



**CHAPLAIN**  
Participant Guide



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(NAME)

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(CHAPTER)

# HOW TO MAXIMIZE YOUR TIME AT CARLSON

## AT CARLSON:

- **Meet brothers from different chapters.** Go out of your way to sit with members that are not from your chapter to build your SigEp network.
- **Be vocal in small group sessions.** You come from a far different chapter experience than everyone else in your track and your ideas and best practices can be very helpful to others, if you voice them.
- **Be an active listener.** Just as you have ideas that can be helpful to others, they have plenty of experiences and information that will be useful for you to take back to your own chapter.
- **Come prepared to every session.** The better prepared that you are going into each session, the more equipped you will be to participate and you will leave with more takeaways that can be implemented back at your chapter.
- **Write down everything that you can.** There is a lot of information that is imparted upon you throughout the weekend and it is easy to forget some important details if you do not write things down. When you go back to your chapter, your notes will help guide you in your post-Carlson planning.

## AFTER CARLSON:

- **Review the goals that you set in your session with the rest of your executive board and volunteers.** This opens the conversation about the direction of your chapter and allows you to align your goals to those of the chapter as a whole (in addition to your fellow officers).
- **Create your action plan for carrying out your goals.** In doing this, you will be laying out the roadmap to achieve your goals with the rest of your executive board and your chapter. You probably started this within your track while at Carlson; spend time refining and finalizing when you return home.
- **Build momentum with your chapter.** At your next chapter meeting, have all the brothers who attended Carlson present to the other members about what was learned and the goals that were set for the chapter. It is important to get their feedback and, ultimately, their buy-in to the vision in order to accomplish these goals.
- **Keep your relationships strong.** Stay in touch with your facilitators and the brothers you met at Carlson and utilize them as a resource in the planning and execution of your goals.

## 2020 Carlson Leadership Academy Substance-Free Policy

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We are fortunate to have opportunities such as the Carlson Leadership Academy made possible through the hard work of our undergraduates and volunteers, and the generosity of our Sigma Phi Epsilon Educational Foundation.

When such opportunities exist, Sigma Phi Epsilon must strive to make the most of it. As such, we expect the very best from everyone throughout the weekend. From the Creed of Sigma Phi Epsilon, artfully crafted by Past Grand President Oscar E. Draper '28-29, we affirm:

*That the word **Virtue** is an inclusive term; that it is not enough that I be merely passively virtuous: I must be positive on virtue's behalf. Therefore, I will stand aggressively for honesty in all walks of life, and I will speak cleanly, play cleanly, and live cleanly. Whenever I can, I will oppose lawlessness and vice.*

*Unless I succeed in being **Diligent**, I cannot be a good fraternity member. Believing that my fraternity can be no greater than any of its members, I shall strive to make it so high and so worthy that men will consider it an honor and privilege to belong to it, and will strive to be admitted to it.*

*That **Brotherly Love** must be given in order to be received, and that it cannot exist without the triumph of the principles of **Virtue** and **Diligence**, for these are essential parts of it.*

Brother Draper went on to say that the role of the citizen is vital to that of a Sigma Phi Epsilon.

*I believe that obedience to the laws of my community and my country is essential to good citizenship; that the laws and rules of my fraternity and my chapter are intended to regulate the actions of its members, one with another, and that without fidelity to those laws and rules I cannot be a good citizen and a worthy member of Sigma Phi Epsilon.*

From Brother Draper's thoughts and those of legendary college coach, Lou Holtz, we find three essential tenets for this weekend:

- **The 'Do Right' Rule.** You know the difference between right and wrong.
- **Commit to Excellence.** Do your best every time.
- **The Golden Rule.** Treat others the way you wish to be treated.

### Rules of engagement:

1. **The Carlson Leadership Academy is substance-free for all undergraduates from arrival on Friday until the close of ceremonies on Saturday evening. Throughout the program, all local, state and federal laws apply.**
2. **Substances, including all illegal and illicit substances, alcohol, marijuana, or controlled substances without an appropriate prescription issued to the user by a licensed professional, are not permitted in any undergraduate hotel rooms through the duration of the program. Throughout the program, all local, state and federal laws apply.**

# 2020 Carlson Leadership Academy

## Chaplain Participant Guide

### Table of Contents

<b>CHAPLAIN ONE-PAGER .....</b>	<b>2</b>
<b>BEHAVIOR ACTION ONE-PAGER .....</b>	<b>3</b>
<b>SMART GOAL SETTING AND ACTION PLAN RESOURCE .....</b>	<b>4</b>
<b>Planning for my chapter's Ritual .....</b>	<b>12</b>
<b>Building, Defining, and Implementing Chapter standards .....</b>	<b>17</b>
<b>Enforcing chapter standards .....</b>	<b>26</b>
Getting Great at Conversation .....	28
Chaplain Case Study .....	32
<b>Reinforcing positive behavior .....</b>	<b>37</b>
<b>Standards Board training .....</b>	<b>38</b>

# CHAPLAIN ONE-PAGER

The Chaplain plays a pivotal role in a successful chapter, as both a proactive and reactive resource for our members. This resource is meant to provide an overview of the Chaplains roles and responsibilities, as well as the resources available to you. If you have further questions about the information here, or in any of the supporting resources, please contact your [regional director](#).

**In a crisis, please call the hotline at 1-800-767-1901.**

## Roles of the Chaplain

- Standards Board Chairman
- Chief Ritual Officer
- Expert on Local and Grand Chapter Bylaws and Policies
- Moral Compass
- Mediator

## Responsibilities

- Ensuring the Standards Board understands its responsibilities
- Planning public ceremonies
- Organizing and performing the Rites of Passage
- Living the Ritual in everyday life
- Leading Standards Board meetings and trials
- Overseeing individual and chapter accountability
- Collaborate with the Vice President of Member Development and the Development Committee to enforce membership lapsing
- Educating members on the Ritual and its purpose
- Serving on the executive board and transitioning the next Chaplain
- Mediating brother disputes

## Important Resources and Links

- [Chaplain Officer Guide](#)
- [Chapter Standards and Bylaws](#) – Here, you'll find the key points about minimum standards of membership and the Standards Board's role with upholding chapter standards.
- [Member Safety](#) – This page provides helpful information and key details about risk management policies to keep our members safe. You'll find a video to help you understand key points, as well as additional resources for planning events, understanding how to prevent hazing and sexual assault and what to do in a crisis.
- [Sigma Phi Epsilon Grand Chapter Bylaws and Administrative Policies and Procedures](#)
- [SigEp Risk Management Policies Template](#)
- Sample Membership Agreement
- [Sample Chapter Standards Code](#)
- [SigEp Trial and Appeals Procedures](#)
- [Reinforcement and Enforcement of Chapter Standards](#)
- [SigEp Template Standards Board Notice](#)
- [SigEp Template Decision Letter](#)

## **BEHAVIOR ACTION ONE-PAGER**

Culture is a byproduct of consistent behavior.

**As Chaplain, I want to improve the following behavior in my chapter.**

**I can do that by:**

**Defining standards**

**Enforcing standards**

**Reinforcing standards**

**To do this effectively I will need (people, resources, etc):**

- 
- 
- 

**When I leave Carlson I will...**

- **DO WHAT:**
- **BY WHEN:**

# SMART GOAL SETTING AND ACTION PLAN RESOURCE

## SMART GOALS

A SMART Goal is a convenient acronym for the set of criteria that a goal MUST include in order for it to be realized by the goal achiever. There are numerous variations on the SMART acronym, however, the one we will follow is:

### Specific

Goals must be something that can be described and understood easily by others – finite conditions, not general feelings.

Bad example: Increase participation of members.

Good example: Increase attendance at chapter meetings.

### Measurable

Whenever possible, use numbers or percentages to mark achievement of the goal. You can't rely on personal opinion.

Bad example: More members will attend...

Good example: 80 percent of members will attend chapter meetings.

### Attainable

Is the goal realistic? Goals should be a stretch to obtain but not impossible to achieve. Members will work toward what they believe they can achieve and are not inspired by boring, easy goals.

Bad example: 100 percent of members will attend every meeting.

Good example: Increase attendance at chapter meetings by 10 percent from the prior Semester.

### Relevant

Your goals must accurately address the root issue you are facing. Remember, "An accurate description of the problem, is 90 percent of the solution."

Bad example: Have alcohol at recruitment events so chapter members will attend and have better conversations

Good example: Teach chapter members tangible recruitment skills and eliminate alcohol from recruitment.

### Timely

Goals must have an end date when they are due. Creating a sense of urgency will push members to work harder. How else will you know when to check performance?

Bad example: Winter

Good example: January 1, 2016

### Examples

Non-SMART Goal: We need to improve recruitment.

SMART Goal: By December 15, 2019, the chapter will have recruited 20 new members who meet or exceed our minimum membership standards.



## **ACTION PLANS**

Every SMART goal must be complemented by a detailed action plan. A good action plan provides the framework for achieving the SMART goal. The action plan helps map out the necessary tasks with a detailed schedule of key milestones and a list of key people for those milestones.

### **Overview**

Great action plans:

- Determine what you will need to hit the goal.
- Provide a timetable for activities.
- Identify people with whom you will need to coordinate and will rely on to contribute.
- Anticipate problems and outline contingency plans.

### **Implementation**

Follow this step-by step process to ensure you have a comprehensive action plan:

1. Clarify your goal.
  - a. Ensure it is specific, measureable, attainable, relevant and timely.
2. Build a list of tasks
  - a. Write down all action steps that you may need to achieve the goal.
3. Organize your list into a plan.
  - a. Decide on the order of action steps.
  - b. Rearrange your actions and ideas into a sequential order.
  - c. Review this list and see if there are any ways to simplify it further.

### **Follow Up**

1. Monitor the execution of your plan.
  - a. Constantly evaluate the progress of your plan.
  - b. Manage the key people and be mindful of deadlines.
  - c. Adjust and optimize your plan if necessary.
2. Measure your success.
  - a. Has your action plan achieved the outcomes of your SMART goals?

## Notes

## SMART goals and action planning

Use this worksheet to document your SMART goal(s) and corresponding action plan.

**SMART goal:**

Deadline	Task	Owner	Who is involved?

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## **Planning for my chapter's Ritual**

**What are the pitfalls of the Ritual my chapter currently falls into?**

**How will I address those pitfalls and gain chapter buy-in into correctly performing the Ritual?**

**What are the date(s) that my chapter will perform the Ritual this semester? Year?**



**Who will lead the Ritual studies for my chapter this year?**

**What are the date(s) for those studies?**

**Where will they be?**

# RITUAL STUDY AGENDA TEMPLATE

Participating in the Rites of Passage is an exciting time for our brothers, however, there is a lot going on in the process. It can be easy to miss some key parts of what you are experiencing. Providing an opportunity for Ritual Study after participating allows our brothers to reflect on what they experienced, then revisit the lessons to be fully comprehended. Use the template below to design an agenda for your Ritual Study for each challenge. This outline provides some points to get the conversation started. Insert your own as well and ask your brother to take notes as you discuss.

**Challenge:** \_\_\_\_\_ (Sigma, Phi, Epsilon or Brother Mentor)

**Date:** \_\_\_\_\_ **Facilitator:** \_\_\_\_\_ (This could be a brother or alumnus)

## Outline

### **Introduction** (This will be different for each Rite of Passage)

- Provide an overview of how this Rite of Passage and the upcoming challenge fits into the brother's SigEp journey and the Balanced Man Program.
- What were his key takeaways from experiencing the Rite of Passage?
- What questions does he immediately have since participating in the Rite of Passage? (These may not all be answered in this Ritual Study, depending on their nature)

### Reading of the Ritual

- Open the Ritual Guide to the corresponding Rite of Passage and read through the sections of speech read by the Ritual Team.
- Pause along the way to see if he has any questions or specific points stand out to him.

### Reading of the Interpretation and Charge

- In the Phi and Epsilon Challenges, you will want to spend time dissecting the Oath of Obligation what each section focuses on.
- What are the important messages from this Rite of Passage related to what is expected of our brothers?
- According to the Ritual, what are the consequences for not implementing this in your daily life or failing to follow through on your commitments?

#### Review of important messages

- These messages may come from the lines of the Ritual Team members during the performance of the Rite of Passage, or from the interpretation and charge. They will differ in each Rite of Passage.

#### Review of important commitments made

- Which commitments were made by the brother during this Rite of Passage?
- What does the Oath of Obligation ask of each of us?
- What have you committed to regarding your own actions?
- What have you committed to regarding the actions of your brothers?

## Updated Ritual Equipment

In the year leading up to Conclave, the Ritual Task Force and headquarters staff worked diligently to provide an updated and custom designed set of ritual equipment for the first time in SigEp's history. This new set was unveiled at the 54<sup>th</sup> grand chapter conclave.

This equipment was designed from the ground up with our ritual in mind, with every item selected carefully to ensure the best possible experience for our brothers as they move through the rights of passage.

Key changes include:

- Lightweight, breathable robes
- Custom sword
- Durable Greek cross
- Durable hourglass
- Custom molded Corinthian and Doric columns made from strong bonded marble
- Custom built storage box to ensure longevity of the equipment

The set is available for purchase through the Official SigEp Store ([www.officialsigepstore.com](http://www.officialsigepstore.com)). The cost per set is \$2,739.99 and a \$500.00 shipping fee. The National Board of Directors has approved the use of CIF funds for the purchase of ritual equipment if your chapter cannot afford a single payment.

To find the CIF withdrawal form, you can go to the ritual equipment section on the store. You will need to discuss the purchase and get approval from your AVC before making the withdrawal.



# **Building, Defining, and Implementing Chapter standards**

**Which of the four areas of chapter standards does your chapter struggle with?**

**1.**

**2.**

**3.**

**4.**

**What best practices or ideas did you hear about at Carlson that you will take back to your chapter to improve your chapter's standards?**

**What resources will you utilize to set yourself up for success in trying to improve your chapter's standards?**

**What elements of your chapter's standards will you go back and improve?**

**How do you plan to build buy-in from the chapter on your standards?**

# SIGMA PHI EPSILON MEMBERSHIP AGREEMENT

## CHAPTER

In accordance with Sigma Phi Epsilon Fraternity's [Grand Chapter Bylaws and Administrative Policies and Procedures](#) (the "Bylaws"), Article V, Undergraduate Chapter Operating Provisions, Section 31, Each undergraduate chapter shall have authority to enact bylaws for its government. These bylaws shall contain only those provisions necessary for local government and be consistent with the Grand Chapter Bylaws and Administrative Policies and Procedures of the Fraternity, and shall follow the outline recommended by the National Board of Directors. A copy of such undergraduate chapter bylaws shall be filed with the Chief Executive Officer.

The Alumni and Volunteer Corporation of the chapter has approved the following Membership Agreement and intends to fully abide by, and to fully enforce, the obligations outlined within this agreement.

### **Agreement:**

#### 1. Financial Obligations

- A. Payments — Payments of all dues, social fees, fines, assessments, room and board, as well as any and all other financial obligations shall be made prior to midnight of the date such obligations are due. It shall be considered a violation of the Membership Agreement for non-payment, or late payment, of any financial obligation. Should you be unable to meet with the VP Finance, it is your responsibility to mail any fees which are due and the postmark must be no later than the due date to avoid a fine for late payment.
- B. Late Payment or Non-payment – Late payment or non-payment of financial indebtedness shall be considered a violation of the Membership Agreement and, pursuant to Article II, Section 30 of the Bylaws may result in one or more of the following penalties:
  - i. Reprimand or censure
  - ii. Imposition of a fine to a maximum of (500) dollars
  - iii. Denial of specific privileges
  - iv. Suspension for a definite time
  - v. Expulsion from the Fraternity
- C. Unacceptable Excuse – "Waiting for student loans or grants" shall not be acceptable reasons for late payment of any financial obligation. Members are directed to pursue short-term loans from the university, their parents, or their bank while awaiting grants, loans or scholarships. Since the chapter does not attempt to profit, but rather to break even, we must receive 100 percent of our revenues when due, in order to pay our bills and remain in operation.

D. Amounts Due – Specific charges for the (insert term) are as follows:

- i. Dues: \$\_\_\_\_\_ for the (insert term)
- ii. Room (if applicable): \$\_\_\_\_\_ per month through (insert date of lease termination)
- iii. Board (if applicable): \$\_\_\_\_\_ per month through (insert date of termination)
- iv. Parlor fees: \$\_\_\_\_\_ per month through (insert date of termination)

E. Due Date – Each payment must be submitted by the following deadlines:

- i. Dues: \_\_\_\_\_
- ii. Room: The \_\_\_\_\_ day of every month
- iii. Board: The \_\_\_\_\_ day of every month
- iv. Parlor fees: The \_\_\_\_\_ day of every month

F. In the event that an unexpected and/or special circumstance occurs prohibiting a member from paying his bill in full on time, a special payment plan may be worked out with the Alumni and Volunteer Corporation, only if approved by unanimous vote, and only if requested in writing at least seven (7) days prior to the date bills are due—to allow the vice president of finance time to make any necessary budget changes. However, any member who requests such a "special payment plan" may be assessed board, dues, and any other fees or assessments at a 10 percent higher rate than those members who have met their financial obligations on the dates listed in Paragraph I. C., should they fail to adhere to their revised payment schedule.

## 2. Housing and Meal Plan Commitments (If applicable)

- A. As a part of their brotherhood obligations, every member shall be required to live in the chapter house for at least \_\_\_\_\_ full year(s), prior to graduation from school. Should the chapter house at any time have openings for the upcoming term, the Alumni and Volunteer Corporation shall have the authority to take any and all necessary steps to fill the vacancies including requiring members to live within the house, or the imposition of a special assessment, if needed, to cover the lost revenue.
- B. As a further aspect of their brotherhood obligations, each member, whether living within the chapter house or not, shall be required to pay for the "full meal plan," which shall include breakfast, lunch and dinner. Exceptions to this policy include:
  - i. Members who live in the campus residence halls and are required to pay for a campus meal plan
  - ii. Members who are employed and, due to scheduling conflicts, are routinely unable to meet this obligation



iii. (Additional exceptions, approved by the Alumni and Volunteer Corporation)

- C. Any member seeking an exception to this requirement and falling within the categories mentioned, must request in writing to the Alumni and Volunteer Corporation at least seven (7) days prior to the start of the term, to be excluded from the meal plan requirement, and list the reasons why. Any exception must be unanimously approved by the Alumni and Volunteer Corporation. In addition, any member granted an exception may be assessed an additional parlor fee to compensate for the loss in revenue to the chapter.
- D. As a resident of the chapter house, you are not provided personal property insurance. Each member must insure his personal property covered by his parents' homeowner's policy or his own renter's policy.

### 3. Academic Requirements

A. According to the Grand Chapter Bylaws, Article II, Section 7:

- i. Each chapter, taking into consideration all relative statistics on its campus, shall establish a minimum grade point average for candidates for membership who are (i) incoming freshmen; and (ii) continuing college students. The minimum high school grade point average for incoming freshman to be eligible for membership shall be a 2.7 out of a 4.0 scale (or its equivalent). The minimum college grade point average for continuing college students to be eligible for membership shall be a 2.6 cumulative GPA on a 4.0 scale (or its equivalent).
- ii. Nothing shall prohibit a chapter from setting minimum member grade point averages that are higher than the standards set forth in Subsection (a) and the Grand Chapter challenges individual chapters to establish a minimum GPA reflecting or exceeding their all campus average.
- iii. Nothing shall prohibit a chapter from setting a higher minimum member grade point average standard or a shorter timeline for suspension and expulsion for academics.
- iv. A summer session shall not constitute a term. Grades achieved in summer sessions shall be considered for the calculations of cumulative GPAs.

B. The minimum GPA for the (insert chapter designation) will be .

C. An undergraduate member of Sigma Phi Epsilon Fraternity with a grade point average below a (insert minimum GPA) term GPA or equivalent on a 4.0 scale for one term (semester/quarter) shall have his membership restricted for academics for the duration of the next consecutive term.

- D. If a member with academically restricted membership attains less than a 2.25 GPA for the next consecutive term, he shall be automatically expelled from the Fraternity with no right of appeal but the right to be reinstated as defined in this Section.
- E. If a member achieves below a (insert minimum GPA ) term GPA for a third academic term (semester/quarter), he shall be automatically expelled from the Fraternity with no right of appeal but the right to be reinstated as defined in this Section.
- F. A member expelled for academics may not seek reinstatement until the member has attained a term GPA (semester/quarter) of a (insert minimum GPA) or greater and a cumulative GPA of (insert minimum GPA) or greater.
- G. A member with academically restricted membership shall not be permitted to be an officer of the undergraduate chapter or a committee chairman. During this period, he shall be required to meet with the chapter's Standards Board to develop an academic support plan to improve his academic performance. He must also obtain an academic mentor approved by the chapter's Standards Board and meet with his academic mentor regularly to review his progress.

#### 4. Standards of Behavior/Conduct

- A. Firearms – No firearms or any weapons, including pellet guns, BB guns, etc., may be on chapter property or at any chapter function at any time. Violation of this policy subjects a member to fines, suspension or expulsion.
- B. Drugs – No illegal drugs may be on chapter property or at any chapter function at any time. Possession of such is grounds for immediate expulsion. This includes the use or sale of marijuana in states that where it has been decriminalized.
- C. Disorderly or Illegal Behavior – No Disorderly or Illegal Behavior on the part of members or members' guests. Such conduct is grounds for immediate expulsion.
- D. Sigma Phi Epsilon's Risk Management Policies – As an essential element of each individual's obligation, each member when signing this agrees to support and behave consistently with SigEp's Risk Management Policies. This includes SigEp's policy on substance-free facilities, which mandates that all chapter facilities will have substance-free common spaces by August 1, 2018, and all chapter facilities will be completely substance-free, even for members above the legal drinking age, by August 1, 2020. Violation of these policies subjects a brother to fines, suspension or expulsion as defined by the Bylaws as well as a potential loss of general liability insurance coverage. [It is recommended that each chapter include a summary of their chapter's substance-free facilities bylaws and sanctions here.]

- E. No Agency – By signing this membership agreement, you agree to the following statement: “Under no circumstances will I be considered, or hold myself out, as an agent of Sigma Phi Epsilon Fraternity, nor will I represent to anyone that I am an agent for my chapter unless I am specifically authorized to do so as an officer of my chapter or at the direction of my chapter.”

5. Expectations for Development and Involvement

- A. Balanced Man Program – All members of Sigma Phi Epsilon have joined an organization committed to the continued growth and development of every member. The following are expectations of the Balanced Man Program.
- i. Each member understands his personal responsibility to live up to and support the philosophical tenets of the Balanced Man Program, specifically:
    1. Equal rights and responsibilities
    2. Continuous Development
    3. Accountability
    4. Living the Ritual
    5. Mentoring
  - ii. Each member understands there is no place for hazing or unequal treatment of new members within the Balanced Man Program. It is each member’s responsibility to ensure a safe and healthy, values-based experience in Sigma Phi Epsilon.
  - iii. Each member will participate in each of the Sigma, Phi, Epsilon and Brother Mentor Challenges
  - iv. Each member will be responsible for completing the required tasks and activities associated with the challenge in which he is currently participating, within the minimum and maximum time frames:
    1. Sigma Challenge:   -   weeks
    2. Phi Challenge:   -   weeks
    3. Epsilon Challenge:   -   weeks
    4. Brother Mentor Challenge:   - graduation
- B. Hazing – Sigma Phi Epsilon has zero tolerance for hazing of any member. Any member found in violation of this expectation may be subject to full penalties of the Fraternity, his college or university, and the law.
- C. Membership Lapsing – Members who are unable to fulfill their commitment to the Balanced Man Program by completing each challenge within the maximum time frame, without extenuating circumstances, are subject to membership lapsing. Members to who do not complete their challenge within the maximum time frame face expulsion from the chapter for failure to meet the Fraternity’s development expectations.

**D. (Additional standards such as philanthropy, community service and service learning)**

**Penalties:**

1. Financial Obligations

- A. Fines – Anyone who does not pay 100 percent of their required financial obligation by midnight on the due date, or who has not requested and been granted a "special payment plan" pursuant to Paragraph I.E., is automatically fined 10 percent, up to a maximum of \$100, and is immediately suspended.
  - i. Such members shall remain on suspension until their debts and fines have been paid in full, or they may be subject to expulsion.
  - ii. Fines (other than fees) must be paid within fourteen (14) days. If the fine is not paid within fourteen (14) days, the initial fee will be doubled and action may be taken to place the individual on suspension.
- B. Suspension – Suspension is defined within Article II, Section 31, of the Bylaws as "the denial for a definite period of the privileges and benefits of membership."
  - i. Any member suspended due to indebtedness is prohibited from participating in any chapter activity, including but not limited to: loss of meals, voting in chapter meetings, participating in intramurals, and all social functions, wearing or displaying the fraternity insignia, and otherwise identifying himself as a member of the Fraternity.
  - ii. Furthermore, any member who attends a social function while on suspension may be expelled from the Fraternity.
- C. Expulsion – The Alumni and Volunteer Corporation will automatically initiate expulsion proceedings against all members who have financial obligations which are 60 days past due.
  - i. Said persons shall be referred to the Alumni and Volunteer Corporation and then to the national Fraternity.
  - ii. Under Article II, Section 36 of the Bylaws, "expulsion for indebtedness shall become effective ten (10) days after written notice of the action taken has been given to the member."
  - iii. In order to be reinstated following expulsion due to indebtedness, the procedures outlined in Article II, Section 38 of the Bylaws must be followed.

2. All other trial and appeals

- A. Any member failing to meet any of the standards and expectations outlined within this membership agreement is subject to a membership trial through the chapter's

Standards Board.

- B. Membership trial and appeal procedures are outlined in the Grand Chapter Bylaws and Administrative Policies and Procedures, Article II, Sections 25-33.
- C. The chapter's Standards Board has the authority to assign any of the following sanctions to a member who fails to meet the standards outlined in this membership agreement.
  - i. Reprimand or censure
  - ii. Imposition of a fine to a maximum of five hundred (500) dollars
  - iii. Denial of specific privileges
  - iv. Suspension for a definite time, not to exceed one year
  - v. Expulsion from the Fraternity

**NOTE:** The Fraternity does not provide you with health insurance. However, as a benefit of membership, you are covered under the Member Accident Protection Program. This works in conjunction with your health insurance to pay out-of-pocket expenses related to an accidental injury.

**I HAVE ACKNOWLEDGED THAT I HAVE READ AND FULLY UNDERSTAND THE ABOVE AGREEMENT AND ACCEPT THE TERMS.**

---

Signature

---

Written Name

SIGNED ON THIS (day of the week) THE (day) DAY OF (month), 20\_\_\_\_\_.

## **Enforcing chapter standards**

**What needs to be done so that my standards board and I can enforce our chapter standards?**

**What chapter members do I need to have an honest crucial conversation with about their behavior?**

**Who do I need to support me in that conversation?**

**What standards do we currently have that we don't enforce?**

**How will I begin enforcing those without completely burning all credibility with the chapter?**

**How will I present the new enforcement policies and plans to the chapter?**

## **Getting Great at Conversation**

by **Jonathan Becker**, Next Step Partners

### **Conversations Matter**

Conversations are our primary communication tool and help us create what we want. When done well, conversations build cooperation, clarity, progress, success, enthusiasm, energy and connection. Done poorly, and they undermine all these things.

### **Good vs. Bad Conversations**

Good conversations give new clarity for both parties. They don't need to be repeated over and over again to get things right. They also aren't one-sided (that's a lecture). They strengthen relationships and leave us energized.

The hallmark of a bad conversation is that it shuts people down. Each party is locked into its own perspective, so there's no opportunity for new clarity or collaboration. As any hostage negotiator will attest, your ability to succeed in getting what you want from someone else is directly related to your ability to keep communication open.

### **Conversations Going Wrong**

- Upon learning that a client cancelled their contract, you approach someone who works for you saying, "How the #\$%^ did we lose that account?"
- Your child comes home with a bad grade and you say, "Not again!"
- Someone offers to help with you a work project and you say, "I've got it handled."
- Your partner asks you to take out the trash and you say, "Get the kids to do it."

It should be obvious to see how these conversation starters shut down communication. It's probably also easy for you to come up with better conversation- building responses. Yet when we are in the heat of the moment and wrapped up in our own emotions and desires, many of us end up saying things that don't create for good conversations.



## A Model for Good Conversation

At Next Step Partners, we've developed a simple mental model for Good Conversations that we use with our clients. It serves as a map so that leaders can be better equipped to create good outcomes and minimize the bad.

Our Good Conversation model can be encapsulated in this simple phrase: It starts with me, but it's not all about me.



## It Starts with Me

It's easy to blame the other party for our conversation failures. But it takes two to tango, and good leaders have mastered the ability to create good conversations on the fly, even when things start off on the wrong foot.

**Setting an intention** for yourself is the first step to having good conversations. Ideally, you will set an intention for each conversation. Knowing what you want out of a conversation is very helpful at keeping you on track.

Having the awareness to form an intention also has the effect of making you calmer and self-aware. Even if you're having a conversation about something upsetting, the simple act of asking "What's my intention for this conversation?" will bring you to a better starting place.

Note: It's best to come up with a joint intention, one that makes the conversation worthwhile for both you and the other person. Look for a win-win.

With that said, it can sometimes be difficult to come up with an intention in the heat of the moment. That's why it's helpful to take a moment now and write out a general Good Conversation intention that you can keep in your back pocket. Something like: I want my conversations to lead to greater understanding.

Type this as a note in your phone and refer to it daily, making it sort of a mantra for yourself. The magic of a mantra is that by committing it to daily practice, it's top of mind and there when you reach for it. This will remind you that you have the power to make the conversation good and that the goal is greater clarity and understanding.

Good conversation: It starts with me, but it's not all about me.

## But It's Not All About Me

With a clear understanding of what you want out of your conversation, the next step in the Good Conversation model is to open your focus to include the other person.

**Converse** using a mix of Listening, Asking and Telling.

The order and how much time you spend in each will vary from conversation to conversation.

For example, if you are giving feedback to someone, you'll start with Telling, then Asking, then Listening, then Telling again, all in equal parts.

If you are helping to solve a problem, you'll Listen at the start, then spend the bulk of the conversation Asking and finishing up with Telling.



**Assess the impact** of the conversation on the other person and you. Pause, take a breath and center yourself. Notice your own thoughts, feelings and the reactions of the other person. Name them to yourself. Now you have three choices:

- Whether to name what you are seeing to the other person
- Whether to adjust your goals in the moment
- Whether to continue the conversation or end it

## Chaplain Case Study

**Instructions:** As a group, you will play the role of a chapter's Standards Board. Below, you will find the written complaint submitted regarding the actions of a chapter member, Eric.

Additionally, you will see the charge letter that was sent to Eric which outlines where chapter standards may not have been met.

As a Standards Board, your job is to assess the situation with the information you have and determine what the outcome of the trial should be. Consider some of the following questions:

- What are the problems you are addressing in this situation?
- What other information would be helpful in your assessment?
- How does your solution appropriately address the problem?

## **Complaint:**

*Standards Board,*

*As you know, we had a social on Saturday night at Jokers, downtown. I'm writing with a concern about Eric's behavior throughout the night, but specifically at the end of the night. I don't want this to come across as a knock against Eric as a person or who he is. I know he does a lot for the chapter, is always at events, comes to meetings, helps out when it's needed, etc... That said, I'm really concerned about what I saw on Saturday.*

*Like everyone else, Eric showed up to the house around 7:00 to start loading the buses to Jokers. I think I overheard that he had been at Joe's apartment earlier pregaming like a lot of people. When everyone started getting on the buses, I didn't really notice anything out of the ordinary. I didn't really pay attention to how much he was drinking at Jokers but he is 21 so we didn't have control over what he was drinking.*

*For most of the night, I didn't think anything of it. Then as we were on the bus back to the house around 11:30, Eric was had smuggled a beer onto the bus. I took it from him and didn't think much of it. When we got to the house though I heard Eric yelling at Joe in the bathroom Not really at Joe, but to Joe. He was yelling about some girl. He started calling her a bunch of insults I'd rather not write down. I finished my business and left but it seemed like Joe was doing an alright job of calming him down. I heard a lot of people talking in the halls about Eric being out of control and trying to figure out what was going on. He obviously didn't go unnoticed.*

*Later that night then, I saw Eric leaving the house in a group of people, including Joe. Not sure where they were going. Once they got down the block though, someone must have said something to Eric, or he took something to be an insult, I'm not sure, but he started getting into it with someone. They started to shove each other and yell more, both seemed really drunk. From what I saw, it looked like the other guy threw a punch first, but Eric went right along with it. Joe tried to pull Eric out of the situation, but Eric ended up punching Joe too.*

*Thankfully, police never got involved and the group dispersed without anyone getting arrested or reported, but I'm concerned about the situation. I've never seen Eric like that before, but I wasn't okay with what I saw all night, especially at the end of it. Joe might be willing to give you more information. I'm not sure if they're talking right now or if Joe is mad at Eric for punching him.*

*Let me know if you have any other questions. I appreciate you addressing the issue. I don't believe this type of behavior can be tolerated in our fraternity, and I hope you will find a way to address it appropriately.*

*Thanks,  
Jake Anderson*

Eric Thompson  
America Alpha – University of America  
eric.thompson@fakemail.com

**VIA E-MAIL**

January 24, 2019

Dear Brother Thompson:

This letter serves as official notification that you have been charged with the following violations of Sigma Phi Epsilon's membership standards:

- "Drunk and disorderly" conduct in violation of state law
- Physical Assault
- Grand Chapter Administrative Policies and Procedures, Section 4 – Risk Management Policies of Sigma Phi Epsilon Fraternity, Physical Assault
- Sigma Phi Epsilon's Oath of Obligation
- Action unbecoming of a brother

It is alleged that your behavior at the chapter's social last Saturday was inappropriate, including inappropriate language about women, other drunken behavior, an altercation with someone on the street, and the physical assault of a chapter brother.

The Standards Board will meet in room 101 on Saturday, January 30, 2019 to hear this case. At this meeting, you will have an opportunity to hear and respond to the evidence upon which the charges are based. Please be advised that failure to appear at this meeting may be interpreted as an admission of responsibility, at which time the Standards Board will determine the appropriate sanction. If you are unavailable at this time, please contact me with your availability to reschedule this meeting within 72 hours of the originally scheduled time.

The procedures for Standards Board meetings are outlined in the Grand Chapter Bylaws and Administrative Policies and Procedures. Please feel free to contact me if you have any questions about these procedures prior to the meeting. Thank you for your cooperation and attention to this matter.

Faternally,

Your Chaplain

## SigEp Template Decision Letter

NAME

DESIGNATION Chapter (COLLEGE/UNIVERSITY)

E-MAIL ADDRESS

VIA E-MAIL

DATE

Dear Brother LAST NAME:

Upon consideration of the evidence and testimony presented at your Standards Board meeting on DATE OF STANDARDS BOARD MEETING, the following determination was made regarding each of the charges against you outlined in the letter dated DATE OF MEETING NOTICE:

CHARGE AS OUTLINED IN CHARGE LETTER, QUOTING APPLICABLE GRAND/LOCAL CHAPTER BYALWS, OATH OF OBLIGATION, LOCAL/STATE/FEDERAL LAW (Responsible / Not Responsible)

As a result of being found responsible for violations of Sigma Phi Epsilon's membership standards, the following sanctions have been assigned:

### SANCTIONS

Failure to complete the sanctions outlined above within the required timeline will result in your immediate suspension from all social activities until the sanctions have been completed. Additionally, you may be required to meet with the DESIGNATION Chapter Standards Board to discuss additional sanctions. The procedures for appeals are outlined in the [Grand Chapter Bylaws and Administrative Policies and Procedures](#). Please feel free to contact me if you have any questions about the sanctions or appeals process. Thank you again for your continued cooperation.

Fraternally,

NAME OF CHAPLAIN

*Chaplain*

# STANDARDS BOARD TRIAL PROCEDURES

This document is intended to summarize SigEp's standards board trial procedures. It does not replace the process outlined in the Grand Chapter Bylaws but does simplify the major aspects of a trial. The complete process can be found in Article II, Section 27 of SigEp's [Grand Chapter Bylaws](#).





## **Reinforcing positive behavior**

**What new way will I reinforce positive behavior in my chapter?**

**What do I need to get rid of in my chapter that reinforces negative behavior?**

**What will I do to better celebrate the accomplishments and successes of my chapter brothers?**

## **Standards Board training**

**What specific topics does your standards board need more training on that you should address during a training?**

**Who, specifically, should be in attendance at your standards board training?**

**When will your standards board training take place?**

# STANDARDS BOARD TRAINING AGENDA

**Purpose:** To ensure all members of the Standards Board, including alternates, are fully trained on the roles and responsibilities of the Standards Board, including duties related to setting, reinforcing and upholding standards, as well as performance of the Ritual.

## Intended Outcomes:

1. Every member of the Standards Board will understand his roles and responsibilities
2. Every member will be familiar and comfortable with the [resources](#) available to them
3. Every member will be familiar with the [trials and appeals procedures](#)
4. The Standards Board will have agreed-upon expectations of its members and operational guidelines such as regularly schedule meetings

## Attendance:

Chaplain:

Alternate:

Sr. Marshall:

Alternate:

Jr. Marshall:

Regional Director (if applicable):

Guard:

AVC Member (if applicable):

Guide:

## Outline for Training

1. Why?
  - a. Why did each member want to be elected to the Standards Board?
  - b. Review reasons why it is important for the Standards Board to be fully trained.
    - i. What could the Standards Board accomplish in the chapter if it were fully trained and prepared? (Supportive measures for members, less confusion or frustration among brothers, clear expectations and standards)
    - ii. What potential problems could arise if the Standards Board is not trained? (What would you do in a crisis situation? What if you do not know what you are responsible or liable for?)
2. Roles and Responsibilities
  - a. Ritual Team
    - i. Conduct public ceremonies
    - ii. Conduct the Ritual Rites of Passage
    - iii. Facilitate Ritual Studies as part of each challenge once members have gone through the corresponding Rite of Passage

- b. Standards Board
      - i. Understanding the Grand Chapter and local bylaws and standards
      - ii. Conducting SigEp's trial and appeals procedures, as noted in Article II, Section 33 of the Grand Chapter Bylaws and Administrative Policies and Procedures.
    - c. Moral Compass
      - i. Live the Ritual in everyday life
      - ii. Identify and implement methods of reinforcing chapter standards
    - d. Mediator
      - i. Mediating brother disputes when necessary
  - 3. The Ritual
    - a. Using the 2015 Ritual books, follow the instructions and practice performing the Epsilon Rite of Passage.
    - b. If the Chapter President and Vice President of Programming are unable to attend this activity, have the alternates fill in for their roles. They should be trained and practice at some point before conducting the Rites of Passage in real time.
    - c. Following Ritual practice, bring the Standards Board together to design a Ritual Study for each Rite of Passage using the Ritual Study Agenda Template.
  - 4. Chapter Standards
    - a. Review the four areas of chapter standards and identify the chapter's standards in each area.
      - i. Finance
      - ii. Academics
      - iii. Behavior
      - iv. Development
    - b. Compare this list to that of the [Grand Chapter](#) and make sure no local standards fall below the Grand Chapter's minimum.
    - c. Review and Revise the chapter's membership agreement to ensure it is reflective of the standards you just discussed. If the chapter does not have a membership agreement, use the Sample Membership Agreement.
      - i. Do you address all four areas of chapter standards?
      - ii. Are there areas the Standards Board thinks should be raised?
      - iii. Are there areas the Standards Board thinks need to be clarified?
  - 5. Next Steps
    - a. Schedule a regularly recurring meeting
    - b. Develop a meeting agenda
    - c. Develop expectations of one another to follow throughout the year.
    - d. Identify any priorities to address throughout the year (ie. Raising the academic minimum for the chapter, implementing a membership agreement, clarifying a certain standard within the membership agreement)

**Follow Up:** The Chaplain should take responsibility to send a follow up email out to everyone on the Standards Board, as well as the Chaplain Mentor, if applicable, Chapter Counselor and other key volunteers. Include key takeaways from the group and a record of your next steps and expectations of one another to ensure there is no confusion and everyone remembers what you discussed.













# **CHAPLAIN**

## **OFFICER GUIDE**

# TABLE OF CONTENTS

INTRODUCTION .....	2
PEOPLE.....	4
SKILLS AND CONCEPTS .....	11
PLANNING .....	20
CONCLUSION .....	22

*The Ritual and Guide of Sigma Phi Epsilon*

[Chaplain One-pager](#)

[Sigma Phi Epsilon Grand Chapter Bylaws and Administrative Policies and Procedures](#)

[Risk Management Policies of Sigma Phi Epsilon Fraternity](#)

[SigEp Risk Management Policies Template](#)

[Balanced Man Program Guide](#)

[Sample Membership Agreement](#)

[Sample Chapter Standards Code](#)

[Reinforcement and Enforcement of Chapter Standards](#)

[SigEp Trials and Appeals Procedures](#)

[SigEp Template Standards Board Notice](#)

[SigEp Template Decision Letter](#)

[SigEp Ritual Study Agenda Template](#)

[SigEp Standards Board Training Agenda](#)

# INTRODUCTION

Congratulations on being elected as Chaplain for the upcoming year. This opportunity comes with a responsibility to oversee the chapter's standards and Ritual. Understanding the value of Sigma Phi Epsilon's Ritual, the importance of establishing and upholding chapter standards and how to effectively manage the chapter's standards board will be the foundation of the role. With that foundation, you help provide a positive fraternal experience and ensure a safe and healthy, values-based experience for your brothers. The Chaplain ensures that our Founders' vision of the Sigma Phi Epsilon experience to be not only different than other fraternities, but better, is upheld each day by our members.

## The Ideal

The ideal Chaplain is a dynamic leader who is committed to our values and able to effectively communicate the importance of them to his chapter brothers. The Chaplain must walk a fine line between earning and keeping the respect of his chapter brothers while fulfilling the roles and responsibilities he has been elected to fill. The ability to effectively manage the standards board, conduct the Ritual and impress upon our members the values of Sigma Phi Epsilon are at the core of a successful Chaplain.

## Impact

When conducted well, participation in Sigma Phi Epsilon's Ritual will be a lifelong experience for our members. The Ritual is the foundation from which our fraternal experience begins. Understanding the ideals of Sigma Phi Epsilon is an essential component of living our Cardinal Principles and building upon the vision of our Founders that this Fraternity will be different. Your role will not only set the tone for new members to begin their journey with Sigma Phi Epsilon, but will call for reflection from older brothers of their own commitments to the Fraternity. Through the proper execution of the Rituals of Sigma Phi Epsilon you will empower the chapter to self-govern and set strong standards for the future development of your brothers.

As the Chaplain, the standards you uphold impact chapter recruitment, academic success, member safety, chapter finance and the reputation of your brothers, the chapter and SigEp nationally. By leading your chapter to set high standards while also supporting your brothers to meet those standards along the way, you will influence your brothers' personal growth, professional success, leadership skills, values alignment, decision making, academic performance and more. The impact of your role will not only dictate the experience and development of every one of your undergraduate brothers, but will also impact your chapter's success for years to come.

## Purpose of this Guide

This guide outlines the necessary steps and supporting resources to ensure that you are most effective in your role and that you and your chapter see the impact outlined above. Should you have questions or need support, contact your [regional director](#).

# PEOPLE

## Introduction

Understanding your role as the Chaplain is essential to fulfill the responsibilities of the position and to help your standards board do the same. The chapter's long-term success and understanding of Sigma Phi Epsilon's Ritual come from a strong Chaplain and standards board with high standards and clear expectations. You are responsible for aligning your chapter's standards with the Ritual and Grand Chapter policies, as well as reinforcing and upholding those standards throughout your term. You ensure members understand what is expected of them early and consistently throughout their time with SigEp.

## Your Job Description

To be successful during your term you must first understand the key roles and responsibilities as outlined below.

## Key Roles:

**Standards Board Chairman:** Your main role is to lead and manage the standards board, which reinforces and upholds chapter standards by communicating expectations and facilitating trial and appeals procedures, as well as practicing and conducting the Ritual Rites of Passage.

**Chief Ritual Officer:** SigEp's Ritual has remained at the heart of our Fraternity for over a hundred years. As Chaplain, you serve as the expert on all Ritual matters. One of your primary roles is to ensure the Ritual is conducted correctly, according to *The Ritual and Guide of Sigma Phi Epsilon Fraternity* included in your Ritual equipment. You should become familiar with it and understand the importance of the Ritual as a centerpiece for SigEp's membership experience. You will work with the vice president of member development to schedule the Rites of Passage when members are prepared to participate in them.

**Expert on Local and Grand Chapter Bylaws and Policies:** Every SigEp chapter is expected to meet the minimum expectations outlined in the Grand Chapter Bylaws and Administrative Policies and Procedures. Your chapter is able to set local policies that are more restrictive but not contradictory to the Grand Chapter policies. You are responsible for ensuring this is the case by reviewing your local governing documents and aligning your chapter's expectations with that of the Grand Chapter.

**Moral Compass:** Often chapter members will look to you for guidance when making decisions about chapter operations or member conduct. You will balance your expertise of

the Ritual and our governing documents with the responsibility entrusted to you by your chapter brothers to offer guidance to chapter leaders and members alike.

**Mediator:** As you can expect from biological brothers, disputes sometimes happen among fraternity brothers as well. Your brothers may look to you to facilitate a discussion and resolution. Do your best to understand the needs and desires of your brothers, and never hesitate to ask for additional support, guidance or resources.

## Key Responsibilities:

- Ensuring the standards board understands its responsibilities.
- Planning public ceremonies.
- Organizing and performing the Rites of Passage.
- Living the Ritual in everyday life.
- Leading standards board meetings and trials.
- Overseeing individual and chapter accountability.
- Collaborate with the vice president of member development and development committee to enforce membership lapsing.
- Educating members on the Ritual and its purpose.
- Serving on the executive board and transitioning the next Chaplain.
- Mediating brother disputes.

The quality of your membership experience comes down to the effectiveness of the Chaplain and standards board to ensure a positive, values-based experience. When you fulfill your roles and responsibilities, your chapter is able to self-govern and secure a successful future for others to follow. This begins with your own understanding of these roles and responsibilities, as well as the importance of the Ritual and chapter standards.

## Audiences

In your role as the Chaplain, you will have the opportunity to interact with many different “audiences.” These are individuals or groups that you will work with on a consistent basis throughout your term in office. Because of this, you should start by understanding who your key audiences are and how they ideally interact with the Chaplain.

## Standards Board

- Description: This board serves directly under the Chaplain and is responsible for conducting the Rites of Passage, as well as the trial and appeal procedures when necessary.
- Relationship/Interaction: Members of the standards board are elected by the chapter; however, it is your job to lead this group, schedule time to practice the Rites of Passage and facilitate membership trials. You should have weekly meetings and regular check-ins with the standards board to discuss how the chapter can better uphold its standards and promote the fraternal values outline in the Ritual.

## Executive Board

- Description: The executive board consists of at least six positions including the chapter president and vice presidents of programming, member development, recruitment, finance and communications.
- Relationship/Interaction: Think of this relationship as the judicial and executive branches of the United States Government. The relationship with chapter officers is important in order to coordinate the Rites of Passage, reinforce chapter standards and avoid underperformance and membership trials.

## Vice President of Member Development and Development Committee

- Description: This group of chapter leaders is tasked with planning, coordinating and executing the challenges of the Balanced Man Program.
- Relationship/Interaction: You should meet at least monthly with the development committee and check in regularly with the vice president of member development. The Chaplain should have an understanding of the role he and the standards board play in the Balanced Man Program, namely the enforcement of member lapsing and scheduling Ritual Rites of Passage.

## Chapter President

- Description: The chapter president is elected by the chapter and chairs the executive committee.
- Relationship/Interaction: A strong relationship with the chapter president will serve you well. As he leads the chapter to a stronger experience, your partnership will help to implement new ideas and initiatives, support brothers to meeting SigEp's high expectations and maintain clear communication with chapter members. Additionally, in case of an appealed expulsion, the chapter president will chair the appeal meeting before the chapter.

## Vice President of Finance

- Description: The vice president of finance is responsible for budgeting and collecting chapter dues, as well as paying all chapter expenses.



- Relationship/Interaction: The vice president of finance should work with the Chaplain to communicate when members do not pay their chapter dues. The Chaplain and standards board are responsible for uphold the Fraternity's 30/60 financial policy.

## **Faculty Fellows and Resident Scholars**

- Description: These key volunteers are responsible for supporting the chapter's academic plan and performance.
- Relationship/Interaction: The Chaplain and standards board are responsible for enforcing academic standards and helping members who are struggling to meet those standards improve their academic performance. The support of a faculty fellow or resident scholar can provide guidance for struggling members and help members succeed.

## **Chapter Members**

- Description: All men who have been extended an invitation to join Sigma Phi Epsilon and are currently in good standing.
- Relationship/Interaction: Chapter members elect the Chaplain and standards board. Any updates to local governing documents must be approved by a majority of the chapter members; however, policies should be reviewed and updated regularly by the standards board to guarantee they align with the Grand Chapter's policies. Chaplain should ensure that all chapter members are informed and have access to up-to-date versions of bylaws.

## **University Faculty and Staff**

- Description: Fraternity and sorority life professionals at your host institution, as well as faculty members.
- Relationship/Interaction: University faculty and staff can serve as great mentors for chapter operations. Their connections and experience can provide a unique level of support and a vast network for chapter members when relationships with the chapter are strong. In addition to Grand Chapter and local policies, the chapter must also align with the university's expectations for fraternities.

## **Chapter Alumni and Volunteers**

- Description: Members of the Alumni and Volunteer Corporation (AVC).
- Relationship/Interaction: Your AVC should serve as a resource as you transition into your position and have any questions. It is essential to include a chapter alumnus in the Rites of Passage, as outlined in your Ritual guide. Additionally, turn to your AVC for support in difficult situations or when you are unsure of your responsibilities.

## Chaplain Mentor

- Description: The Chaplain mentor is a volunteer specifically designated to help you in your role.
- Relationship/Interaction: You should take the initiative to build a relationship with your Chaplain mentor. Establish expectations of one another to help you transition to your role and conduct your responsibilities. Use your mentor as a resource while working with your standards board, reviewing chapter standards, preparing to conduct the Ritual and any other questions as they arise. Keep a consistent weekly interaction to follow up on initiatives of your board.

## Parents

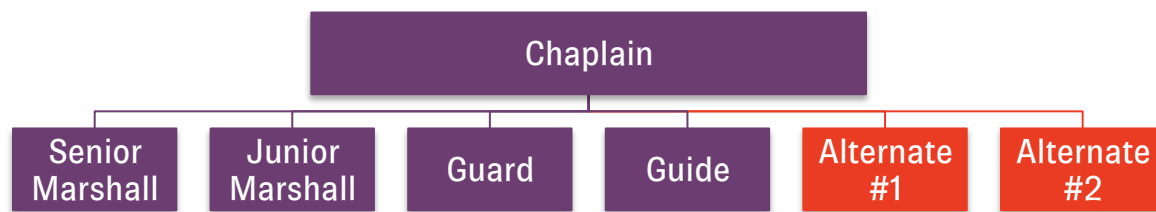
- Description: Parents of your chapter members.
- Relationship/Interaction: Parents trust your chapter and its leaders to keep their sons safe and provide a healthy, positive experience that will benefit them for their entire lives. You are responsible for reinforcing that positive experience and ensuring the safety and well-being of their sons.

## Committee Structure

Our standards board members have a very tough job. When members deviate from SigEp's policies, expectations or values, we are only as good as our ability to hold them accountable and protect the Fraternity and its reputation. The purpose of the standards board is to have these conversations and hold them accountable. As Chaplain, you must be able to effectively lead and manage your committee.

In the recent past, many SigEp chapters have had members put their local chapters, their fellow brothers and the entire Fraternity at risk through their actions. These actions alone aren't what lead to disciplinary action, such as a chapter closure. **In almost all cases, a chapter closure or similar action is the result of a standards board's unwillingness or inability to respond to an incident.**

It is a privilege to be able to call ourselves SigEps. In order for this Fraternity and its members to be held in high regard, our chapters and members must always align with SigEp's values and expectations. Without this alignment, a chapter doesn't have any tie to the larger organization than just sharing a name. This is where the standards board comes in.



Your committee should include:

### **Senior Marshall**

- Conduct Ritual education with all members.
- Set up all Ritual ceremonies.
- Conduct Ritual practice sessions.
- Attend the weekly standards board meetings.

### **Junior Marshall**

- Maintain, clean and safely store the Ritual equipment.
- Set up all Ritual ceremonies.
- Attend the weekly standards board meetings.

### **Guide**

- Plan and organize all new member Ritual ceremonies.
- Set up all Ritual ceremonies.
- Attend the weekly standards board meetings.

### **Guard**

- Set up all Ritual ceremonies.
- Attend the weekly standards board meetings.

### **Alternates**

- Set up all Ritual ceremonies.
- Attend the weekly standards board meetings.
- Be prepared to act in place of another standards board member during trials and appeals procedures in the event that he is unavailable or ineligible to participate in his elected position.

The powers and duties of the standard board fall under four main areas:

### **Ritual**

### **Supporting risk management**

### **Enforcing bylaws and shared standards**

### **Resolving member disputes**

The responsibilities of the standards board in these four areas can be both supportive and punitive. Too often, our standards boards are viewed as a method of punishment and negative consequence. Below is a brief list of times the standards board may act supportively or punitively.

### **Supportive**

- Recognizing embodiment of the values.
- Academic success.
- Development accomplishments.
- Monitoring, updating and communicating chapter bylaws to ensure they are understood and continuing to support the needs of the chapter.

### **Punitive**

- Enforcing local and Grand Chapter Bylaws.
- Financial issues.
- Academic issues.
- Behavioral issues.
- Enforcing the membership agreement.
- Trials/punishments.

Remember, the standards board is not just about trials and hearings. It is also the team that helps to execute the Ritual and lead Ritual discussions to ensure the Ritual is entwined in everything you do.

# SKILLS AND CONCEPTS

## Introduction

Standards act as a guide for us and help us maintain success as a chapter and individuals. Additionally, they set clear expectations for our members. When standards are communicated clearly, we know what is expected of us, as well as what we can expect from our brothers. Standards serve as a tool for your chapter and the standards board to track your improvements, build a reputation of excellence and maintain success over time.

Defining, building and implementing chapter standards are crucial parts of your success as Chaplain. The sections and graphics below take a deep dive into how to accomplish these goals:

### Defining Standards

A standard is something that is universally accepted as the baseline level for a group of people. It differs from a rule because it requires the group to accept it and strive to meet the standard.

A standard on the other hand is a code of conduct that your entire group adheres to and holds each other accountable for. You may see this in your chapter's policies and practices. Specifically, there are four areas of standards:

**Financial** – Your chapter requires you to pay dues. Upon joining the chapter, you agree to do so and are expected to fulfill your obligation.

**Academic** – Minimum academic standards are voted on by the undergraduate legislation of the Grand Chapter Conclave every two years. Chapters, however, may choose set a higher academic standard than the Grand Chapter prescribes.

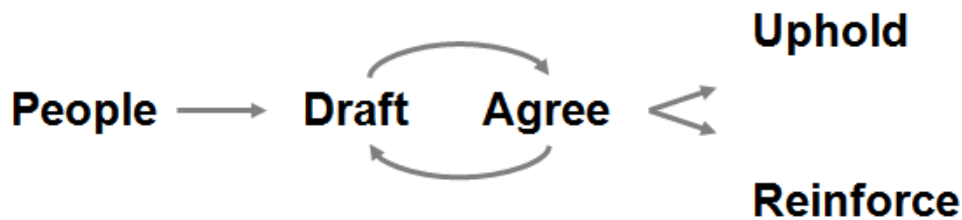
**Behavior** – How we conduct ourselves as fraternity men affects not only each of us as individuals, but our chapter and national organization. Standards help us understand what is expected of us in terms of behavior.

**Development** – SigEp's mission is to "Build Balanced Men." We achieve that mission through the Balanced Man Program and our development programming, but only when our brothers take advantages of the resources and opportunities available to them.

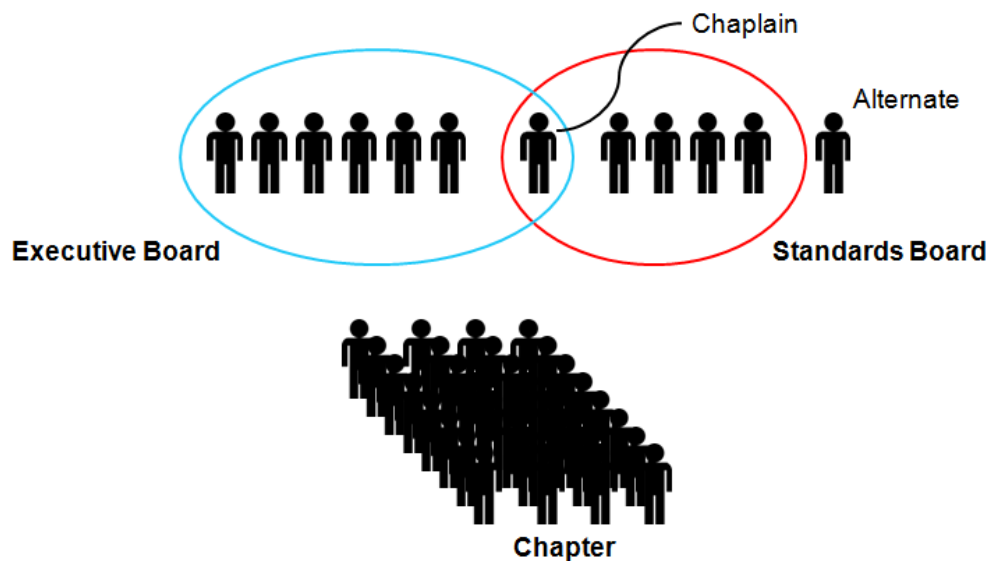
### Building Standards

The image below details the five areas keys to successfully building a standard. You'll notice that the process of building a standard is driven by the authority and initiative of the people.

Drafting rules and mutually agreeing upon them is a living process. The rules should be periodically evaluated and always understood/agreed upon. Once you have the first three, you're prepared to uphold and reinforce your chapter's rules to create your standard.

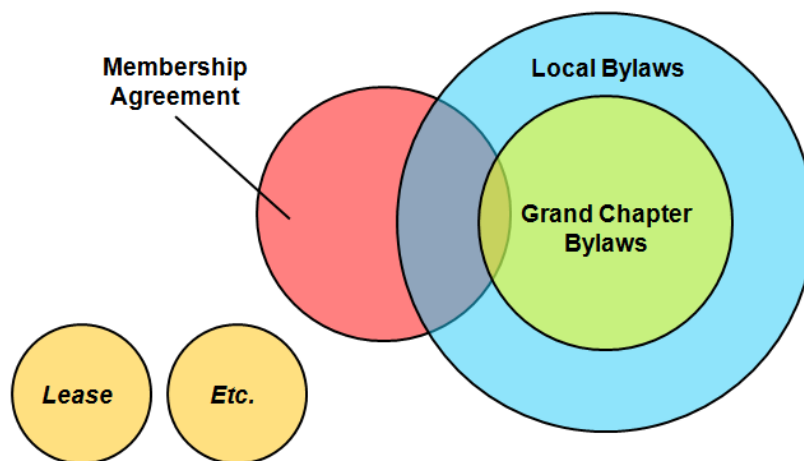


Because the process of building a standard is driven by the people, it's important to understand your role as well as the role of your standards board, executive board and chapter members. The diagram below illustrates the relationships among the people involved in this process.



The executive board, standards board and alternate each play a role in upholding and reinforcing the rules to become standards. To help them do so most effectively, it's important that your officers and members of the standards board, including the alternate, are elected. Your chapter members are then involved in this part of the process also.

- **Executive Board** – The executive board oversees chapter operations, at the will of the chapter that elected them.
- **Standards Board** – The standards board is responsible for monitoring, upholding and reinforcing standards, as well as overseeing chapter membership, at the will of the chapter that elected them.
  - **The Chaplain** chairs the standards board and should sit on the executive board, serving as a bridge between the two boards, keeping transparent communication.
  - **The alternate** should be trained with the standards board and exists to fill in when a member of the standards board is unable to make a hearing.
  - When all of these positions are elected, the authority behind a standard remains with the chapter.



To begin drafting a policy for your standard, you can begin with the Grand Chapter Bylaws. The Grand Chapter Bylaws serve as a guideline for the minimum expectations of all SigEp chapters. In the illustration above, your local bylaws are built around the Grand Chapter Bylaws. The policies within them must be included in your local bylaws; however, your local bylaws can expand and add to them in a way that raises the expectations of members.

A membership agreement should be used as a written affirmation that your brothers understand what is expected of them and commit to meeting those expectations. These documents get their validity from the entire chapter, who must agree on them.

- **Grand Chapter Bylaws** are approved every two years at the Conclave by the delegation.
- **Local bylaws** are approved by the chapter, should be reviewed annually, and can be amended according to the process outlined in itself.
- **The membership agreement** can also be amended and updated periodically by the chapter – its ultimate approval comes from the signature of every member.

## Implementing Standards

There are two keys to successfully implementing a standard in your chapter and maintaining it for a sustained period of time. It's important to both enforce and reinforce your standards.

- **Enforcing standards** requires us to clearly communicate what is expected of our brothers, gain their commitment to uphold the standards, and holding them accountable when they fail to do so.
  - Communicating Standards: Membership agreements, chapter meetings, informal interactions.
  - Gaining Commitment: *Oath of Obligation* and signing/submission of membership agreements.
  - Accountability: Standards board procedures.
- **Reinforcing standards** is the recognition of those brothers who are meeting and exceeding standards, as well as reminding members of your standards. Some examples include:

- Awards – Sound Mind/Body Awards, scholarships, etc.
- Recognition lists – Top 10 GPA list, members with the most community service hours, etc.
- Educational presentations – Alcohol use, sexual assault prevention, bystander behavior, etc.
- Postings – Displaying your chapter’s membership agreement, chapter and individual awards and recognition lists.

## Two important quotes to remember:

*“Consistency breeds credibility.”*

Trust is built through consistency in your philosophy and actions. You have a responsibility to follow through on your commitment to be loyal to your chapter’s charter, even when decisions are hard. When your brothers know what to expect from you, you earn their respect and trust.

*“Try to dodge a bullet; you might step on a landmine.”*

The right choice is often not the easy one. When we try to avoid doing what we know is right to pursue what is easy, we find ourselves facing new challenges as a result. Those new challenges can be even more destructive than what we originally faced.

Now that you understand how to define, build and implement standards, let’s dive into the most important skills and concepts that will be necessary for you in your role as the Chaplain.

## Important Skills

### Training the standards board

**Role:** Standards board chairman.

**Responsibility:** Ensuring the standards board understands its responsibilities.

**Purpose:** Our standards boards are trusted with a tough job and a lot of responsibility. A strong standards board ensures that chapters are able to self-govern, and that begins with a confident Chaplain able to educate and train his board members. Before getting started, you can set yourself up for a successful year as a standards board by focusing on your team’s orientation and training. Your team’s success will depend on a few key components.

- Having the right team: Members of the standards board should be committed to its roles and responsibilities. The standards board is not the place for brothers who ran for other positions first and took the standards board as a consolation prize. Members should understand the expectations of the board and be committed to meeting them.
- Philosophical agreement to membership standards: Standards only exist if they are mutually agreed upon by the group and upheld and reinforced by the standards board. If the members of your team don’t agree with the chapter’s standards, upholding or reinforcing them will be an uphill climb.



- Understanding of roles and responsibilities: So much of what the standards board does is based on execution of policies. It's essential that your board knows and understands material such as the local and Grand Chapter Bylaws, the Ritual, trial procedures. To begin, take a look at the [SigEp Standards Board Training Agenda](#).

Once you've built your team, ensured philosophical agreement and reviewed the necessary materials, it's important to establish expectations for how often your board will meet and what you will discuss. You and the standards board should meet weekly, not just when incidents occur. During these meetings you should be focused on prepping for future trials, setting up and preparing for upcoming Ritual exemplifications and/or Ritual discussions, and much more. Your regional director and many volunteers are prepared to help you with any training sessions. Consider using a weekly meeting with your regional director to run through a mock standards board trial or practice performing the Ritual.

## Managing the standards board

**Role:** Standards board chairman.

**Responsibility:** Leading standards board meetings and trials.

**Purpose:** Take proactive steps to reinforce individual and chapter success towards meeting standards, and respond to incidents when members fail to meet expectations.

**How to:** There are a number of different management styles and integral parts to being an effective manager. For your role as the Chaplain, some of these management skills will be more important than others. Here are the four steps that should guide your management of the standards board:

- Lead by example: To set the tone for the chapter and your board, you should exemplify the characteristics that you want them to embody: Timeliness, organization, follow through, critical thinking, supportiveness, etc.
- Communication: Be clear in setting specific expectations for the committee and chapter, replying to emails/calls quickly, and ensure that you listen to the ideas, needs, and feedback of each committee member.
- Empower your board members: Make sure to give praise and encouragement to each member and provide constructive feedback when necessary.
- Balance support and accountability: Finding a balance between supporting your members and holding them accountable will be essential for the success of your board. As you manage the standards board, facilitate a dialogue that considers both sides to help you find the most appropriate resolve to reinforcing and upholding chapter standards.

## Utilizing a Membership Agreement

**Role:** Expert on local and Grand Chapter Bylaws and policies.

**Responsibility:** Overseeing individual and chapter accountability.

**Purpose:** A membership agreement supports making chapter standards clear and easy to communicate to all of your members. When brothers sign their membership agreement, they are stating that they understand what is expected of them. This makes your job as Chaplain,

and the job of the standards board much easier and less controversial when you are put in a position to make a controversial decision.

**How to:** Creating and implementing a membership agreement can be done most successfully by following a few basic steps:

- Creating a membership agreement: Since the purpose of a membership agreement is to clarify expectations and confirm your brothers' commitment to the Fraternity's standards, it's firstly important to involve your members in the creation of a membership agreement.
  1. To begin, visit the SigEp website or ask your regional director to provide you with the [sample membership agreement](#).
  2. Revise the written standards in the membership agreement to tailor them to your university's expectations and local chapter.
  3. Ask your alumni, volunteers and regional director for feedback to strengthen your agreement.
  4. Present your first draft to the chapter and solicit their input as well.
  5. Work with your standards board to revise the agreement based on all of the feedback from alumni, volunteers, staff and chapter members to create the final, agreed-upon membership agreement.
- Gaining commitment: Once your membership agreement is finalized and approved by the chapter, all members should sign the finished agreement to ensure they have committed to meeting your standards. This commitment becomes a term of membership.
- Revising your membership agreement: The standards board should regularly revise the membership agreement to guarantee it maintains its relevance to your chapter.
- Reconfirming commitment: At the beginning of each academic term, brothers should sign the membership agreement again to ensure standards are not forgotten or misunderstood by anyone. Additionally, if the standards board revises the agreement and makes any changes, members should again sign the agreement to confirm their commitment to the edited chapter standards.

## Organization

**Role:** Standards board chairman; chief Ritual officer.

**Responsibility:** Organizing and performing the Rites of Passage; leading standards board meetings and hearings.

**Purpose:** Organization will prove to be an important skill as your board begins to operate. Whether planning and practicing the Rites of Passage or conducting a membership trial, staying organized is essential to your success. In the case of a membership trial, always keep detailed notes and record of testimony from members.

**How to:** As a leader you will have your own process for keeping things organized, but there are a few key things that will keep your standards board organized as a group:

- Plan ahead: When scheduling a practice for the Rites of Passage, put the date and time on your board members' calendars well in advance to avoid any conflicts. Organizing six people's schedules can be difficult. Always give as much time for a membership trial as you have available.

- Scheduling space: Determine what space will work best for your board's needs. Is your chapter facility big enough to perform the Ritual with everyone in attendance, or will you need to reserve space on campus, at a local church or other venue? When conducting interviews in a membership trial, is the house the most appropriate place to do so, or should you reserve a room on campus that provides more privacy?

## Critical Thinking

**Role:** Standards chairman; moral compass; mediator.

**Responsibility:** Leading standards board meetings and hearings; serving on the executive committee; mediating brother disputes.

**Purpose:** You and your board will often be faced with difficult situations. Deciding the right course to pursue in response to these situations will be important.

**How to:**

- Identify the problem: What is the situation you are faced with? Does it require a trial, or can it be addressed in an individual conversation? Identify how the actions of an individual or the potential course of the chapter might affect the chapter's performance and future success. Does it align with our values and Ritual?
- Identify who is involved: When is it appropriate to speak privately with one member of the chapter and when do you need to enlist the perspectives of your board and other members of the chapter? Often times, resolution and a positive outcome can be found through thoughtful conversation with your brothers when it is still early enough to avoid a detrimental situation.

## Attention to Detail

**Role:** Standards board chairman; chief Ritual officer; expert on local and Grand Chapter Bylaws and policies.

**Responsibility:** Planning public ceremonies; organizing and performing the Rites of Passage; leading standards board hearings and meetings.

**Purpose:** Whether weighing in on a membership trial, performing the Rites of Passage or aligning local policies with the Grand Chapter's, paying close attention to detail is vital to doing your job well.

**How to:**

- Rite of Passage: The Ritual is not a time to get creative or embellish with your own personal touch. Stick to the book and pay close attention to the details within your Guide. Straying from the specific instructions can alter a member's experience or lead to a number of unnecessary situations.
- Membership Trials: Take detailed notes and record why your board makes the decisions it does. Understand what the true problem is that led to a situation and why a member is meeting with you.
- Aligning Policies: Most topics covered in your local policies are also addressed in the Grand Chapter's policies. Always compare policies to make sure the local chapter is not contradicting the Grand Chapter. Local policies can be more strict, but never less.

# Important Concepts

## Be Guided by the Ritual

- Why it's important: The values of Sigma Phi Epsilon and the shared Ritual are the cornerstone of a strong chapter experience and high performing chapter. As the Chaplain, you should be familiar with the Ritual in its entirety, as well as the Grand Chapter and local policies, and continually assess whether your chapter is living up to the expectations within.
- Explanation: Think about what each of our values truly means, then consider “Does my chapter live this out, and if not, how can we do a better job?” Additionally, what policies does your chapter have in writing but not follow or implement? When we don't live up to one written policy, what does that say about the others?

## Ritual Studies

- Why it's important: Participating in the Rites of Passage is an exciting time for our brothers, however, there is a lot going on in the process. Between following your guide, listening to the Ritual Team share the secrets and teachings of SigEp, and managing your overall excitement, it can be easy to miss some key parts of what you are experiencing. Providing an opportunity for Ritual Study after participating allows our brothers to reflect on what they experienced, then revisit the lessons to be fully comprehended.
- Explanation: The Chaplain and challenge coordinators should work together closely to schedule a Ritual Study after the Sigma, Phi, Epsilon and Brother Mentor Rites of Passage for each brother who goes through. Work with the Vice President of Member Development and the Development Committee to include a Ritual Study in each challenge as a way to debrief their experience and reinforce the teachings of the Ritual. To organize a Ritual Study, you can review the [SigEp Ritual Study Template](#).

## Understanding Bylaws and Standards Trials

- Why it's important: The Grand Chapter and local bylaws set the minimum expectations of all members and chapters. Understanding them, as well as the trials and appeals procedures, is vital to leading an effective standards board and maintaining high chapter performance.
- Explanation: When you understand these policies and procedures, you can communicate them to your brothers and help prepare them for a successful experience in SigEp. When a standards trial is necessary in response to member or chapter misconduct, following the correct procedures will ensure the chapter can continue smoothly and members receive a positive experience moving forward. For further reference, you can review:
  - [Grand Chapter Bylaws](#)
  - **Your Chapter's Bylaws**

- [The Membership Agreement](#)
- [Sample Chapter Standards Code](#)

## Proactive vs. Reactive

- Why it's important: When we focus on working proactively to reinforce chapter standards and what a positive SigEp experience looks like, we spend less time, energy and resources reacting to poor performance or situations caused by brothers acting outside the expectations of the Fraternity.
- Explanation: When the standards board and chapter leaders are able to successfully reinforce positive behavior that meets and exceeds the chapter's expectations, they are required to spend less time reacting to chapter conduct cases, crisis situations and underperformance. Successfully implementing proactive measures to support chapter standards can lead to greater membership retention, higher academic performance, values alignment and a more positive experience overall. To get started, visit this [one pager](#).

## Membership Lapsing

- Why it's important: SigEp exists to "Build Balanced Men." The fulfillment of this purpose requires commitment from both the chapter and the individual. A chapter must provide quality programming and development opportunities for all members. Individual brothers must commit to take advantage of these opportunities.
- Explanation: When brothers don't uphold this commitment, membership lapsing occurs. This process ensures each member is achieving a minimum level of involvement and personal growth. Additionally, it provides distinct "off ramps" for members to decide if they wish to continue their SigEp experience. You can implement this process using the steps found on pages 38 of the [Balanced Man Program Guide](#).

## Keeping your chapter and brothers on track

- Why it's important: Even when chapter leaders do everything correctly, individual members still might make mistakes.
- Explanation: The standards board is tasked with assessing situations when a brother's actions don't meet our expectations and determining an appropriate response. We often have an obligation to offer a response that supports our brothers to change their actions; however, the standards board should be prepared to recognize when a brother's actions have gone too far for just a supportive type of response. When they're held accountable to our standards, chapters are able to self-govern and the issue can be addressed at the individual level. When members are not held accountable, these situations can escalate to become a chapter-wide situation, which needs to be addressed more comprehensively.

# PLANNING

## Introduction

Proper planning is essential for all chapter leaders. This section provides an outline and initial steps for what you will need to plan your year as the Chaplain.

## First Steps

Below is a list of the first steps a Chaplain should take in the position. Remember, they do not have to be completed in this exact order, but all should be done in a timely manner after being elected.

- Review this officer guide and the supporting resources for your position.
- Attend the officer transition retreat.
- Read page 38 of the [Balanced Man Program Guide](#) to ensure complete understanding of membership lapsing and Ritual Rites of Passage.
- Become familiar with SigEp's website and the Grand Chapter Bylaws and Administrative Policies and Procedures.
- Ensure elections take place for the standards board.
- Set up weekly meeting time with the standards board.
- Ensure the standards board understands expectations of the board.
- Work with the standards board to review Grand Chapter and local governing documents, including the chapter's membership agreement, to assess and update as needed.
- Read SigEp's and your university's [Risk Management Policies](#).
- Read through *The Ritual and Guide of Sigma Phi Epsilon*.
- Meet with the vice president of member development to discuss your working relationship.
- Schedule a call or meeting with your regional director to discuss your position and goals.
- Meet with your fraternity and sorority life advisor to discuss expectations for risk management and chapter standards.



## A Year in the Life

As the Chaplain you have many things to keep on your radar throughout the year. Here is a snapshot that can serve as a reminder and help you frame when specific tasks are completed over the course of an academic year.

*Note: Development programming and university calendars vary widely by chapter and school. The calendar below reflects steps that apply regardless of chapter-specific programming.*

Task	Timeline
Elections (Chaplain and standards board).	Late November
Review SigEp's Ritual and Guide, risk management policies, the Balanced Man Program Guide and other resources on SigEp's website.	Early December
Meet with previous Chaplain and begin individual transition.	Early December
Meet with vice president of member development to discuss your working relationship.	Early December
Attend executive board transition retreat.	Mid-December
Mark upcoming year's major development events and dates for each Rites of Passage.	Mid-December
Schedule a trials and appeals procedures workshop with the standards board and your regional director.	Mid-December
Communicate dates for Rites of Passage to chapter members, alumni and volunteers.	Before each semester
Make sure all members have signed a copy of the most updated membership agreement.	Beginning of each semester and as needed
Meet weekly with standards board.	Weekly
Regularly communicate chapter policies and offer opportunities for brothers to give input and feedback to chapter standards.	Weekly
Provide advanced notice of when Rites of Passage and Ritual studies will take place.	Weekly
Meet monthly to practice performance of the Rites of Passage.	Monthly
Review, assess and update chapter policies to remain relevant to the chapter and campus experience.	Continuously
Meet and begin preparing possible successors.	Continuously
Meet with next Chaplain and begin individual transition.	Early December
Attend executive transition retreat with new officers.	Mid-December

# CONCLUSION

## Summary

The role of the Chaplain is one of the most integral to the chapter experience, and when done well it can lead to incredible leadership skills and satisfaction through providing brothers with an exceptional fraternity experience. To be successful you must stay organized, think critically, approach situations without bias, work effectively with your standards board, and ensure that brothers are supported to meet and exceed the Fraternity's standards and are held accountable when they fail to do so.

## Additional Resources

In addition to this document, you have a host of other resources at your disposal to help guide you during your time as the Chaplain. Below is a list that you should take time to research and understand:

*The Ritual and Guide of Sigma Phi Epsilon*

### **Chaplain One-pager**

This resource provides an overview of the Chaplain's roles, responsibilities and helpful resources at-a-glance.

### **Sigma Phi Epsilon Grand Chapter Bylaws and Administrative Policies and Procedures**

Updated and approved every two years by the delegation at Conclave, these procedures provide the minimum standards of all SigEp chapters and members.

### **Member Safety**

This website provides you with all risk management policies and additional resources for event planning and crisis management.

### **SigEp Risk Management Policies Template**

This resource provides a customizable template with the baseline standards for risk management and member safety, as well as an outline to help build your chapter's specific policies and crisis management plan.

### **Your regional director and Headquarters staff**

Our staff is here to support you; click link to locate contact information for your regional director and other staff members, such as your chapter services director and member safety director.



### **Balanced Man Program Guide**

This is a comprehensive resource that walks through the entire philosophy and structure of the program. Most relevant to your responsibilities are pages 28 and 29 to explain membership lapsing.

### **Sample Membership Agreement**

If your chapter currently does not utilize a membership agreement, you can use this resource found under “Supporting resources” on the Chaplain resource page to get started. Feel free to customize this for your local chapter, remembering that local policies must meet or exceed those of the Grand Chapter.

### **Sample Chapter Standards Code**

This sample code can help with communications of chapter standards to members to ensure standards are understood and members are reminded of them regularly.

### **Reinforcement and Enforcement of Chapter Standards**

Too often, standards boards are seen as strictly punitive. This resource can help you get started with implementation of supportive measures to reinforce behavior which aligns with our values and meets our expectations.

### **SigEp Trials and Appeals Procedures**

In the situation when a member fails to meet the expectations of our Fraternity, following these procedures is essential. Don't hesitate to contact your regional director with any questions.

### **SigEp Template Standards Board Notice**

This template can be used for drafting communication to a member being called to the standards board.

### **SigEp Template Decision Letter**

As part of the trials and appeals procedures, this template can be used to notify members of the standards board decision.

### **SigEp Ritual Study Agenda Template**

Following each Rite of Passage, this template agenda can be used to guide conversation about the important messages and commitments in each Rite of Passage.

### **SigEp Standards Board Training Agenda**

After electing a full Standards Board, use this resource to begin training your board on the roles and responsibilities of the Standards Board.

## CHAPLAIN ONE-PAGER

The Chaplain plays a pivotal role in a successful chapter, as both a proactive and reactive resource for our members. This resource is meant to provide an overview of the Chaplains roles and responsibilities, as well as the resources available to you. If you have further questions about the information here, or in any of the supporting resources, please contact your [regional director](#). In a crisis, please call the hotline at **1-800-767-1901**.

### Roles of the Chaplain

1. Standards Board Chairman
2. Chief Ritual Officer
3. Expert on Local and Grand Chapter Bylaws and Policies
4. Moral Compass
5. Mediator

### Responsibilities

- Ensuring the Standards Board understands its responsibilities
- Planning public ceremonies
- Organizing and performing the Rites of Passage
- Living the Ritual in everyday life
- Leading Standards Board meetings and trials
- Overseeing individual and chapter accountability
- Collaborate with the Vice President of Member Development and the Development Committee to enforce membership lapsing
- Educating members on the Ritual and its purpose
- Serving on the executive board and transitioning the next Chaplain
- Mediating brother disputes

### Important Resources and Links

- Chaplain Officer Guide – For more details about your roles and responsibilities, as well as key skills and concepts important to being a successful Chaplain, please visit [the complete Officer Guide](#) online at sigep.org.
- [Chapter Standards and Bylaws](#) – Here, you'll find the key points about minimum standards of membership and the Standards Board's role with upholding chapter standards.
- [Member Safety](#) – This webpage provides helpful information and key details about risk management policies to keep our members safe. You'll find a video to help you understand key points, as well as additional resources for planning events, understanding how to prevent hazing and sexual assault, and what to do in a crisis situation.
- [Sigma Phi Epsilon Grand Chapter Bylaws and Administrative Policies and Procedures](#)
- [SigEp Risk Management Policies Template](#)
- Sample Membership Agreement
- Sample Chapter Standards Code
- SigEp Trial and Appeals Procedures
- Reinforcement and Enforcement of Chapter Standards
- SigEp Template Standards Board Notice
- SigEp Template Decision Letter

**Sigma Phi Epsilon Crisis Hotline: 1-800-767-1901**



## CHAPTER STANDARDS CODE

In an effort to lessen the disparity between fraternal ideals and the behavior of individual members; and to personalize these ideals in our daily experience, the following basic expectations of Sigma Phi Epsilon have been established for the \_\_\_\_\_ chapter:

1. Members shall know and understand the ideals expressed in the Ritual of Sigma Phi Epsilon and will try to incorporate the principles of Virtue, Diligence, and Brotherly Love into their daily lives.
2. Members shall strive for academic achievement and will practice academic integrity.
3. Members shall exhibit responsible conduct at all times, since personal actions reflect not only on individuals, but upon the entire chapter and other Greek-letter organizations as well.
4. Members shall respect the dignity of all persons and, therefore, will not physically, mentally, psychologically, emotionally, or sexually abuse or haze any human being.
  - a. It shall be acknowledged that the only difference between a brother and new member in Sigma Phi Epsilon is knowledge of the Fraternity. It is the goal of the brotherhood to educate members in a constructive and supportive manner, developing a sound mind and a sound body.
  - b. All women deserve the respect due to all persons and shall not suffer from any verbal or physical degradation. It is the duty of every member to act as proper host to female guests at fraternity functions and to act as gentlemen at all times, as their actions reflect upon the character of the entire chapter.
5. Members shall respect the property of others and, therefore, will not abuse or tolerate the abuse of property.
6. Members shall meet financial obligations in a timely manner.
7. Members shall be aware of the dangers of illegal drugs and will neither use nor support the use of illegal drugs, especially where the chapter can be associated with these actions.
8. Members shall consume alcohol responsibly and within the law and shall acknowledge that they are responsible for their actions under the influence of alcohol.
9. Members shall acknowledge that a clean and attractive environment is essential to both mental and physical health and, therefore, will see that the chapter property will be properly cleaned and maintained at all times.
10. Members shall respect the privacy of others and honor any trust that may be placed on them.
11. No member shall infringe on the rights of any other member, including the rights to:
  - a. Equality, to be treated fairly, as any other member.
  - b. Participation, by all brothers in good standing in all chapter events.

## REINFORCEMENT AND ENFORCEMENT OF CHAPTER STANDARDS

A standard is something that is universally accepted as the baseline level for a group of people. It's a code of conduct that your entire group adheres to and holds each other accountable for. You may see this in your chapter's policies and practices. Specifically, there are 4 areas of standards:

- ❑ **Financial** – Your chapter requires you to pay dues. Upon joining the chapter, you agree to do so and are expected to fulfill your obligation.
- ❑ **Academic** – Minimum academic standards are voted on by the undergraduate legislation of the Grand Chapter Conclave every two years. Chapters, however, may choose set a higher academic standard than the Grand Chapter prescribes.
- ❑ **Behavior** – How we conduct ourselves as fraternity men affects not only each of us as individuals, but our chapter and national organization. Standards help us understand what is expected of us in terms of behavior.
- ❑ **Development** – SigEp's mission is to build balanced men. We achieve that mission through the Balanced Man Program and our development programming, but only when our brothers take advantages of the resources and opportunities available to them

The responsibilities of the Standards Board in these four areas can be both supportive and punitive. Too often, our Standards Boards are viewed as a method of punishment and negative consequence. Below is a brief list of times the Standards Board may act supportively or punitively.

- ❑ **Supportive**
  - Recognizing embodiment of the values
  - Academic success
  - Development accomplishments
  - Monitoring, updating, and communicating chapter bylaws to ensure they are understood and continuing to support the needs of the chapter
- ❑ **Punitive**
  - Enforcing local and Grand Chapter bylaws
  - Financial issues
  - Academic issues
  - Behavioral issues
  - Enforcing the membership agreement
  - Trials/punishments

There are two keys to successfully implementing a standard in your chapter and maintaining it for a sustained period of time. It's important to both enforce and reinforce your standards.

- ❑ **Reinforcing standards** is the recognition of those brothers who are meeting and exceeding standards, as well as reminding members of your standards. Some examples include:
  - Awards – Sound Mind/Body Awards, scholarships, etc...
  - Recognition lists – Top 10 GPA List, members with the most community service hours, etc...
  - Educational presentations – alcohol use, sexual assault prevention, bystander behavior, etc...
  - Postings – displaying your chapter's membership agreement, chapter and individual awards, and recognition lists
- ❑ **Enforcing standards** requires us to clearly communicate what is expected of our brothers, gain their commitment to uphold the standards, and holding them accountable when they fail to do so.
  - Communicating Standards – Membership agreements, chapter meetings, informal interactions
  - Gaining Commitment – *Oath of Obligation* and signing/submission of membership agreements
  - Accountability – Standards Board procedures

NAME  
DESIGNATION Chapter (COLLEGE/UNIVERSITY)  
E-MAIL ADDRESS

VIA E-MAIL

DATE

Dear Brother LAST NAME:

This letter serves as official notification that you have been charged with the following violations of Sigma Phi Epsilon's membership standards:

INSERT APPLICABLE SECTION OF GRAND/LOCAL CHAPTER BYLAWS, RISK MANAGEMENT PROCEDURES, LOCAL/STATE/FEDERAL LAW, OATH OF OBLIGATIONS

It is alleged that WHAT BEHAVIOR THE RESPONDENT IS ALLEGED TO HAVE DONE.

The Standards Board will meet in/at LOCATION on DATE at TIME to hear this case. At this meeting, you will have an opportunity to hear and respond to the evidence upon which the charges are based. Please be advised that failure to appear at this meeting may be interpreted as an admission of responsibility, at which time the Standards Board will determine the appropriate sanction. If you are unavailable at this time, please contact me with your availability to reschedule this meeting within 72 hours of the originally scheduled time.

The procedures for Standards Board meetings are outlined in the [Grand Chapter Bylaws and Administrative Policies and Procedures](#). Please feel free to contact me if you have any questions about these procedures prior to the meeting. Thank you for your cooperation and attention to this matter.

Fraternally,

NAME OF CHAPLAIN  
*Chaplain*

NAME  
DESIGNATION Chapter (COLLEGE/UNIVERSITY)  
E-MAIL ADDRESS

VIA E-MAIL

DATE

Dear Brother LAST NAME:

Upon consideration of the evidence and testimony presented at your Standards Board meeting on DATE OF STANDARDS BOARD MEETING, the following determination was made regarding each of the charges against you outlined in the letter dated DATE OF MEETING NOTICE:

CHARGE AS OUTLINED IN CHARGE LETTER, QUOTING APPLICABLE  
GRAND/LOCAL CHAPTER BYALWS, OATH OF OBLIGATION,  
LOCAL/STATE/FEDERAL LAW (Responsible / Not Responsible)

As a result of being found responsible for violations of Sigma Phi Epsilon's membership standards, the following sanctions have been assigned:

#### SANCTIONS

Failure to complete the sanctions outlined above within the required timeline will result in your immediate suspension from all social activities until the sanctions have been completed. Additionally, you may be required to meet with the DESIGNATION Chapter Standards Board to discuss additional sanctions. The procedures for appeals are outlined in the [Grand Chapter Bylaws and Administrative Policies and Procedures](#). Please feel free to contact me if you have any questions about the sanctions or appeals process. Thank you again for your continued cooperation.

Faternally,

NAME OF CHAPLAIN

*Chaplain*

# RITUAL STUDY AGENDA TEMPLATE

## Overview

Participating in the Rites of Passage is an exciting time for our brothers, however, there is a lot going on in the process. It can be easy to miss some key parts of what you are experiencing. Providing an opportunity for Ritual Study after participating allows our brothers to reflect on what they experienced, then revisit the lessons to be fully comprehended. Use the template below to design an agenda for your Ritual Study for each challenge. This outline provides some points to get the conversation started. Insert your own as well and ask your brother to take notes as you discuss.

**Challenge:** \_\_\_\_\_ (Sigma, Phi, Epsilon or Brother Mentor)

**Date:** \_\_\_\_\_ **Facilitator:** \_\_\_\_\_ (This could be a brother or alumnus)

## Outline

### **Introduction** (This will be different for each Rite of Passage)

- Provide an overview of how this Rite of Passage and the upcoming challenge fits into the brother's SigEp journey and the Balanced Man Program.
- What were his key takeaways from experiencing the Rite of Passage?
- What questions does he immediately have since participating in the Rite of Passage? (These may not all be answered in this Ritual Study, depending on their nature)

### **Reading of the Ritual**

- Open the Ritual Guide to the corresponding Rite of Passage and read through the sections of speech read by the Ritual Team.
- Pause along the way to see if he has any questions or specific points stand out to him.

### **Reading of the Interpretation and Charge**

- In the Phi and Epsilon Challenges, you will want to spend time dissecting the Oath of Obligation what each section focuses on.
- What are the important messages from this Rite of Passage related to what is expected of our brothers?
- According to the Ritual, what are the consequences for not implementing this in your daily life or failing to follow through on your commitments?

### **Review of important messages**

- These messages may come from the lines of the Ritual Team members during the performance of the Rite of Passage, or from the interpretation and charge. They will differ in each Rite of Passage.

### **Review of important commitments made**

- Which commitments were made by the brother during this Rite of Passage?
- What does the Oath of Obligation ask of each of us?
- What have you committed to regarding your own actions?
- What have you committed to regarding the actions of your brothers?



# STANDARDS BOARD TRAINING AGENDA

**Purpose:** To ensure all members of the Standards Board, including alternates, are fully trained on the roles and responsibilities of the Standards Board, including duties related to setting, reinforcing and upholding standards, as well as performance of the Ritual.

## Intended Outcomes:

1. Every member of the Standards Board will understand his roles and responsibilities
2. Every member will be familiar and comfortable with the [resources](#) available to them
3. Every member will be familiar with the [trials and appeals procedures](#)
4. The Standards Board will have agreed-upon expectations of its members and operational guidelines such as regularly schedule meetings

## Attendance:

Chaplain:	_____	Regional Director:	<u>(If applicable)</u> _____
Sr. Marshall:	_____	AVC Member:	<u>(If applicable)</u> _____
Jr. Marshall:	_____		
Guard:	_____		
Guide:	_____		
Alternate:	_____		
Alternate:	_____		

## Outline for Training

1. Why?
  - a. Why did each member want to be elected to the Standards Board?
  - b. Review reasons why it is important for the Standards Board to be fully trained.
    - i. What could the Standards Board accomplish in the chapter if it were fully trained and prepared? (Supportive measures for members, less confusion or frustration among brothers, clear expectations and standards)
    - ii. What potential problems could arise if the Standards Board is not trained? (What would you do in a crisis situation? What if you do not know what you are responsible or liable for?)
2. Roles and Responsibilities
  - a. Ritual Team
    - i. Conduct public ceremonies
    - ii. Conduct the Ritual Rites of Passage
    - iii. Facilitate Ritual Studies as part of each challenge once members have gone through the corresponding Rite of Passage
  - b. Standards Board
    - i. Understanding the Grand Chapter and local bylaws and standards
    - ii. Conducting SigEp's trial and appeals procedures, as noted in Article II, Section 33 of the Grand Chapter Bylaws and Administrative Policies and Procedures.
  - c. Moral Compass
    - i. Live the Ritual in everyday life

- ii. Identify and implement methods of reinforcing chapter standards
  - d. Mediator
    - i. Mediating brother disputes when necessary
- 3. The Ritual
  - a. Using the 2015 Ritual books, follow the instructions and practice performing the Epsilon Rite of Passage.
  - b. If the Chapter President and Vice President of Programming are unable to attend this activity, have the alternates fill in for their roles. They should be trained and practice at some point before conducting the Rites of Passage in real time.
  - c. Following Ritual practice, bring the Standards Board together to design a Ritual Study for each Rite of Passage using the [Ritual Study Agenda Template](#).
- 4. Chapter Standards
  - a. Review the four areas of chapter standards and identify the chapter's standards in each area.
    - i. Finance
    - ii. Academics
    - iii. Behavior
    - iv. Development
  - b. Compare this list to that of the [Grand Chapter](#) and make sure no local standards fall below the Grand Chapter's minimum.
  - c. Review and Revise the chapter's membership agreement to ensure it is reflective of the standards you just discussed. If the chapter does not have a membership agreement, use the [Sample Membership Agreement](#).
    - i. Do you address all four areas of chapter standards?
    - ii. Are there areas the Standards Board thinks should be raised?
    - iii. Are there areas the Standards Board thinks need to be clarified?
- 5. Next Steps
  - a. Schedule a regularly recurring meeting
  - b. Develop a meeting agenda
  - c. Develop expectations of one another to follow throughout the year.
  - d. Identify any priorities to address throughout the year (ie. Raising the academic minimum for the chapter, implementing a membership agreement, clarifying a certain standard within the membership agreement)

**Follow Up:** The Chaplain should take responsibility to send a follow up email out to everyone on the Standards Board, as well as the Chaplain Mentor, if applicable, Chapter Counselor and other key volunteers. Include key takeaways from the group and a record of your next steps and expectations of one another to ensure there is no confusion and everyone remembers what you discussed.

# **MEMBER ACCIDENT PROTECTION PROGRAM**

A benefit of membership of the Sigma Phi Epsilon Fraternity

## **What is the Member Accident Protection Program?**

The member accident protection program of the fraternity is a benefit of membership. The program is intended to compliment the health insurance of every undergraduate member of the Fraternity for injuries as a result of accident. The premium for this program is paid by the Fraternity and the program may be cancelled or changed at the sole discretion of the Fraternity at any time. The information provided is for informational purposes only and is not intended to replace the insurance contract. For specific information regarding any claim, please contact Holmes Murphy.

## **Who is an insured person under the member accident program?**

All eligible undergraduate members of the fraternity are insured for covered injuries that are incurred while the policy is in force and occur while:

- The member is in good standing with the Fraternity. Membership will be verified with SigEp. Therefore, it is important that new members are reported in a timely manner and that all dues and insurance fees have been paid; and
- The member is enrolled as a student at an institution of higher learning where there is an undergraduate chapter. If a covered injury occurs during the holiday or summer break, then the eligible member must have been enrolled in school as a student during the prior school term and be continuing in school the following term.

## **What protection is provided?**

The following limits of protection are provided;

- \$10,000 accident medical expense and/or dental accident injury maximum
- \$5,000 accidental dismemberment and/or accidental death benefit
- 52 week benefit period
- \$0 deductible

## **How are benefits paid?**

- Additional benefits will be paid only when the eligible medical expense is not recoverable from any other insurance policy, service contract or workers' compensation policy. This policy will reimburse deductibles and co-pays of health insurance programs.
- Benefits for any one accident shall not exceed, in the aggregate, the medical expense maximum.
- In the absence of any other applicable coverage, this coverage is primary.

## **What is accidental dismemberment?**

When, because of covered injuries, the Insured sustains any of the following losses within 52 weeks after the date of the accident, the Company will pay benefits for loss of:

Paraplegic or greater.....100%  
Two or more members.....100%  
One member.....50%

Member is defined as hand, foot or sight of eye. The percentage shown is applied to the accidental dismemberment principal sum. Loss means severance of the limb at or above the joint and total and irrecoverable loss of the entire sight. Loss must occur within 52 weeks after the date of the accident. Only one of the amounts (the largest applicable) will be paid for any one accident.

## **What is accidental death?**

The Company will pay the accidental death principal sum when a covered injury results in the Insured's death. Death must occur within 52 weeks of the covered accident. If accidental dismemberment benefits have been paid for a loss resulting from the same accident, the accident death benefit will not be payable. To receive benefits, loss must be independent of sickness and all other causes.

## What are the exclusions on this policy?

The policy does not cover loss nor provide benefits for:

- Sickness or disease, in any form;
- Infections except pyogenic or bacterial infections caused wholly by a covered injury;
- Fighting (unless an innocent victim);
- Injury due to participation in a riot;
- Injuries due to intramural tackle football, hockey or rugby. All other intramural activities are covered;
- All intercollegiate sport participation including off season conditioning;
- Injuries resulting from the use of any illicit drug and/or narcotic unless administered upon the advice of a physician;
- Claims occurring while parachuting or hang-gliding;
- Suicide, attempted suicide or intentionally self-inflicted injury;
- Injury resulting from any declared or undeclared war;
- Injury while in the armed forces of any country;
- Cosmetic surgery;
- Hernia in any form;
- Expenses for treatment on or to the teeth, except for treatment resulting from injury to natural teeth;
- Eyeglasses, hearing aids, and examination for the prescription or fitting thereof;
- Loss resulting from air travel, except as a fare-paying passenger on a commercial airline;
- Treatment provided in a government hospital unless the Insured is legally obligated to pay such charges;
- Injury covered by any workers' compensation or occupational disease law;
- Expenses covered by any other policy.

### Important notes:

- **The Member Accident Protection Program is NOT a substitute for health insurance. It provides NO protection for sickness or illness. Every member of the Fraternity must be certain that they obtain health insurance coverage from their parents or another source.**
- **Coverage applies to United States students only. Coverage does not apply in Canada.**
- **Policy requires reporting within 180 days. A delay in reporting can cause your claim to be denied or have your benefit payments delayed.**



### To whom are claims reported?

Holmes Murphy  
13810 FNB Parkway  
Suite 300  
Omaha, NE 68154

(800) 736-4327

Fax: (800) 328-0522

[fraternityclaims@holmesmurphy.com](mailto:fraternityclaims@holmesmurphy.com)

[www.holmesmurphyfraternal.com](http://www.holmesmurphyfraternal.com)

*When you call to report a claim you will need to reference that you are reporting this claim as a member of the fraternity program and provide the name of the fraternity and the university/college at which you are a member.*



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*Ruck was a mind-changing experience. It's one thing to sit in a classroom and be told what leadership is. It is another to learn what leadership is, to experience it and to discuss it with men who are like-minded, full of potential and invested in the same goal of improving themselves.*



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