ratio, and must not exceed local fire or building code capacity of the chapter premises or host venue.
9. Any event or activity related to the new member joining process (e.g., recruitment, intake, rush, etc.) must be substance free. No alcohol or drugs may be present if the event or activity is related to new member activities, meetings, or initiation, including but not limited to “bid night,” “Big/Little” events or activities, “family” events or activities, and any ritual or ceremony.

10. Pi Kappa Phi members, associate members or guests must not permit, encourage, coerce, glorify or participate in any activities involving the rapid consumption of alcohol, such as drinking games.

HAZING

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."

SEXUAL ABUSE AND HARASSMENT

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

FIGHTING AND PHYSICAL ABUSE

The fraternity will not tolerate or condone any form of fighting or physically abusive behavior while on chapter premises or during a fraternity event, in any situation sponsored or endorsed by the chapter, or at any event a reasonable observer would associate with the fraternity.

FIRE, HEALTH, AND SAFETY

1. All chapter houses should meet all local fire and health codes and standards.
2. All chapters should post by common phones and in other locations emergency numbers for fire, police, and ambulance and should have posted evacuation routes on the back of the door of each sleeping room.
3. All chapters should comply with engineering recommendations as reported by the insurance company or municipal authorities.
4. The possession and/or use of firearms or explosive or incendiary devices of any kind on chapter premises or during a fraternity event or in any situation sponsored or endorsed by the chapter is prohibited.
5. Candles should not be used in chapter houses or individual rooms except under controlled circumstances such as initiation.

APPENDIX D

WATER FEATURES

The use of self-constructed pools, bodies of water, slip-and-slides, or similar on chapter premises or at any event a reasonable observer would associate with the fraternity is prohibited.

EDUCATION

All student members and associate members shall be instructed on the Risk Management Policy of Pi Kappa Phi Fraternity annually. A copy of the Risk Management Policy is also available on the Fraternity's website.

APPENDIX E: EXAMS & EVALUATION

Throughout any educational process or program, it is important to discover the amount of knowledge, skills, or behaviors that participants have retained. As a result, the Model Associate Member Education Program asks associate members to participate in weekly quizzes and a final capstone project, both of which are closely tied to the principles and history of the fraternity.

Questions for weekly quizzes will test the ability of associate members to identify key facts and describe the importance of ideas learned in education sessions.

The capstone project, on the other hand, challenges associate members to synthesize all of the knowledge, skills, and behaviors they have gained throughout the model associate member education program. They do so by first identifying a challenge in their chapter, campus, or local community. Then, associate members analyze the root causes of the challenge and develop a recommendation to address or solve the challenge. Finally, associate members present their solution to a group of peers who examine and evaluate its' merits.

Additionally, there are many opportunities for chapters to provide feedback about the Model Associate Member Education Program. Facilitators will participate in weekly surveys which will measure the degree to which they feel capable of successfully delivering content, the ability of the curriculum to engage participants, and the amount and kind of information associate members have retained. On the other hand, associate members will participate in three surveys to assess their experience before, during, and after the model program.

Weekly exam questions are provided on the following pages, along with instructions for completing the final capstone project. For the sake of convenience, consider using Google Forms to administer, collect, and grade quizzes.

APPENDIX E

WEEKLY QUIZ QUESTIONS

Week One: Orientation to Pi Kappa Phi

- Name the seven (7) founders of Pi Kappa Phi.
- List the date, location, and college that Pi Kappa Phi was founded at.
- Describe the meaning of Nu Phi and its significance to Pi Kappa Phi.
- Name the four entities which comprise the Greater Fraternity.
- List the seven officer positions of the National Council.
- **BONUS:** List the names and chapters of each officer currently appointed to the National Council.

Week Two: Living Our Values

- Define the term “values.”
- Define Pi Kappa Phi’s public value of “responsible citizenship.”
- List Pi Kappa Phi’s seven public values.
- Define leadership in Pi Kappa Phi.
- Identify the founder and founding year of The Ability Experience.
- **BONUS:** Define each “True Colors” leadership style.

Week Three: Accountability

- Define Pi Kappa Phi’s public value of “accountability.”
- Define Ultimate Respect.
- Identify the provisions included in Pi Kappa Phi’s risk management policy.
- Describe the purpose of the Standards Board & identify when it should be utilized.
- **BONUS:** Write the Greek alphabet.

CAPSTONE PROJECT INSTRUCTIONS

MODEL ASSOCIATE MEMBER EDUCATION PROGRAM

SUMMARY

Leadership is a potential everyone can develop and a skill anyone can practice, regardless of position or formal authority. Servant leadership is a style of leadership which emphasizes giving back to the world around you.

In this Capstone Project, you will practice servant leadership by giving back to your chapter, campus, or the community around you by identifying a challenge, analyzing it, and developing a solution which will be presented to your peers.

ASSOCIATE MEMBERS WILL...

- Identify a challenge their chapter, campus, or local community is facing.
- Analyze the challenge.
- Develop a recommendation to solve the challenge. Associate members should identify the scope of the solution (stakeholders involved, timeline, etc...) and relate the solution back to key concepts learned throughout the associate member education process.
- Deliver a fifteen-minute presentation to a group of their peers about their challenge and proposed solution. Presentations will be evaluated on:
 - Structure and organization
 - Development of main points
 - Concluding summary
 - Presenter Delivery and Style
- Receive feedback from their peers regarding their presentation style and content.

THE WARDEN WILL...

- Ensure the challenge identified is relevant to the chapter, campus, or local community.
- Review that the project is feasible within the timeframe allotted.
- Help refine presentation goals and outcomes as needed.
- Pair the associate member with a project advisor (another member, campus leader, community leader, etc...) to advise the associate member on their presentation.

PROJECT ADVISORS WILL...

- Review the project is feasible within the timeframe allotted.
- Regularly communicate with the associate member to ensure progress is being made.
- Provide coaching, guidance, or assistance as necessary to assist with project completion.
- Attend the Capstone Project Presentation, if schedules allow.

CAPSTONE PROJECT PRESENTATION RUBRIC MODEL ASSOCIATE MEMBER EDUCATION PROGRAM

STRUCTURE AND ORGANIZATION

	SUPERIOR	EXCELLENT	MEETS EXPECTATIONS	NEEDS IMPROVEMENT
Introduces themselves and team (if applicable).				
Provides an overview of topics or agenda of key ideas.				
Identifies benefits to audience.				

DEVELOPMENT OF MAIN POINTS

	SUPERIOR	EXCELLENT	MEETS EXPECTATIONS	NEEDS IMPROVEMENT
Organizes/structures ideas to flow together.				
Clearly describes and emphasizes key ideas.				
Illustrates main points with examples, experience, stories, etc...				
Analyzes, compares, and evaluates ideas.				
Relates ideas to audience's experiences and knowledge.				
Interacts with and engages audience through dialogue and experiences.				

CONCLUSION OR SUMMARY

	SUPERIOR	EXCELLENT	MEETS EXPECTATIONS	NEEDS IMPROVEMENT
Restates objectives of presentation.				
Summarizes key ideas.				
Reinforces/repeats benefits to audience.				
Responds to audience questions and comments.				

PRESENTER DELIVERY AND STYLE

	SUPERIOR	EXCELLENT	MEETS EXPECTATIONS	NEEDS IMPROVEMENT
Uses specific terminology or language.				
Speaks with appropriate loudness, speed, voice inflection.				
Uses gestures and body language.				
Demonstrates enthusiasm for subject and interest in the audience.				

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