



ADVISOR HANDBOOK

THE GO-TO GUIDE FOR
CHAPTER ADVISORS



DELTA UPSILON
INTERNATIONAL FRATERNITY



DELTA UPSILON ADVISOR HANDBOOK

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To see the most updated Fraternity Constitution and By-laws, please visit deltatau.org.

DELTA UPSILON INTERNATIONAL HEADQUARTERS

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FOREWORD

Thank you for your commitment to *Building Better Men* by serving as an advisor to a colony or chapter of Delta Upsilon International Fraternity. DU simply could not exist without the support of dedicated volunteers like you, and our undergraduate members could not achieve their fullest potential without your care, guidance and support.

Guides. Mentors. Coaches. Advocates. Stewards. Supporters. Challengers. These are some of the words that come to mind when DU advisors think of their work.

We at DU International Headquarters (IHQ) view our team of more than 400 local-level advisors as the Fraternity's most valuable asset. You are an invaluable partner in the work that we do every day: to make Delta Upsilon the premier men's fraternity committed to *Building Better Men* for a global society through service, leadership development and lifelong personal growth of our diverse membership.

This handbook is intended to serve as a resource to you in your role as a DU advisor. In it, you will find information organized in the following categories:

- ♦ Fraternity Facts and Figures
- ♦ Fraternity History and Heritage
- ♦ DU Educational Programs
- ♦ Advisor Positions and Structure
- ♦ Common Topics for Advisors
- ♦ Advising Best Practices and Suggestions
- ♦ Resources for Advisors

Please note that the information is current as of the time of this printing, but many dates, figures, etc. will soon be outdated. For the most current information, please visit www.deltatau.org.

We hope you find the noble work of a DU advisor to be as personally gratifying to you as it is crucial to the success of Delta Upsilon.

If there is anything we can do to better support you in your work of *Building Better Men*, please do not hesitate to contact us at any time. We can most easily be reached between the hours of 8:00 a.m. - 4:30 p.m. Eastern at (317) 875-8900 or ihq@deltatau.org.

THANK YOU for all you do for DU!



OATH OF INITIATION

I, of my own free will and accord, in the presence of God and of these witnesses, do hereby solemnly declare that the principles of this Fraternity as they have been explained to me accord entirely with my own views; and I solemnly promise that as a member of this Fraternity I will faithfully adhere to those principles endeavoring in every way to perfect myself morally, intellectually, and socially, and endeavoring also to act towards others according to that high standard of conduct required by the Fraternity.

I solemnly promise that I will be loyal to the Delta Upsilon Fraternity and to this chapter, abiding by their rules, discharging my obligations to them faithfully, and using all honorable means to promote their interests.

I solemnly promise that I will share with my brothers the duties of my chapter; that I will uphold and encourage them in all that is honorable and right; that I will ever extend to each brother the right hand of sympathy; and that at all times and in all circumstances I will endeavor to cultivate those sentiments which should ever exist between brothers.

All this I solemnly promise upon my honor, without any equivocation, mental reservation, or secret evasion of mind whatsoever.

THE HISTORY AND HERITAGE OF DELTA UPSILON

The content in this section is borrowed from The Cornerstone, which is provided to all associate members and is used in the associate member education process. The Cornerstone was last updated in 2015.

To understand the history and heritage of Delta Upsilon, it is helpful to first understand the times in which the Fraternity was founded.

Your college home, your fraternity, is the sixth oldest fraternity in North America, and the oldest non-secret fraternity. Today's modern fraternities have existed since 1825. Delta Upsilon, founded in 1834, was never intended to be "just another fraternity." From its very beginnings, Delta Upsilon strove to be "something different."

The 1830s were part of the early history of the United States, a period known as the Westward Expansion. Lewis and Clark had only set out on their travels 30 years earlier, and the western frontier had not yet stretched beyond the Mississippi River. While brick homes were common in heavily populated areas like New York City and Philadelphia, many families were still living in log cabins. There was not yet electricity in homes, and people would have to wait another 50 years for access to running water or indoor plumbing. There were no radios, televisions, or computers; electric light and the phonograph had yet to be invented. Even the telegraph was still years away. There were no trains or paved roads; the efficient use of internal combustion and "horseless carriages" was some 60 years in the future. The nearest "large" cities, Troy and Schenectady across the New York border, together housed only 20,000. The Union had about 14.5 million citizens and slaves in 24 states. Andrew Jackson was president and Abraham Lincoln was only 25. Canada was still firmly under British domination. The modern world as we know it today lay undiscovered and barely dreamed.

The Williams College campus, in the rugged hills of northwestern Massachusetts, bore little resemblance to the modern college or university of today. The methods of teaching were different; students read their assignments and volumes of literature. Each student spent time in his room practicing logic and mathematical logarithms, philosophy, natural history and theology, and studying Latin and Greek. Students spent their class actual time learning through a question and answer format with the professor. Tests were conducted orally to determine the student's fluency of subject knowledge. Men lived in barely heated halls, doing the necessary chores themselves. There were no female students on campus. Life focused on knowledge and discourse, religion and family.

Fraternities at Williams first appeared in 1833, just a year before Delta Upsilon made its mark. Kappa Alpha Society, the first social fraternity founded in America, was the first to arrive at Williams. Soon after, the Sigma Phi Fraternity established a chapter at Williams, and the two fraternities provided a social respite from the rigors of daily classroom memorization and study. While the fraternities provided additional intellectual stimulation, they also provided social interaction and a family atmosphere for the students, who were away from home and secluded in the little Berkshire hamlet.

In the fall of 1834, the faculty and many students became concerned about the activities of the two secret fraternities. The societies conspired to take advantage of their membership to succeed in the race for campus honors. However, by use of their secrecy, they had strayed from their earlier, legitimate mission as debating and literary societies, and had become political machines. Their goal was to place their members into high campus offices, regardless of their qualifications, and they had done so effectively. While the establishment of fraternities did nothing to slow the intensity of the religious revival that was still growing in America and on the Williams campus at that time, they did begin to lessen the intensity of some students' desires to enter into ministerial careers. This was a potential threat to the reputation of Williams College, which had already established a respectable, 40-year reputation for preparing students for ministerial careers, among other things. Students who were once faithful in their evening prayer time were now pursuing more irreverent activities. The fraternities began to represent and foster a lack of unity among the students and the religious community.

Some students believed that the fabric of the college was being ruined and frowned upon this negative trend. The students questioned whether the emphasis on campus politics was contrary to the fundamental purposes of the college. Their sense of justice was offended; they disliked the practice of conferring honors without merit. They longed for an even playing field and were convinced that the spoils of victory should go to men on merit, men who truly earned their rewards, and not to unqualified men who used political clout to deliver them the prize.

The students had reached their boiling point and decided it was time for a change.

DELTA UPSILON'S FIRST MEETING

Sophomores Stephen Field, Lewis Lockwood and Francis Tappan first met in Tappan's room to discuss their dissatisfaction. They decided that a new society should be formed. Its purpose would be to maintain social equality, peaceful conduct and high moral principles. It would be designed for the intellectual stimulation and literary improvement of its members, without the resorting to the veil of secrecy. Unlike the secret societies, this new society would carry an open invitation to all who desired to associate, provided they were not members of a secret society. Secrecy, they decided, was unnecessary when its members were of the highest moral character.

Field, Lockwood and Tappan realized that to have their voices heard, they must have the support of like-minded upperclassmen. They formed a recruitment plan and added 10 juniors to their cause and another seven of their own class. They impressed their views upon a young leader of the freshman class, William Bross, who

eagerly joined the effort. Bross assisted the fledgling group by securing an additional nine of the best members of the freshman class to round out their number and influence. With a total of 30 members, they had 25 percent of the 119 students on campus on their side. This, they calculated, was enough to make for a successful debate.

The 30 men gathered for a meeting on the evening of Tuesday, Nov. 4 in the Freshman Recitation Room of the West College building, which still stands today. There, they discussed their plan for organizing a revolt, not to start a fight, but to raise awareness of their dissatisfaction. Their intent was a peaceful and intellectual revolt, but the result would be perceived by the secret societies as a “frontal attack.” They knew they would face scorn and ridicule, but they remained undaunted.

The men chose a name for their new society: The Social Fraternity. “Social” didn’t refer specifically to entertainment events, as many fraternity men mistakenly believe today. It meant an interest in life’s interactions among people and how society would better itself through group action.

They elected their first president, Anson Hobart, a junior who was well-liked and easily won the confidence of the membership. He had a steady hand and mind and did not waver or make a decision without carefully thinking about the consequences. He was a calming influence and dedicated to the cause. Hobart was a natural choice to lead the group.

In the days that followed, the members of the new Social Fraternity endured the scorn and ridicule they expected. They stood strong to the slurs and epithets hurled in their direction. While the secret societies ridiculed the new group, the members of the Social Fraternity knew their new organization would thrive. And did it ever! Because its aims matched those of the college, within two years, the Social Fraternity boasted 82 members, more than two-thirds of the student body. The first DUs competed fairly and won their share of campus honors.

DELTA UPSILON FOUNDING CLASS

CLASS OF 1836

Algernon Sidney Baldwin
Hiram Bell
George Clisby
Samuel Dana Darling
Anson Loomis Hobart
Ephraim William Kellogg
Josiah Lyman
Lebbeus Rude Phillips
Zalmon Richards
Edmund Wright

CLASS OF 1837

Daniel Brown
Edward Clark
Solomon Clarke
Stephen Johnson Field
Lewis Congor Lockwood
Lyndon Graves Lyman
Henry Morgan
William Henry Noble
Comfort Sparks
Francis Wilder Tappan

CLASS OF 1838

Willard Brigham
Edward Flint Brooks
William Bross
Thomas Amory Hall
John Peabody Hills
Foster Lilly
Theophilus Page
Charles Peabody
David Pise
Francis Williams

FOUNDING FATHERS OF DELTA UPSILON

On Nov. 4, 1834, 30 men entered the Freshman Recitation room of West College on the campus of Williams College in Williamstown, Massachusetts, as friends. They emerged as brothers. Every year on Nov. 4, the Delta Upsilon Fraternity celebrates its Founders Day by remembering the indelible mark and legacy these men left behind.

Each of Delta Upsilon’s Founders was a man of sterling character, each with an interesting story. Of the 30 Founders:

- 21 pursued a career in the ministry
- One became a doctor of medicine
- One became a dentist, one of the first to practice in the United States
- One became an engineer
- One became a local merchant and successful businessman
- One became an educator and later founded the National Education Association
- One became a journalist, chief editor of the Chicago Tribune and Lt. Gov. of Illinois
- Three became judges, with one serving on the United States Supreme Court

Consider those men who founded Delta Upsilon at Williams College, on a crisp November day in 1834.

- What do they have in common with you?
- Why has their inspiration thrived for more nearly two centuries?
- What role will their principles play in your life?
- What is the importance of a non-secret fraternity based on the Promotion of Friendship, the Development of Character, the Diffusion of Liberal Culture and the Advancement of Justice?

NON-SECRECY SPREADS

The idea of a spirited brotherhood based on merit spread rapidly. Within four years, men of similar beliefs set up another group, at Union College in Schenectady. Our Middlebury Chapter was born in 1845; Hamilton and Amherst, in 1847. These early groups thrived, powered by their zeal in battling the abuses of secret societies. As they began to find out about each other's existence, they began to get themselves organized.

An early meeting of four chapters brought these anti-secret groups into an organized fraternity. In 1847, the Union Chapter issued a call that the groups should ban together. It was in Troy, New York, in November 1847, that Williams, Union, Amherst and Hamilton met in Convention, and formally established the Anti-Secret Confederation (ASC). Its constitution paralleled that of Williams, and the Convention first adopted a member key, bearing its new motto, the Greek words "Ouden Adelon," meaning "Nothing Secret."

While other early fraternities fiddled with secret grips and recognition signs, Delta Upsilon was promoting friendship and developing character. While the secret fraternities wasted energy guarding their secrets from others, DU fought to advance justice and spread liberal, learned culture. We had no need for mystic principles shrouded in secret ritual. Our aims were open, honest and direct.

The Anti-Secret Confederation continued to grow, accepting other like-minded groups. Wesleyan and Vermont joined in 1850, Western Reserve in 1851, and Rochester and Colby in 1852. While banded together as the Anti-Secret Confederation, each member of the Confederation operated as separate entities, with some chapters referring to themselves locally as The Equitable Fraternity. Changes and growth were occurring, which signaled the need for further coordination. This led to the 1852 Convention of the Anti-Secret Confederation in Burlington, Vermont.

By 1852, Vermont, while still sympathetic to the group's aims, had steered away from being shackled by a group and chose to remain independent. Still, it played host to the 1852 Convention, which was attended by the chapters at Williams, Union, Hamilton, Amherst, Western Reserve, Wesleyan and Colby. Together, these seven groups decided to further cement themselves together, operating collectively as one fraternity. They became known as the "Seven Stars" of the anti-secrecy fight and are represented on the Fraternity's Coat of Arms to this day.

The Confederation continued to grow and organize. Decisions made at the 1858 Convention would begin to alter the course of the Anti-Secret Confederation. While the motto they had been using, "Ouden Adelon," was still being used by most of the chapters, delegates felt the need for a more centralized motto to begin to further connect the larger group. The Convention adopted a new motto, "Dikaia Upotheke," which meant "Justice, Our Foundation."

The chapters had also been wearing as a badge, a "key" that had long ago been designed by the Williams Chapter and was modeled largely after the Phi Beta Kappa key. The 1858 Convention decided

that a more uniform badge was in order. Quite simply, taking the first letters of each word in the new motto, Dikaia Upotheke, they designed a badge with the Greek letters for "D" (Delta) and "U" (Upsilon) superimposed upon each other and "Dikaia Upotheke" added to its bottom.

The Confederation's growth continued slowly, with just two chapters being added at Bowdoin and Rutgers in 1860. By this time, however, a major disruption was looming in the United States. War was on the horizon.

FROM TROUBLED TIMES, NEW STRENGTHS

By 1864, the nation was in turmoil. The War Between the States had taken its toll on college men and on fraternity chapters as well. In the South, some chapters enlisted in the Confederate Army en masse. Many Northern men left college to work in business, join the Union Army or care for their families.

DUs faced these facts and fought hard to preserve their Fraternity. Some obvious changes were needed in the Anti-Secret Confederation, including more centralized government of the chapters. Issues about Fraternity insignia and ritual were unclear. The Convention of 1864 would be critical to Delta Upsilon's future.

The Anti-Secret Confederation numbered but six chapters in 1864 as chapters at Williams, Union, Amherst, Western Reserve, Wesleyan and Bowdoin ceased to exist. The 1864 Convention was scheduled for Middlebury on March 9 and 10; however, correspondence between the chapters indicated that only two or three chapters had confirmed their intent to attend. As the attendance of four chapters was required for quorum, the future of the Confederation did not seem very promising.

Delegates from Hamilton and Rochester joined the chapter at Middlebury, ready to act. Of the three remaining chapters, there was little hope. Colby had experienced a decline and was barely hanging on, so its attendance was not expected. The long travel distance would probably prevent a delegate from the Washington & Jefferson Chapter from attending. That left one chapter on which to rest their hopes. Rutgers had elected a delegate in February, but had not sent word of his planned attendance, so its participation was at best, uncertain. If Rutgers did not show, the Confederation would most certainly be destroyed. Hamilton, Rochester and Middlebury arrived in the morning of March 9 and could do nothing but wait. By late morning, quorum was still not established. They adjourned until the afternoon, hanging onto the hope that a delegate was coming.

After lunch, the mood was grim. But, in the early afternoon, Thomas W. Jones, *Rutgers 1864*, arrived and announced that he was the Rutgers delegate. Not only was quorum met and now the Convention could act, but more importantly, the Fraternity was essentially saved from ruin!

Brother Jones' arrival electrified the gathering, and the delegates sprang into action. Within a day, the Convention formally approved the DU lettered badge, which had been adopted in 1858 but was not universally used. It approved a new Constitution and it

officially adopted a new name, based upon the approval of the new badge. The four delegates each arrived as members of the Anti-Secret Confederation, but they adjourned the 1864 Convention as members of Delta Upsilon Fraternity.

GROWTH AND MATURITY

After the Civil War ended and college life returned to normal, Delta Upsilon began to grow again. The mood was cautious, as the men wanted the Fraternity at only the strongest colleges and universities. They found fertile ground, starting chapters at Colgate, New York University, Miami University, Brown, Cornell, Marietta, Princeton, Syracuse and Michigan. By 1880, Delta Upsilon had grown to 15 active chapters.

There were steps toward maturity, laying the foundation of the Delta Upsilon you know today. In 1879, the Convention recognized that active opposition to secret fraternities was no longer needed. As our Ritual of Initiation states, the abuses of power were no less evil, but there was no longer the need to battle secrecy actively. So Delta Upsilon changed its formal policy from anti-secrecy to non-secrecy.

Consider the monumental decisions made in the 27 short years between 1852 and 1879...

- Why do you suppose “Justice, Our Foundation” was chosen in favor of “Nothing Secret” for a motto?
- Why was it significant that a new badge and motto were adopted at the 1864 Convention?
- What is the difference between being “anti-secret” vs. “non-secret”?
- What is the significance of that change?

About the same time, journals began to appear among general fraternities. Delta Upsilon also started one, with sporadic issues of *Our Record* in 1867 and 1869. Then in 1882, the *Quarterly* began publication, first as the *University Review*, then as the *Quarterly*. Delta Upsilon is proud to issue one of the oldest continuously published fraternity magazines in the world.

Delta Upsilon’s 50th anniversary sparked a surge of new chapters, with beginnings at Northwestern, Harvard, Wisconsin, Lafayette, Columbia, Lehigh, DePauw, Pennsylvania, Technology and Swarthmore. DU also broke ground in other areas. In 1890, Minnesota became the first chapter west of the Mississippi River. Tufts, a local society formed in 1886, became the first chapter approved through petition in 1891. Stanford and California became the first West Coast chapters in 1896. McGill became the first Canadian chapter in 1898, officially making DU an International Fraternity. Nebraska became the first Great Plains chapter on Dec. 9, 1898.

INTO THE 1900S

Delta Upsilon’s growth slowed after 1900, but continued in measured steps. Petitioning societies, often well-established local fraternities with solid records of achievement on their campuses were examined closely, and conventions often delayed acceptance into Delta Upsilon. Some groups petitioned five or more times before they were accepted. By 1920, Delta Upsilon had staked its claim to excellence in the burgeoning universities of the Alleghenies and the Midwest: Chicago, Ohio State, Illinois, Penn State, Iowa State, Purdue, Indiana, Carnegie and Kansas.

In 1909, one of Delta Upsilon’s most illustrious and heavily involved alumni members, Charles Evans Hughes, *Colgate and Brown 1881*, who was then serving as governor of New York, helped lead the move to incorporate the Fraternity. Incorporation under New York law led DU to create an Assembly of Graduate Trustees, who in turn elected the Board of Directors. This board governs Delta Upsilon between meetings of Convention and Assembly, which are the annual meetings of the undergraduate chapters and the alumni, respectively.

Delta Upsilon went to the State of Washington in 1911, our first chapter in the Pacific Northwest. That year also saw the Fraternity publish its first formal Ritual of Initiation. Five years later, the first Manual of Delta Upsilon was printed, the earliest predecessor of the current *Cornerstone*. Wesleyan was revived in 1919 and Oregon State joined in 1922, the same year the Virginia Chapter was founded, which introduced Delta Upsilon to the South.

Emphasis on chapter quality paid solid dividends. The 1920s were exceptional years for Delta Upsilon. For much of the decade, DU ranked above all other national fraternities in grades. A Permanent Trust Fund, established in 1921, is now a major force in Delta Upsilon’s financial stability, as you will read in a later chapter.

Delta Upsilon added more excellent universities, public and private, to its chapter roll: Missouri, Iowa, Dartmouth, Oklahoma and Johns Hopkins. This quality continued, with 32 chapters being added between 1885 and 1928.

1929: NO CRASH FOR DU

The Great Depression hit colleges hard, but Delta Upsilon was well prepared. Not a single chapter closed. In fact, DU added UCLA, Manitoba, Washington and Lee, Western Ontario, Washington State, Oregon, Alberta and British Columbia between 1929 and 1935. This good fortune was the result of solid foresight; many other fraternities’ chapters were not so fortunate. In 1937, the Fraternity updated its Initiation Ritual, which is still in use today.

FOCUS ON EDUCATION

With a surge of interest in college fraternities, new chapters sprung up rapidly after World War II. So did new ideas for Delta Upsilon. Standing committees were created in the Board of Directors to build expertise in needed program areas. The first annual Leadership Conference occurred in the summer of 1949.

Delta Upsilon is still one of a very few fraternities to offer an educational summer program like the Leadership Conference (now Leadership Institute) every year. And DU doesn't settle for just a summer conference on leadership. We were one of the first fraternities to hold regional leadership programs across the continent each winter, too. This was a precursor to today's Regional Leadership Academies (RLA). These regional meetings brought men together from the chapters in their region for a weekend of educational programs, seminars and fraternal fellowship.

The Delta Upsilon Educational Foundation was formed in 1949 to raise money for education and assistance. Monetary gifts are raised annually by members, for members. Giving back to the Foundation is something every good member should be proud to do now, and continuously in the future. The fact that you have scholarships available, and that you have this book to read, is due in large part to the support of the DU Educational Foundation. You can read more about the Foundation later in this chapter.

The chapter roll grew rapidly after the war. San Jose, Kent State, Louisville, Michigan State, Texas, Bowling Green, Denison, Bucknell, Bradley, Colorado and North Carolina were added within five years. This geographic diversity continued through 1960 with new chapters at Ohio, Western Michigan, Kansas State, Georgia Tech, Florida, Pacific, Ripon, Wichita and Arizona.

"INJUSTICE" OUR FOUNDATION? – THE CONVENTION OF 1956

Despite the growth and development of Delta Upsilon after World War II, one particular event left a scar on the Fraternity. We learned from that scar, which has fortunately healed, but it stands as a reminder that the Fraternity, and we as members, are susceptible to societal influences.

In 1956, our Fraternity made plans for the annual Convention, which was to be held at Middlebury. As the registrations came in, no particular attention was paid to the registration of the Brown Chapter's delegate, Augustus A. White III. It wasn't long, however, before a rumor began circulating that Gus White, was not white at all, but in fact, was an African-American.

That year was, of course, a time of strong racial tension in the United States, and was just a few months after the infamous Montgomery Bus Boycott. The country was still highly segregated. There was no hatred in the Fraternity toward Gus White, but times being what they were, men of his station were considered "socially unacceptable." Rather than face the expected confrontation of having Gus White attend the Convention as his chapter's duly

elected delegate, the Fraternity's leadership simply canceled the Convention of 1956. The following year, the Fraternity censored the Brown Chapter for initiating such a man, but the Brown Chapter stood by Gus White and its convictions.

Fast forward 30 years. In 1986, the Brown Chapter, which had gone inactive in 1967, was experiencing a resurgence. During discussions about restarting the Chapter, members of the Brown Chapter related the Gus White story to the Fraternity's leadership, who were astounded to learn what had happened back in the 1950s. By now, of course, people of all races, religions and ethnic groups were well represented in the Fraternity's membership. Fraternity leaders decided to pursue the matter and try to correct the injustice of 1956. Delta Upsilon's leaders contacted Brown University to inquire about how to reach Gus White, and officials brought the Fraternity's leadership up-to-date on its long lost member.

Gus White starred in football at Brown and graduated first in his class. He graduated from Stanford Medical School and completed a year at Yale in orthopedics and musculoskeletal diseases, earning a second doctorate degree from the Karolinska Institute in Stockholm, Sweden.

White had received a Bronze Star while stationed with the U.S. Army Medical Corps in Vietnam, and while there, he did extensive volunteer work with a leper colony. He had become a member and later Chairman of the Board of Trustees for Brown University. He held a department chairmanship at the Harvard-MIT Division of Health Sciences, and was now the chief surgeon of Orthopedics at Beth Israel Hospital in Boston. White had become one of the country's most respected orthopedic surgeons, even teaching orthopedics at Harvard Medical School.

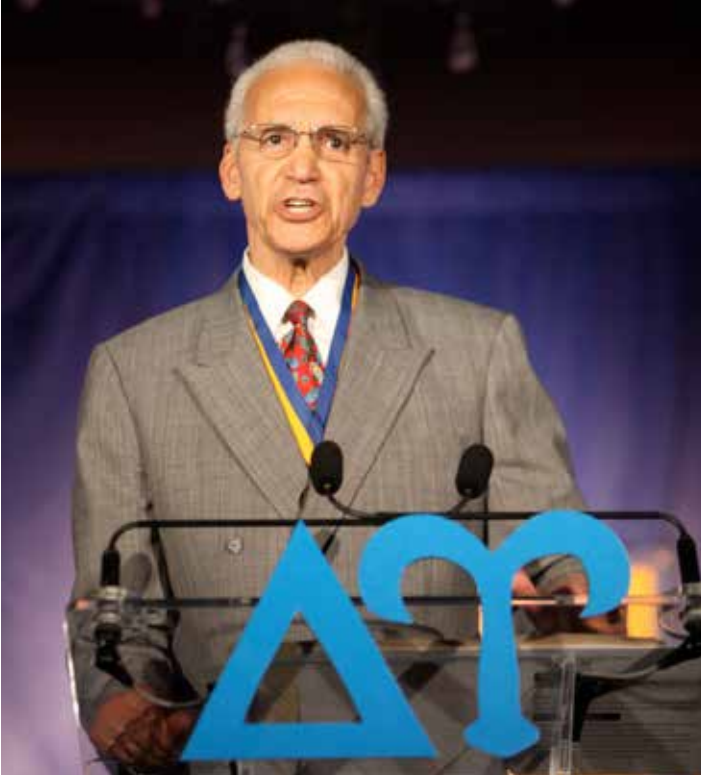
And to think, at one time, he was deemed "socially unacceptable."

Fortunately for the Fraternity, Gus White was a man of character and held no grudges toward the Fraternity. For it was not Delta Upsilon that had made the decision to cancel the Convention, it was individual volunteers who made the decision. He recognized that Delta Upsilon as a Fraternity remained pure. Still, Gus White, being a man of true and upright character, forgave those individuals.

In 1986, the Fraternity issued a formal apology to Gus White and honored him with the DU Distinguished Alumni Award, the Fraternity's highest honor. His actions, bravery, forgiveness and the way he chose to react to an uncomfortable situation proved his character. It also proved that he not only belonged in Delta Upsilon, but truly exemplified what a DU man should be.

DU became a better and more understanding Fraternity because of Gus White's actions. Even the Fraternity leaders of 1956 who were still living in 1986 would share their regret over their tough decision. They emphasized that, in hindsight, it was not Gus White, but society that was the problem in 1956. It was a dark time in the history of America, but given the opportunity to make the decision again, they would have chosen differently.

Brother White returned to attend a few Delta Upsilon conventions as his schedule permitted throughout the next two decades. He spoke at the Fraternity's 175th Anniversary



Brother Augustus A. "Gus" White, III, *Brown '57*

celebration at the 2009 Leadership Institute. It was there that the Fraternity inaugurated the Dr. Augustus White, III Award for Civic Engagement and Service, to be presented to individuals who have made significant contributions at the local, national or global community level and are committed to giving back through community service efforts, civic engagement, or global service initiatives. It is a fitting and lasting tribute, to a true DU gentleman.

Make sure you take the time to understand...

- **The purpose of the DU Educational Foundation and the importance of your continued and lifetime support...**

CHALLENGES OF THE 1960S AND 1970S

In the early 1960s, Delta Upsilon continued to grow. Oklahoma State, Clarkson, Auburn, North Dakota and Northern Illinois were founded and thrived. In the latter part of the decade, DU was committed to further growth, and 14 colonies were underway in 1967.

The late 1960s also meant social upheaval, and fraternities were among the institutions questioned about their relevancy. Delta Upsilon strongly emphasized the personal aspect of fraternity, rather than just its ritual and formalities. This was a strong argument for starting so many new chapters including Fresno State, San Diego and Northern Iowa in 1968; Creighton, Arlington and Tennessee in 1969; Delaware, Central Missouri, Marquette, Cal Poly-San Luis Obispo, North Dakota State, Maine and Eastern

Kentucky in 1970; and Colorado State, Dayton, South Dakota, Southern Illinois and Tyler in 1971.

In 1969, a Fraternity committee determined that DU would save time and money by moving its headquarters from New York City. Indianapolis was chosen as a centrally-located site, with attractive tax breaks and low personnel costs. A bequest from a dedicated member paid for the new headquarters; Brother Lester E. Cox, *Pennsylvania 1898*, left some \$175,000 to Delta Upsilon in his will. With the estate gift, DU became the first fraternity to build its headquarters on Founders Road in northwest Indianapolis. Today, five other men's and women's fraternity headquarters are within one block, and two dozen others are located in and around the city.

ALWAYS OPEN TO ALL MEN

Another trend occurred in the 1960s in which Delta Upsilon was a natural leader. The civil rights movement in the United States led campuses to analyze whether all their institutions were fairly available to men of all races and religions. When they looked at fraternities, they found many with restrictions in the national bylaws that permitted membership only to white men, Christian men or other unjustified criteria. These fraternities were forced to amend their fundamental laws so that they complied with more modern and just policies.

Delta Upsilon was well ahead of the game. After all, since 1834, we had recognized one and only one distinction: merit. Men of every race, religion, national origin and economic background have become DUs. Never were there artificial barriers in our bylaws. We were the first fraternity to have none of these restrictive membership policies. Not that our Fraternity was perfect by any means; and some chapters were less receptive to social changes than is required by our bylaws and founding principles. In those cases, it was people who made those decisions, not Delta Upsilon Fraternity. Overall, compared with other general fraternities, Delta Upsilon has always welcomed more men from varying social and economic backgrounds.

What's even better is that since Delta Upsilon is non-secret, no one could doubt our position. Many of the secret fraternities had to be forced to reveal their positions on admitting men of various religions and races. Again, an open, non-secret philosophy paid dividends.

FACING NEW CHALLENGES

The 1970s offered difficult times for many fraternity chapters, as alcohol laws changed and it became legal for college men to drink. Many young men handled this responsibility maturely, but at some chapters, an "alcohol culture" began to grow. Their use of the Fraternity as a social outlet distorted their understanding of the purpose of Delta Upsilon. Instead of being a place to practice leadership and focus on personal development, they thought mostly about parties, entertaining the women on campus and preserving their "social budget." Alcohol took on a powerful distorting effect on recruitment, as some chapters would get men drunk, then

offer them a bid. The result: poor decisions, poor quality associate members and damaged chapters.

Certainly there is a place in your life for recreation; however, it would be foolish to squander your time in college learning only what you could have learned working. It would also be foolish to spend your recreation time only on partying, when there are hundreds of opportunities to perfect the social and leadership skills that will carry you far in the world beyond college.

You may see chapters on your campus trapped in the misunderstanding of “social fraternity” that cropped up in the 1970s. Our strengths in Delta Upsilon came from building men, not a “party reputation.” Delta Upsilon has not been immune to these forces, nor has it sat idly by. DU was the first fraternity to call for dry recruitment on college campuses, even during the days when alcohol was legal for most undergraduates.

DU was also one of the first to emphasize the dangers of hazing and to create more positive associate member education programs that do not rely on archaic, misguided attempts at “pledge motivation.”

Enforcing high standards has meant that some chapters have become inactive. In some cases, serious problems (such as drug use or alcohol abuse, hazing, disrespect for women, etc.) have meant that a chapter’s charter has been suspended or revoked. While never a pleasant action, it is one that Delta Upsilon can and will take to preserve its name and its chapters.

There was further growth in the 1970s and 1980s. Many of the newer chapters were in the South and Southwest: Houston, Arkansas, North Carolina State, Southwest Missouri, Baylor, South Carolina and Virginia Tech. Western Illinois, Massachusetts, Michigan Tech and Culver-Stockton also joined the fold, and Oregon was revived. In California, new chapters came at Long Beach, Bakersfield and Santa Barbara. Delta Upsilon also added a chapter at Northern Colorado, and another Canadian chapter at Guelph.

PREPARING FOR THE FUTURE

During the 1980s, the Fraternity began preparing itself to thrive in the new millennium, and the battle was fought on many fronts. Together with men from other fraternities, the Fraternity’s leadership addressed the problems that can ruin fraternities and destroy men’s lives: alcohol and drug abuse, hazing, sexually demeaning acts, racism and insensitivity to others, and poor academic priorities.

Since 1986, Delta Upsilon has taken a new attitude toward its chapters. On one hand, more DU staff members have made more visits to chapters than ever before; thus more help is available to you and your chapter. On the other hand, the Fraternity has become far less tolerant of chapters whose conduct threatens the good name of Delta Upsilon. Charters are suspended or revoked, and men are expelled from DU as needed to uphold our standards. Sometimes difficult decisions become necessary in upholding a standard of excellence, but, these are the minority of cases. It is far more

prevalent to see our members leading the charge in improving the entire Greek system, and their chapters as well. DUs have convinced other fraternity chapters to ban the purchase of alcohol with chapter funds and to end “little sister” programs.

Our focus was and still is on quality and excellence: high grades, campus involvement and community service through volunteer work, respect for peers on campus, good relations with faculty and administration, absolutely no drugs or hazing, responsible alcohol policies, and cooperation and enthusiasm for all student activities, Greek or non-Greek. These are the ways to build success for Delta Upsilon and your chapter.

Ask yourself these questions:

- **How can we, as a Fraternity best combat the negative stereotypes of fraternities in today’s society and media.**
- **Why does DU have a continuously growing intolerance of hazing?**
- **While the social aspect of college is indeed important, why should my focus not at all be on parties, alcohol, etc.?**
- **What is the importance of upholding high standards both of the Fraternity and of ourselves?**

Changes were made with the structure of Delta Upsilon as well, which continue to evolve today. An expanded Regional Leadership Seminar program (now Regional Leadership Academy), and the introduction of the Winter Educational Conference (now Presidents Academy) each January for Presidents and recruitment leaders of each chapter, give more chapter leaders a chance to learn what they can do for their chapter and DU.

The Leadership Institute (LI), which began in 1949, continues to be the highlight of the year for DUs. Today, LI includes educational and leadership programming, the annual DU awards banquets, and the annual meeting of undergraduate chapters or Convention. The Assembly, or the annual meeting of alumni chapters, which had met each year in New York, now joins the summer undergraduate meeting, which is conducted during the same weekend. Thus, a new training ground has been created for the alumni who advise chapters through the Alumni Chapter program. LI weekend, while extremely beneficial, is also very gratifying in terms of the connections and reunions that you can have with your fellow Brothers. It is, undoubtedly, one of the greatest experiences a DU will ever have, which is partly why many alumni continue to come year after year.

As the decade of the 1990s began, the Fraternity’s commitment to expansion brought about successful revivals of the Kent State, Pennsylvania, Western Michigan, Rochester, Cal Poly, Denison, and Minnesota chapters. In addition, Delta Upsilon added three chapters in Canada at McMaster, Victoria and Calgary, and in the United States at Iona College, Texas A&M, Arizona State, Carthage College, St. Norbert College, Pace, Central Florida, Shippensburg, Albany and Northern Arizona.

The 1990s saw efforts strengthening toward alcohol-free initiatives to keep up with society’s demands and negative

publicity. Delta Upsilon established the McQuaid Commission to review the Fraternity's focus on the alcohol-free policies. Led by then-Fraternity President James D. McQuaid, *Chicago '60*, the commission devised a plan whereby chapters can voluntarily become alcohol-free, or must maintain a certain standard of excellence to not be considered such. Any chapter falling below the minimum standards would become alcohol-free. In addition, any expansion, either to a new or returning chapter, would be installed as an alcohol-free facility.

As the new millennium began to rise, bringing a close to the 20th Century, Delta Upsilon continued to prosper. In addition, in March 2000, the Fraternity installed its southernmost chapter at the University of Texas-Pan American in Edinburg, Texas, followed by the installation of Delta Upsilon's 150th Chapter at Northwestern State University in Natchitoches, Louisiana. Several recolonizations of dormant chapters occurred for the next few years, but no further new expansion occurred until 2007 with the addition of the North Florida Chapter in Jacksonville, Florida. As the Fraternity prepared to celebrate its 175th Anniversary in 2009, Delta Upsilon appeared on the campus of Webster University in St. Louis, Missouri, becoming the first fraternity or sorority on campus.

A "NEW BEGINNING"

At the Fraternity's 175th celebration in 2009, then Fraternity President, Dr. Bernard Franklin, *Kansas State '75*, convened the President's Task Force to study "What makes a fraternity relevant to men and higher education in the 21st Century?" The task force was comprised of alumni and nonmembers, higher education, nonprofit and business leaders. The task force provided a set of recommendations that the Fraternity Board of Directors adopted as its strategic plan. The Strategic Plan asserted that Delta Upsilon was uniquely positioned to:

1) Be a fraternity that consistently and purposefully adds significant and lasting value to the lives of our undergraduate and graduate members in new and innovative ways

2) Be a fraternity that is a known and trusted higher education partner.

One of the direct and most significant developments as a result of the Task Force was a complete overhaul of the Fraternity's educational programming in order to better prepare members for success in an ever-changing global marketplace. The Fraternity reallocated resources to provide its members best-in-class leadership training. Since 2010, the Fraternity has extensively changed or implemented the following programs: Regional Leadership Academy (RLA), Advisors Academy, the Global Service Initiative (GSI), Building Better Men retreats, Chapter Excellence Plan and the Delta Upsilon Emerging Leaders Experience (DUEL). Attending a DU leadership program is an important activity for all members whether they hold a chapter office or not.

With the Fraternity providing more service to its chapters, and offering best-in-class leadership programs, its reputation among

universities began to soar. Universities have begun seeking out DU to expand to their campus and the Fraternity reinvested in its expansion efforts. It is a goal of the International Fraternity to reopen closed chapters, in addition to establishing new chapters.

Consider the following:

- ♦ **Will you attend the next possible DU Leadership Institute? Ask questions and find out more about it. It is guaranteed to be one of the greatest experiences of your DU "career."**
- ♦ **What part will you play as an undergraduate in paving the way for future generations of DU brothers?**
- ♦ **What involvement will you have in DU after you graduate to help further the goals of your Fraternity? Remember, membership in DU has no expiration date. You are a member for life. Membership has both its privileges and its responsibilities.**

HERALDRY AND MEMORABILIA

The content in this section is borrowed from *The Cornerstone*, which is provided to all associate members and is used in the Associate Member Education Program.

INSIGNIA

You will want to know the meaning of the symbols of the Fraternity so that you can explain them to others, to remind you of the meaning of Delta Upsilon, and so that you will know their proper use. A helpful rule of thumb for correct use of Delta Upsilon insignia is to use the more formal items like the Coat of Arms for serious use; the less formal Greek letters side by side for casual use, such as wearing apparel. Headquarters can advise correct usage if you have any questions, and reproduction proofs are available of official insignia. The ® must always be used with all official insignia. Since the 14th Century, an elaborate pattern of heraldry evolved which is still recognized in sovereign countries, municipalities, societies, corporations and families. During the Victorian era, interest in heraldry was revived and has since remained an important part of such close associations as college fraternities. Delta Upsilon has one of the most accurate heraldries of all college fraternities.

HERALDIC DESCRIPTION OF COAT OF ARMS

The Coat of Arms (also called the Achievement of Arms or Great Arms) is described in heraldic terms as follows:

The Shield of Arms: Delta Upsilon bears for arms or a balanced scale proper on a chief azure seven mullets of the first, four and three.

Crest: Out of a knight's helmet proper and a wreath of the colors mantled, the badge proper.

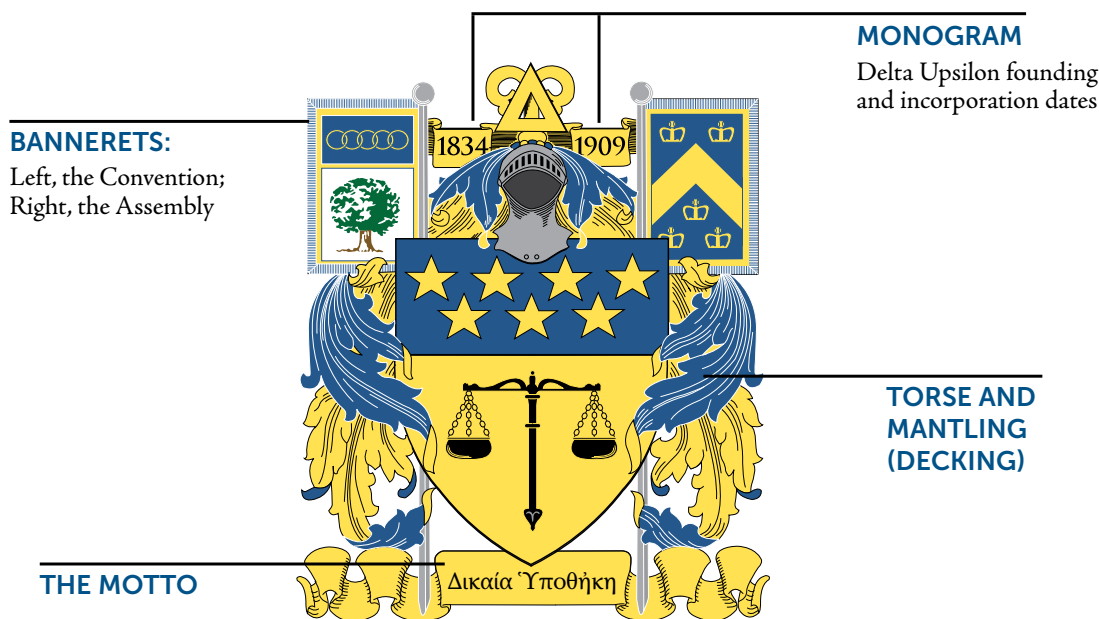
Torse and Mantling: Below the arms, the motto in Greek letters, Δικαία Υποθήκη.

Bannerets: Dexter, a flagstaff proper and thereon in the fly a banneret of Convention bearing or an oak tree proper on a mount in base vert on a chief azure annulets (infesse) co-joined; sinister, a flagstaff proper and thereon in the fly a banneret of Assembly bearing azure a chevron between five coronets, or two, one and two.

Badge: A monogram or the Greek letter Delta surcharged upon the letter Upsilon bearing the motto in Greek letters.

The Shield of Arms: The essential part of the arms is the shield bearing the stars and the balanced scale. The shape of the shield is immaterial, and, as the Little Arms, need not be accompanied by the motto, crest, decking, or supporters, any or all of which may be used or omitted as the designer wishes. The shield is divided horizontally, the upper one-third is blue with seven gold stars arranged in two rows, four in the upper and three in the lower. The four gold stars designate the four chapters which formed the Anti-Secret Confederation at the Troy Convention in 1847 (Williams, Amherst, Union and Hamilton). The lower three stars stand for the three additional societies (Western Reserve, Wesleyan and Vermont) which met at the Burlington Convention in 1852, where all seven societies officially designated themselves chapters.

In the lower two-thirds is the principal charge – a balanced scale of polished, wrought steel on a gold field. The scales, the oldest of our insignia taken from the first Williams key which was designed in 1834, represent equity or justice in college affairs.



The Fraternity arms are shown on the member's shield because the Fraternity is an organization of men, the colors are those of the Fraternity, and the principal charge is the oldest emblem of the Fraternity.

The Crest: A crest is a personal device not usually granted to corporate bodies. The Fraternity crest consists of the same monogrammed letters as the official gold badge and appears riveted atop a wrought-steel helmet with a raised visor. Knighthood is defined as a distinction of rank among freeman, depending not upon birth or property but simply upon a person's qualifications; and upon acceptance into an order, he is entitled by law or usage to certain social or political privileges. A knight's helmet typifies democracy, its visor raised so that the man within might be recognized by his friends, thus indicating non-secrecy. L. C. Smith, *Hamilton 1882*, designed and presented the present crest which was accepted at the Brown Convention in 1881.

Torse and Mantling: The scalloped-edged mantling, sometimes called lambrequin or decking, represents the parliamentary robes or robe-of-estate in cloth of blue and gold lining twisted around the base of the crest atop the helmet.

The Motto: The motto, Δικαία Υποθήκη (in Arabic letters: Dikaia Upotheke), is translated as "Justice Our Foundation." Both the motto and present badge were adopted in 1858, six years before the present name of the Fraternity was formally adopted. The motto is pronounced: Di-ki'-yah Hewp'-o-they-'kah. It appears in Greek letters on the scroll below the base of the shield and on the arms of the Upsilon on the gold badge.

Bannerets: The right to bear bannerets or supporters is granted to special classes of knights – also certain corporations or municipalities. Since the Fraternity is composed of both graduate and undergraduate members, the Great Arms includes, as supporters, the coat of arms of the two legislative bodies; the annual Convention and the annual Assembly. The resulting achievement is somewhat similar to the coat of arms of Canada.

The Convention Banneret [borne by the delegates] represents the undergraduate section. The chapter delegates exercise a legislative function and, in turn, gain leadership experience. The principal charge is an oak tree, whose trunk and branches show the relationship of the chapters and the clubs to the General Fraternity. The oak tree appears in actual colors, with a brown trunk and green leaves, on a gold field which occupies the lower two-thirds of the banneret. The upper one-third consists of five gold rings linked together on a field of blue. These rings commemorate the first five provinces, established in 1909. The 38 chapters were grouped in the following regions: I – New England, II – Central New York and Canada, III – New York City, New Jersey and Pennsylvania, IV – The Middlewest, V – The Pacific Coast.

The Assembly Banneret, the Trustees' Arms, represents the graduate section. Chapter trustees perform an executive function by ratifying Convention legislation and electing annually the Officers. Also elected is a Board of Directors which manages the Fraternity's affairs when the Assembly is not in session. The principal charge, a gold chevron on a blue field denotes the homestead or property holding body – the

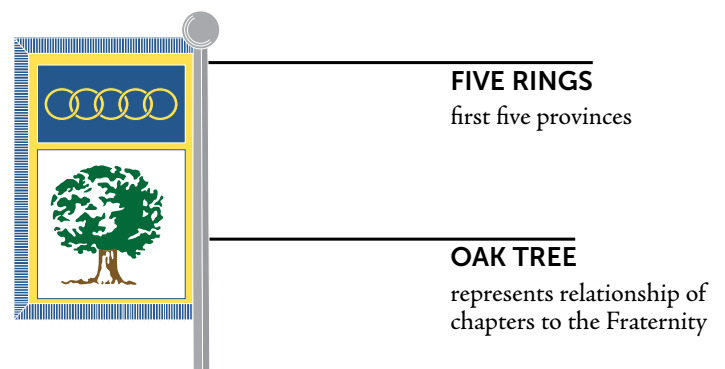
Assembly and its Board of Directors. The chevron is located between five gold coronets, representing the five officers first designated at the time of incorporation. The founding date (1834) and the incorporation date (1909) are inscribed upon scroll-work between the bannerets.

COAT OF ARMS AND INSIGNIA

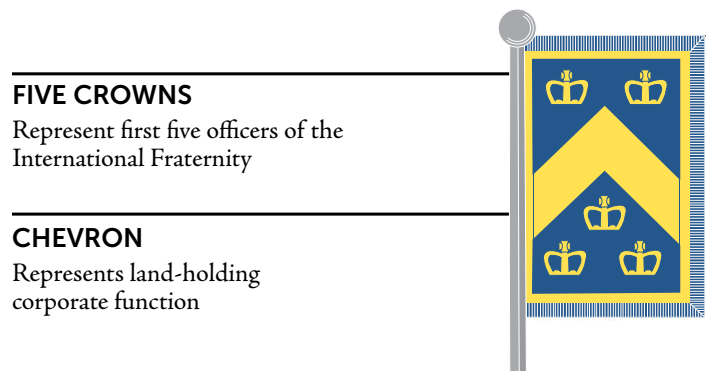
The Great Arms, showing the complete achievement, may be used by members in such formal instances as stained glass, award plaques or certificates, chapter stationery and illustrations in college annuals. The Little Arms, the shield without the supporting bannerets, is more correct for such informal use as chapter seals, chapter house decorations, letter paper and personal items.

The By-laws stipulate that the monogram of the Greek letters Delta and Upsilon shall not be used on any article except the Great Arms, Little Arms, Crest, Badge, Flag, Banner, Recognition Button and Sister Pin. If the Greek letters are to be used on any other items, they should be placed side by side.

CONVENTION BANNERET



ASSEMBLY BANNERET



The Coat of Arms is protected by both copyright and design-patent, and it is not to be used by any manufacturer for any purpose or person without a license. Such license may be applied for through the International Fraternity's partners at Affinity Marketing (greeklicensing.com).

The full Coat of Arms, when used on chapter newsletters, personal stationery or anywhere else, should always be accompanied by the symbol ®, to indicate that it is a registered mark of the Fraternity.

The Seal: The seal of the Fraternity is held by the International Fraternity secretary, who uses it in the name of the Trustees for sealing official papers of the corporation. The seal is both copyrighted and patented, and care should be used to avoid infringement.

THE BADGE

The gold badge, formed from a monogram of the Greek letters Delta and Upsilon, was presented to the Hamilton Convention of 1858 by Edward P. Gardner of Amherst, chairman of the Badge Committee. It was officially adopted by the Convention on May 13, 1858 together with the motto, which appears in Greek form on the arms of the Upsilon. The Delta is always drawn as an isosceles triangle whose altitude is equal to its base.

By Convention mandate and custom, the badge is worn over the heart in an upright position on the shirt or vest only. If a guard or pendant is attached, the top of the badge should be level with the top of the shirt pocket and one half inch to the right. The top of the guard or pendant should be level with the bottom of the badge and off the pocket. Wearing the badge on certain types of pull over sweaters rests with the good judgment and general customs of each chapter.

A badge may be draped in mourning to pay respects to a deceased brother by winding black silk around it horizontally to a convenient width.

The official badge can be worn by no other person than a duly initiated brother, except his mother, wife or fiancée. Under no circumstances is a member's badge to be reformed into a ring or any other such object.

The badge is also made in medium and miniature sizes, the latter intended for evening dress. Jeweled badges, silver badges and miniature badges may be purchased

THE ASSOCIATE MEMBER PIN

The Associate Member Pin is worn by a man who has actually accepted a bid to pledge the Fraternity. He wears it until he is formally initiated as a life-member. Should a pledge withdraw or transfer from school, he should return the Associate Member Pin to the chapter that issued it.

THE SISTER PIN

The Sister Pin was designed by Ray F. Larsen, *Pennsylvania '22*, for mothers, sisters, wives or fiancées. With fiancées it represents the equivalent of an engagement ring. The Sister Pin consists of a miniature-sized badge, either plain or jeweled, set on an engraved bar.

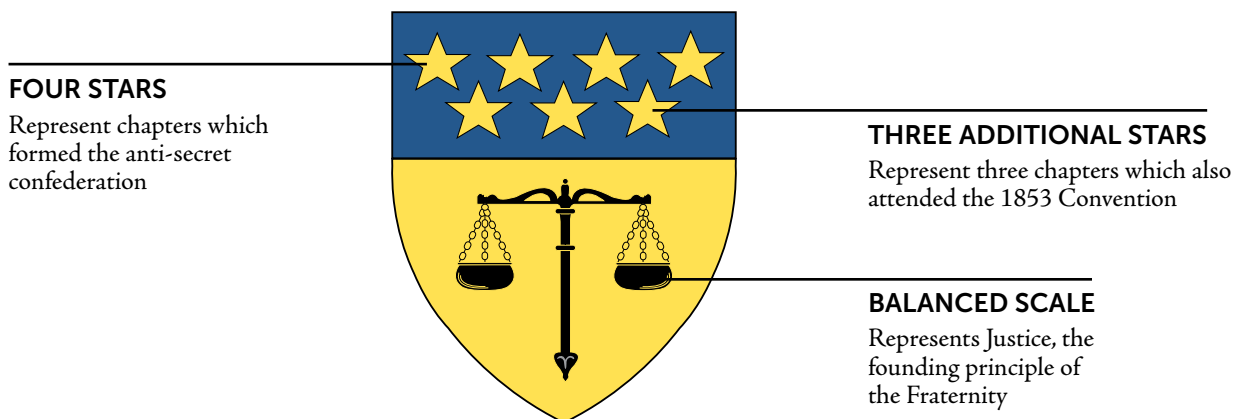
THE COLORS

The Fraternity's colors are Old Gold and Sapphire Blue. In heraldry, however, the color must be described as "rendered proper" in order to attain accuracy. Otherwise, each basic color is standardized in one heraldic shape (i.e., blue is very dark, somewhat purple; gold is a potent yellow with additions of red, white, etc.).

THE OFFICIAL FLAG

The flag may be displayed at chapter houses or public places by chapters or clubs, both indoors and outdoors. A flag staff is always used, except when the official Banner is not available for display at indoor ceremonies and initiations. The flag consists of the official colors, in the exact proportions established in the By-laws of 1911. It is manufactured in a 4' x 6' standard size of durable fabric which is suitable for indoor or outdoor use. Contact the Fraternity Headquarters for details.

THE SHIELD OF ARMS



INTERNATIONAL FRATERNITY EDUCATIONAL PROGRAMS

REGIONAL LEADERSHIP ACADEMY

Each February, Delta Upsilon facilitates the Regional Leadership Academy (RLA) throughout the United States. RLA serves as a unique opportunity for chapter officers in a specific geographic region to attend sessions that span a wide range of topics affecting fraternity life today. It is intentionally designed as an officer training platform to provide tangible skills needed for success as defined by the Delta Upsilon Officer Core Competencies. Participants include both current and future chapter officers who engage in an interactive training and education process that helps them explore their role as a part of a highly effective leadership team for their chapter.

**February*

Locations: South, West, Northeast, Midwest, Great Plains
Chapters/colonies should plan to attend the RLA closest to their institution.

RECRUITMENT SYMPOSIUM

The Recruitment Symposium is a training program for chapter and colony Vice Presidents of Membership Recruitment. This multi-day training teaches the officers the necessary skills to lead the chapter in a successful values-based membership recruitment and selection.

**In conjunction with RLA.*

ADVISORS ACADEMY

The Advisors Academy is a training program for primary Chapter Advisors, providing education on advising, facilitation techniques, and strategies for working effectively with university students.

The academy is held in conjunction with the Regional Leadership Academy, which offers the advisors the chance to join chapter officers in certain areas of programming and build relationships.

**In conjunction with RLA*

GLOBAL SERVICE INITIATIVE

The Delta Upsilon Global Service Initiative offers members a unique opportunity to work with global and local communities, while uniting Delta Upsilon competencies and Principles with substantive volunteer service. Students travel to, study in and work with communities where social and economic conditions are substandard. During the global experience, students engage in service-learning to make a meaningful impact in our global society to address the issues plaguing urban societies; these members will roll up their sleeves to create or rebuild areas of need.

**Trips in January, May and June.*

LEADERSHIP INSTITUTE

The Leadership Institute is DU's annual leadership conference/fraternity convention. More than 400 undergraduate students participate in defined tracks focusing on leadership development and chapter operations. During the Institute, students meet in the undergraduate convention/business meeting to discuss the matters of legislation that affect the Fraternity, and the Fraternity recognizes its top chapters and individuals in award ceremonies.

**July/August*

PRESIDENTS ACADEMY

Presidents Academy accelerates the growth and learning of 80 Chapter Presidents each year. Attendees participate in an institute-style program with a curriculum that emphasizes the Mission and Principles of Delta Upsilon as a foundation for effective chapter leadership. As a team, Chapter Presidents are exposed to new ideas and possibilities, and are encouraged to apply what they learn to their leadership role and responsibility. They learn from each other, stretch their boundaries, discover strengths and envision a more successful version of their chapter.

**January*

EMERGING LEADERS EXPERIENCE

The Delta Upsilon Emerging Leaders Experience (DUEL) is a highly interactive program that encourages newly initiated members to go deeper and broader in their definition of who they are and where they can have an impact. Participants develop a better understanding of their personal leadership by analyzing their talents through the StrengthsQuest Inventory. In addition, this experience provides an opportunity to visit Williams College and connect with the history and founding of Delta Upsilon. A visit to the Fraternity's founding location provides an opportunity for the most intensive Ritual education offered in DU educational programs. Through developing confidence in their talents and clarifying their personal values, participants take ownership for creating their ideal Delta Upsilon experience.

**June*

GREEKLIFEEDU

This online training program is at no cost to members and required for all associate members of the chapter. It educates members on the facts of alcohol abuse, hazing and sexual assault. This program helps to empower students to make informed decisions and provides simple strategies to help keep themselves and their friends safe.

BUILDING BETTER MEN RETREATS

Building Better Men Retreats are intensive weekend-long retreats customized to meet the needs of a chapter. Senior fraternity staff and volunteers facilitate the retreats, which focus on creating chapter buy-in to a shared plan of action.

For the most current information, visit deltatau.org or contact IHQ at (317) 875-8900.

ONLINE PROGRAMMING

Delta Upsilon offers varying online programming through synchronous and asynchronous learning avenues to meet the needs of our members and advisors. These online programming events are selected through our needs assessment of skills from our members and volunteers. In the future, we anticipate each officer completing a course when he takes office.

CHAPTER EXCELLENCE PLAN

The Chapter Excellence Plan (CEP) is Delta Upsilon's way of ensuring each chapter is both operationally sound and firmly rooted in the Four Founding Principles. Each chapter officer is responsible for documenting chapter activity relative to his office by submitting information to the CEP website. The key elements of the CEP include:

OPERATIONS-BASED STANDARDS

Efficiency in certain operations is generally understood to be required for overall chapter success. Such areas include: academic performance, chapter management, membership education, membership recruitment and financial management.

PRINCIPLES-BASED STANDARDS

Delta Upsilon remains committed to upholding the Fraternity's Four Founding Principles: the Promotion of Friendship, the Development of Character, the Diffusion of Liberal Culture and the Advancement of Justice. For each Principle, there are a number of activities which, when completed by the chapter, demonstrate a commitment to upholding that Principle. The activities range from relevant workshops and seminars to organization of and participation in philanthropic events.

BALANCE

Roughly half the CEP points a chapter can earn during the academic year are tied to chapter operations and the rest are tied to the Four Founding Principles. This is a clear expression of the International Fraternity's belief that without sound operational management, the very existence of a chapter is threatened, and without activities firmly rooted in our Four Founding Principles, the existence of a chapter is not worthwhile.

The International Fraternity recognizes that many of our undergraduate members are "over-programmed" on their campuses, leaving precious little time to focus on academics, work, healthy relationships and other pursuits that lead individuals to be well-rounded members of society. With that in mind, a fundamental concept behind the CEP is that chapters will not be rewarded for "overdoing" it. A limited number of points are available for each standard; chapters are not able to accumulate points toward the overall goal by repeating one or two favorite activities again and again.

ONLINE REPORTING

This real-time, online reporting system allows Headquarters additional insight into the activities, opportunities and needs of each chapter. While submissions are not due until Dec. 30 or May 31, chapters are encouraged to submit throughout the year so timely feedback can be given.

TRANSPARENCY

In keeping with the Fraternity's endeavor to remain transparent, the online CEP is open to anyone. All chapter members, alumni, advisors and other interested parties can view the progress and submissions of any Delta Upsilon chapter. This allows other chapters to view some of the best practices in given fields, as well as exchange and share programs and philanthropic ideas. Additionally, the CEP home page allows anyone a real-time "snapshot" view of where a particular DU chapter ranks in comparison to all other DU chapters.

MEN OF MERIT CHAPTER STANDARDS PROGRAM

Since its founding in 1834, Delta Upsilon has committed to welcoming men of merit, and merit alone, into its chapters. This standard of membership is the standard by which we hold accountable both our individual members and our chapters. Delta Upsilon seeks to build better men for a global society through service, leadership development, and lifelong personal growth of our diverse membership. The Men of Merit program challenges our members and chapters to fulfill the expectations of membership by promoting friendship, developing character, diffusing liberal culture, and advancing justice on a daily basis.

Men of Merit: The Delta Upsilon Chapter Standards Program ensures chapters are meeting the expectations of membership in the Fraternity and providing a safe, educational, and productive experience for its members. The Standards identify 11 key areas essential to success for a Delta Upsilon chapter. Chapters are placed into one of three levels for each Standard based on their performance over the past year: Aspiration, Expectation, and Minimum. The exception is the Associate Member Education Program where full program implementation is the exception.

MEN OF MERIT CHAPTER STANDARDS

1. CHAPTER EXCELLENCE PLAN

Aspiration: Chapter's CEP usage is equal to or greater than 90% of all available points.

Expectation: Chapter's CEP usage is equal to or greater than 70% of all available points.

Minimum: Chapter's CEP usage is equal to or greater than 60% of available points

2. CHAPTER GPA

Aspiration: Chapter's GPA is the highest fraternity GPA on campus or exceeds the All-Undergraduate GPA, whichever is lower.

Expectation: Chapter's GPA meets or exceeds the All-Men's or All-Fraternity GPA on campus, whichever is higher.

Minimum: Chapter's GPA meets or exceeds the All-Men's or All-Fraternity GPA on campus, whichever is lower.

3. PROGRAM ATTENDANCE

Aspiration: Chapter has at least 15 members or 15% of the chapter, whichever is higher, attend Delta Upsilon Educational Programs (Leadership Institute, Presidents Academy, Regional Leadership Academy, Emerging Leaders Experience, and the Global Service Initiative) and/or educational programs in which the Delta Upsilon Educational Foundation provides scholarships (LeaderShape, UIFI, etc.), including at least eight members at the Leadership Institute. Chapter must utilize all named scholarships through the Delta Upsilon Educational Foundation, if available, in order to meet this standard level.

Expectation: Chapter has at least 10 members attend Delta Upsilon Educational Programs (Leadership Institute, Presidents Academy, Regional Leadership Academy, Emerging Leaders Experience, and the Global Service Initiative) and/or educational programs in which the Delta Upsilon Educational Foundation provides scholarships (LeaderShape, UIFI, etc.), including at least four members at the Leadership Institute. Chapter must utilize all named scholarships through the Delta Upsilon Educational Foundation, if available, in order to meet this standard level.

Minimum: Chapter has at least 8 members attend DU educational programs (Leadership Institute, Presidents Academy, Regional Leadership Academy, Emerging Leaders Experience, and the Global Service Initiative), including at least two members at the Leadership Institute. Chapter must utilize all named scholarships through the Delta Upsilon Educational Foundation, if available, in order to meet this standard level.

4. SERVICE

Aspiration: Chapter supports a local charitable partner, conducts an average of 30 hours of service per member per year, and participates in a Regional GSI Day of Service (if geographically possible).

Expectation: Chapter supports a local charitable partner and conducts an average of 20 hours of service per member per year.

Minimum: Chapter conducts an average of 15 hours of service per member per year.

5. PHILANTHROPY

Aspiration: Chapter raises at least \$3,000 for the Global Service Initiative.

Expectation: Chapter raises at least \$1,000 for the Global Service Initiative.

Minimum: Chapter raises at least \$500 for the Global Service Initiative.

6. MEMBERSHIP

Aspiration: Chapter's membership size is at least 25% above the campus fraternity average.

Expectation: Chapter's membership size meets or exceeds the campus fraternity average

Minimum: Chapter's membership size is no more than 10% below the campus fraternity average or 35 members, whichever is higher.

7. ASSOCIATE MEMBER EDUCATION

Expectation: Chapter implements the Delta Upsilon Associate Member Education program.

8. LOSS PREVENTION

Aspiration: Chapter has no Loss Prevention policy violations, has achieved 60% of available Loss Prevention credits, and has alcohol-free housing (if applicable).

Expectation: Chapter has no Loss Prevention policy violations and has achieved 50% of available Loss Prevention credits.

Minimum: Chapter has no Loss Prevention policy violations and has achieved 40% of available Loss Prevention credits.

9. ADVISORY SUPPORT

Aspiration: Chapter has a Chapter Advisory Board with three advisors in weekly contact with the chapter and eight advisors who are in monthly communication with the chapter leadership, and a House Corporation (if applicable). Advisors participate in at least four webinars yearly.

Expectation: Chapter has a Chapter Advisory Board with one advisor in weekly contact with the chapter and at least five advisors who are in monthly communication with the chapter leadership, and a House Corporation (if applicable). Advisors participate in at least three webinars yearly.

Minimum: Chapter has a Chapter Advisory Board with one advisor in weekly contact with chapter and at least three advisors who are in monthly communication with chapter leadership, and a House Corporation (if applicable). Advisors participate in at least two webinars yearly.

10. LEARNING ASSESSMENT

Aspiration: Chapter has 100% member completion of GreekLifeEdu and 100% member completion of the Delta Upsilon membership outcomes survey.

Expectation: Chapter has 90% member completion of GreekLifeEdu and 90% member completion of the Delta Upsilon membership outcomes survey.

Minimum: Chapter has 80% member completion of GreekLifeEdu and 80% member completion of the Delta Upsilon membership outcomes survey.

Note: The member completion of GreekLifeEdu began with all associate members starting in fall 2015, with the assumption that within four years, by spring 2019, all members would have taken GreekLifeEdu as an associate member. In the 2018-2019 evaluation year "member completion" for GreekLifeEdu will mean 80% + of all chapter members; prior to then it will refer to 80%+ of that year's associate members.

11. ACCOUNTS RECEIVABLE

Aspiration: Chapter has no fees past due as of Dec. 15 and May 15.

Expectation: Chapter has no fees more than 30 days past due as of Dec. 15 and May 15.

Minimum: Chapter has no fees more than 45 days past due as of Dec. 15 and May 15 or is current on an agreed-to payment plan.

STANDARDS LEVEL EXPLANATIONS

Aspiration – Chapters reaching the Aspiration level achieve above and beyond. These are model Delta Upsilon chapters and they are worthy of the Fraternity's highest honors.

Expectation – Chapters meeting the Expectation level are fulfilling their obligations as a chapter of Delta Upsilon. This is considered a solid level of achievement and one that is attainable for all chapters.

Minimum – Chapters at the Minimum level are on their way to fulfilling the obligations of Delta Upsilon but have improvements to be made. Chapters at this level are placed on an Improvement Plan with additional assistance and focus from the International organization and volunteers. Chapters failing to meet the minimum levels over multiple years may be in jeopardy of reorganization or suspension.

ASSESSMENT PROCESSES

Chapters will be assessed annually at the conclusion of each academic year based on all available data and will be notified of their status by August 1. Each chapter is responsible for submitting its Associate Member Education program verification and service hours per member with documentation and advisor verification via the Delta Upsilon website forms. All other data points are compiled by the International Headquarters.

The annual review will place chapters in one of three levels for each of the 11 Standards: Aspiration, Expectation, and Minimum, with the exception of the Associate Member Education, which is at the Expectation level only for complete implementation of the program. Certain Standards carry a heavier weight in the evaluation process and not achieving the Expectation level in those Standards may necessitate a meeting with the Men of Merit Committee. The Standards of CEP, GPA, Program Attendance, Membership, and Accounts Receivable may warrant an automatic meeting. Additionally, chapters noted as Minimum in any combination of four or more Standards will meet with the Men of Merit Committee and may be subject to alcohol-free housing for the duration of the next academic year, as well as a chapter retreat facilitated by International Headquarters staff. Chapters at the Minimum level or below in any Standard are required to follow the noted Improvement Plan. Chapters failing to meet the minimum levels over multiple years may be in jeopardy of reorganization or suspension.

Please note: exceptions for not meeting the Expectation level in any given Standard may be granted by the Men of Merit Committee on a case-by-case basis.

On a rotating basis, approximately every three years, each chapter will undergo a comprehensive review of their chapter operations by a Men of Merit Committee, including improvement and achievement with the Chapter Standards. This review will include feedback for both the chapter and the International Headquarters on the effectiveness and impact of the Standards process. Chapters found to be consistently below the Expectation level and showing little to no improvement may be recommended to the Delta Upsilon Board of Directors to

examine their ability to continue as a Delta Upsilon chapter. Chapters demonstrating outstanding achievement in the Standards process will be recognized as noted below.

IMPROVEMENT PLAN AND ASSISTANCE

If a chapter falls at the Minimum level or below for any Chapter Standard, it must begin work on the noted Improvement Plan for that area within the first 30 days of the next academic year (if applicable). It will work collaboratively with its International Headquarters staff liaison and/or Province Governor to ensure successful completion. An explanation of each Standard and Improvement Plan can be found in the supplementary rubric.

RECOGNITION

All chapters meeting the Aspiration and Expectation levels of the Chapter Standards will be recognized annually at the Leadership Institute and in the fall issue of the *Quarterly* as a “Men of Merit Chapter.” Official letters of recognition will be shared with college and university officials. Additional awards and recognition will be conferred based upon individual Chapter Standards performance.

MEN OF MERIT COMMITTEE

The Men of Merit Committee will be comprised of Delta Upsilon staff, alumni, and interfraternal colleagues selected based on their expertise and knowledge of chapter operations and industry best practices. They will receive formal training on the Men of Merit program and will be charged with assessing chapters on both the annual and rotating timelines as described above.

NEW COLONIES

As part of the Men of Merit Chapter Standards Program, all new Delta Upsilon colonies will be established with alcohol-free housing, if applicable. They will remain in alcohol-free housing in perpetuity.

MEMBERSHIP OUTCOMES ASSESSMENT

The impact of the fraternity experience is often described in an anecdotal way through personal stories about how membership has shaped one's life for the better. These testimonials have great value and should be shared whenever possible. However, oftentimes, the personal narrative falls short. Supplemental statistical data is needed to paint the full picture.

To fulfill a strategic initiative, Delta Upsilon launched a four-year partnership with Dyad Strategies, LLC (a research, educational assessment and strategic planning firm) in December 2015 to help the Fraternity obtain greater statistical data. The goal of this partnership is to:

- Measure student behaviors, values and attitudes.
- Gauge member growth in a range of areas, including problem solving, social justice, ethical decision making, and conscientiousness during their DU experience.
- Create an understanding of how members experience brotherhood at the chapter level.
- Map individual and chapter growth.
- Provide custom reports to each chapter on its membership.
- Enhance chapter servicing to meet the specific needs of each chapter.
- Measure the impact of the Men of Merit Standards and new Associate Member Education program.

Using the Four Founding Principles and DU's educational outcomes as its guide, a tailor-made assessment survey was sent to all Delta Upsilon undergraduates for the first time in spring 2016. Special time was allotted at chapter meetings for each man to complete the survey. The assessment will be completed annually each spring.

By utilizing this assessment tool, DU is able to compare its membership to that of the average college man, allowing the Fraternity to gauge the impact membership has over the typical college experience. By completing the assessment yearly, DU will be able to track membership growth and development year over year. The Fraternity will be able to show how a member develops throughout the course of his undergraduate experience.

In addition to fraternity-wide data, responses are analyzed at the chapter level, as well. Each summer at the Leadership Institute, chapters will receive a personalized reports of its members' responses. This allows the chapter to see how it develops members compared the typical college experience and the average DU results. The reports show top areas of strength as well as areas where improvement is needed. This is a valuable tool when goal setting for the year ahead and will allow the IHQ team work with chapter/colony advisors and officers to develop servicing strategies specifically tailored to their unique needs and priorities.

At the International level, DU will analyze the data further to look for trends that will inform its approach in allocating resources in ways that maximize impact on the undergraduate member. The educational programming team will make adjustments to curriculum to ensure all activities are aligned with desired organizational outcomes and assessed for effectiveness. At the end of the process, the goal is that each undergraduate learning opportunity will be intentionally linked to a proven and effective method for helping our young men grow and develop in the manner we expect through our Fraternity.

DEFINING BROTHERHOOD

A component of the Membership Outcomes assessment identifies four main areas of brotherhood. Many DU's claim they joined the Fraternity and stay involved because they felt connected to "the brotherhood." But what does that really mean? It can mean different things to different people. By looking at how a chapter relates to each area of brotherhood, you can tell you a lot about chapter dynamics and, potentially, identify potential problem areas.

BROTHERHOOD - SOLIDARITY

This is a measure of brotherhood where relationships are developed around a common sense of unity and support. In colloquial terms, "brother's have one another's back." Connections among brothers are based on commitment and mutual assistance. This can manifest in highly altruistic ways, such as helping a brother through a time of tragedy or loss or giving to a brother in need. This can also manifest in less altruistic behaviors such as backing up a brother, or covering for a brother no matter what. If solidarity becomes exacerbated within a chapter, a dynamic can emerge where the brotherhood develops unity for the sake of unity, rather than unity for the sake of achieving desired outcomes for the group.

BROTHERHOOD - SHARED SOCIAL

This is a measure of brotherhood where brotherhood is developed around a collection of individuals who enjoy one another's company. Individuals will centralize their relationships around time spent together in mutually desirable social pursuits. This may be representative of the amount of time spent with other group members. It also reflects the mentality that being in a fraternity is a deliberate choice to associate with a particular group of people. If shared social becomes exacerbated within a chapter, it can create an "us vs. them" dynamic as the group becomes increasingly insular. This can lead to a dynamic where individuals centralize their organizational identity around a connection to the social experience rather than a connection to the purpose of the organization or its members.

BROTHERHOOD - BELONGING

This is a measure of brotherhood where individuals feel valued and appreciated for who they are and what they bring to the group.

This is sometimes described as a sense of “home away from home.” Brotherhood transcends friendship and social interactions and becomes a deeper, more emotional connection. Brothers will establish relationships around a sense of shared belief in common value sets. Members within the group will feel as though they can present their authentic self to others. This dynamic will lead to a psychological feeling of connection and an emotional affect regarding one’s commitment to their fellow brothers and the group.

BROTHERHOOD - ACCOUNTABILITY

This is a measure of brotherhood where individuals connect through a mutual commitment to make one another better through mutual systems of accountability. This brotherhood is rooted in a sense of obligation. Relationships are established through a mutual connection to shared standards and a desire to uphold mutual obligations toward one another. Many of the standards are largely implicit and communicated through group norms and symbols within the organization. This accountability is expressed through both formal and informal group processes.

CHAPTER ADVISORY BOARD

The Chapter Advisory Board (CAB) provides consistent support and guidance to the undergraduate chapter with which it is affiliated through a series of group and individual in-person meetings, phone calls and other types of communication.

The most beneficial CAB will meet as a group with the undergraduate Executive Board at least two times per semester, and each individual advisor will meet with the undergraduate officer to which he or she is assigned on a more regular basis (usually a combination of in-person meetings, phone conversations and electronic communication).

The ideal CAB will consist of a Board Chairman plus one advisor for each undergraduate officer, for a total of nine (9) board members.

Of course, it is not always feasible to have a separate advisor for each undergraduate officer. In such cases, some advisors may need to be matched with multiple officers. This situation can get old pretty quickly, though—both for the advisor who may feel overwhelmed and for the officers who may feel short-changed.

Even when a chapter is blessed to have a fantastic, extremely involved local advisor, it is important to recognize that an individual cannot do it all—nor can he or she be relied upon forever. Things change. People move away or develop any number of additional priorities. Numerous times in the past, a chapter has been left virtually without any support at all following the sudden departure of a lone advisor it had relied upon up to that point. And perhaps worst of all, many members who graduate having had only one advisor present during the duration of their undergraduate days graduate thinking that there is no need or no place for him to be involved with the undergraduate chapter as an alumnus.

DU IHQ offers a number of resources to help advisors in their efforts to achieve DU's Mission of *Building Better Men* every day.

CHAPTER EXCELLENCE PLAN

The Chapter Excellence Plan focuses on the development of operational and values-based educational programming within each chapter. The CEP is designed to offer criteria for chapters to guide chapter actions in the areas of chapter operations or in demonstrating one of the Four Founding Principles. Through aligning their actions with Delta Upsilon's Principles, chapter members live up to the Fraternity's ideal each and every day. Students and advisors are able to read the criteria and view samples and demonstrations to complete the criteria and upload planning and execution documents which are reviewed by staff who can offer immediate feedback.

- Advisors should pay attention not only to the overall progress of the chapter which they advise, but also to the progress of the individual officer(s) they advise. A quick look at the CEP can reveal a lot.

PROFESSIONAL DEVELOPMENT PROGRAMS FOR ADVISORS

Each summer's Leadership Institute includes the Alumni and Volunteer Conference. Each spring, the Regional Leadership Academy includes education pertinent to advisors and each includes the Advisors Academy. Contact IHQ if you are interested in participating in these opportunities to interact with other advisors and with the undergraduate leaders whom you support.

ADVISOR WEBINAR SERIES

Delta Upsilon sponsors a monthly webinar series for advisors that focuses on continuing education and hot topics related to the Fraternity and higher education environment. Advisors may participate in the live webinars or view the recordings afterward.

PROFESSIONAL STAFF

If you have a question or would like to talk through a situation you're facing as an advisor, IHQ's professional staff would be happy to help. Simply email ihq@deltatau.org or call (317) 875-8900 and you will be connected with the most appropriate individual(s).

COLLEGE OR UNIVERSITY ADMINISTRATORS

Most institutions that host Greek Life have resources available to volunteer advisors.

PEER ADVISORS

If you would like to be put in touch with a local-level volunteer with the experience you're looking for, IHQ will be happy to help connect you.

POSITION DESCRIPTIONS

ADVISORY BOARD CHAIRMAN

As Advisory Board Chairman, you are the leader of the advisory team of a Delta Upsilon chapter or colony. You are not necessarily a member of Delta Upsilon or another Greek organization, but you do believe that a fraternity—when it is operating properly—offers profound benefits to its undergraduate and alumni members, as well as to its campus and community stakeholders. You are committed to the academic and educational development of each and every undergraduate member of the chapter or colony, and you take pride in the direct, integral role you play in ensuring the Fraternity achieves its Mission, each and every day, of *Building Better Men*.

The most beneficial Advisory Board Chairman:

- Strives to build better men by focusing on our non-secret heritage and Four Founding Principles.
- **Serves as chair of the Chapter Advisory Board, including running all Chapter Advisory Board meetings.**
- Ensures the Chapter Advisory Board meets monthly.
- Ensures a fill-in is in place for any Chapter Advisory Board meeting the Chairman cannot attend.
- Serves as the primary advisor and mentor for any Executive Board officer without a designated advisor.
- Monitors progress and ensures the completion of the CEP.
- Meets with undergraduate Executive Board advisors to discuss pertinent issues and progress of officers.
- Participates in pertinent training and educational programs provided by IHQ and the college/university.

CHAPTER ADVISOR

As Chapter Advisor, you are a key member of the advisory team of a Delta Upsilon chapter or colony. You are not necessarily a member of Delta Upsilon or another Greek organization, but you do believe that a fraternity—when it is operating properly—offers profound benefits to its undergraduate and alumni members, as well as to its campus and community stakeholders. You are committed to the academic and educational development of each and every undergraduate member of the chapter or colony, and you take pride in the direct, integral role you play in ensuring the Fraternity achieves its mission, each and every day, of *Building Better Men*.

The most beneficial Chapter Advisor:

- Strives to build better men by focusing on our non-secret heritage and Four Founding Principles.
- Meets regularly with the undergraduate President and serves as his primary advisor and mentor.
- Monitors progress and ensures full usage of the CEP.

- Attends chapter meetings at least twice monthly.
- Meets with the chapter's Executive Board at least twice monthly.
- Attends all formal ceremonies of the chapter.
- Attends all Advisory Board meetings.
- Meets with each associate member to discuss respective expectations and responsibilities.
- Reviews the chapter's financial data with the Treasurer on a monthly basis.
- Meets with the college/university fraternity/sorority life professional at least once a semester/quarter to maintain a positive relationship with the university officials and discuss the chapter's status.
- Attends all Judicial Board meetings of the chapter.
- Assists the Province Governor with issues related to the chapter.
- Meets with IHQ staff during their visits with the chapter.
- Participates in pertinent training and educational programs and attends all programs and conferences provided by IHQ.
- Participates in pertinent training and educational programs offered by the college/university.

ADVISORY BOARD SECRETARY

As Advisory Board Secretary, you are a key member of the advisory team of a Delta Upsilon chapter or colony. You are not necessarily a member of Delta Upsilon or another Greek organization, but you do believe that a fraternity—when it is operating properly—offers profound benefits to its undergraduate and alumni members, as well as to its campus and community stakeholders. You are committed to the academic and educational development of each and every undergraduate member of the chapter or colony, and you take pride in the direct, integral role you play in ensuring the Fraternity achieves its mission, each and every day, of *Building Better Men*.

The most beneficial Advisory Board Secretary:

- Strives to build better men by focusing on our non-secret heritage and the Four Founding Principles.
- Serves as secretary of the Chapter Advisory Board.
- Attends, and serve as Secretary during, all Chapter Advisory Board meetings.
- Serves as the primary advisor and mentor to the Vice President of Administration.
- Works with the Vice President of Administration to develop position goals and potential budget.
- Monitors progress and ensures the completion of the VP of Administration's portion of the CEP.

- Works with the Vice President of Administration to ensure that all paperwork is sent to IHQ in a timely matter.
- Ensures sufficient communication between IHQ staff, university administration, chapter alumni, the local corporation board (if any), the Chapter Advisory Board and any other stakeholders.
- Ensures the Vice President of Administration creates and maintains a calendar of chapter events.
- Ensures that minutes are taken and posted as record of all chapter meetings.
- Ensures the Vice President of Administration is held accountable to his responsibilities.
- Participates in pertinent training and educational programs provided by IHQ and the college/university.

ADVISORY BOARD TREASURER

As Advisory Board Treasurer, you are a key member of the advisory team of a Delta Upsilon chapter or colony. You are not necessarily a member of Delta Upsilon or another Greek organization, but you do believe that a fraternity—when it is operating properly—offers profound benefits to its undergraduate and alumni members, as well as to its campus and community stakeholders. You are committed to the academic and educational development of each and every undergraduate member of the chapter or colony, and you take pride in the direct, integral role you play in ensuring the Fraternity achieves its mission, each and every day, of *Building Better Men*.

The most beneficial Advisory Board Treasurer:

- Strives to build better men by focusing on our non-secret heritage and Four Founding Principles.
- Meets regularly with the Vice President of Finance regarding all financial decisions and the budget of the chapter.
- Attends all Chapter Advisory Board meetings.
- Works with the Vice President of Finance to develop his position goals and potential budget.
- Assists in the development and execution of fiscal policies.
- Ensures completion of monthly financial reports.
- Monitors progress and ensures completion of the Vice President of Finance's portion of the CEP.
- Ensures communication between IHQ staff, the Vice President of Finance the alumni treasurer, and the Corporation Board (if any).
- Assists in the collection of all fees and past due accounts receivable, in accordance with chapter policy.
- Ensures that all paperwork and payments are sent to IHQ and/or vendors in a timely matter.
- Manages all financial responsibilities of the Advisory Board.

- Ensures the Vice President of Finance is held accountable to his responsibilities.
- Participates in pertinent training and educational programs provided by IHQ and the college/university.

VICE PRESIDENT OF MEMBERSHIP RECRUITMENT ADVISOR

As Vice President of Membership Recruitment Advisor, you are a key member of the advisory team of a Delta Upsilon chapter or colony. You are not necessarily a member of Delta Upsilon or another Greek organization, but you do believe that a fraternity—when it is operating properly—offers profound benefits to its undergraduate and alumni members, as well as to its campus and community stakeholders. You are committed to the academic and educational development of each and every undergraduate member of the chapter or colony, and you take pride in the direct, integral role you play in ensuring the Fraternity achieves its mission, each and every day, of *Building Better Men*.

The most beneficial vice president of membership recruitment advisor:

- Strives to build better men by focusing on our non-secret heritage and Four Founding Principles
- Serves as the primary advisor and mentor to the Vice President of Membership Recruitment.
- Meets regularly with the Vice President of Membership Recruitment regarding chapter recruitment effort and strategy of the chapter.
- Works with the Vice President of Membership Recruitment to develop his position goals and budget.
- Ensures the development of a written calendar of recruitment events.
- Monitors progress and ensures the completion of the Vice President of Membership Recruitment's portion of the CEP.
- Ensures the scheduling of at least one recruitment event per year based on each of the Four Founding Principles.
- Implements a values-based recruitment selection process.
- Helps to plan recruitment workshops and develop recruitment techniques.
- Helps develop a year-round recruitment strategy.
- Helps ensure that all recruitment events are within IHQ, university and IFC standards and policies.
- Helps develop recruitment materials explaining the benefits of becoming a member of Delta Upsilon.
- Attends all Chapter Advisory Board meetings.
- Ensures the Vice President of Membership Recruitment is held accountable to his responsibilities.

- ♦ Participates in pertinent training and educational programs provided by IHQ and the college/university.

CAMPUS/FACULTY ADVISOR

As Campus/Faculty Advisor, you are a key member of the advisory team of a Delta Upsilon chapter or colony. You are a member of the faculty or staff of the college or university at which the chapter or colony exists. You are not necessarily a member of Delta Upsilon or another Greek organization, but you do believe that a fraternity—when it is operating properly—offers profound benefits to its undergraduate and alumni members, as well as to its campus and community stakeholders. You are committed to the academic and educational development of each and every undergraduate member of the chapter or colony, and you take pride in the direct, integral role you play in ensuring the Fraternity achieves its Mission, each and every day, of *Building Better Men*.

The most beneficial Campus/Faculty Advisor:

- ♦ Strives to build better men by focusing on our non-secret heritage and the Four Founding Principles.
- ♦ Serves as the primary advisor and mentor to the Vice President of Academic Excellence.
- ♦ Meets regularly with the Vice President of Academic Excellence regarding the academic standards and achievement of the chapter or colony.
- ♦ Works with the Vice President of Academic Excellence to develop his position goals and potential budget.
- ♦ Assists in the development of a written scholarship program which includes:
 - Academic Resource List
 - Study skills information
 - Chapter tutoring programs
 - Personal study hours schedule for members
- ♦ Assists in the enforcement of the academic eligibility standards to be able to be initiated, attend chapter meetings, and vote.
- ♦ Assists with chapter/officer retreats.
- ♦ Attends at least two chapter meetings per semester.
- ♦ Monitors progress and ensures the completion of the Vice President of Academic Excellence's portion of the CEP.
- ♦ Meets individually with each associate member of the chapter to discuss academics, expectations and responsibilities.
- ♦ Attends all Chapter Advisory Board meetings and reports on the academic standards and achievement of the chapter/colony.
- ♦ Ensures the Vice President of Academic Excellence is held accountable to his responsibilities.
- ♦ Participates in pertinent training and educational programs provided by IHQ and the college/university.

VICE PRESIDENT OF LOSS PREVENTION ADVISOR

As Vice President of Loss Prevention Advisor, you are a key member of the advisory team of a Delta Upsilon chapter or colony. You are not necessarily a member of Delta Upsilon or another Greek organization, but you do believe that a fraternity—when it is operating properly—offers profound benefits to its undergraduate and alumni members, as well as to its campus and community stakeholders. You are committed to the academic and educational development of each and every undergraduate member of the chapter or colony, and you take pride in the direct, integral role you play in ensuring the Fraternity achieves its Mission, each and every day, of *Building Better Men*.

The most beneficial Vice President of Loss Prevention Advisor:

- ♦ Strives to build better men by focusing on our non-secret heritage and Four Founding Principles.
- ♦ Serves as the primary advisor and mentor to the Vice President of Loss Prevention.
- ♦ Meets regularly with the VP Loss Prevention to promote that all FIPG, IHQ, university, state, city, and local polices and laws are followed by the chapter.
- ♦ Assists the Vice President of Loss Prevention in the development of his position goals and budget.
- ♦ Assists in the development of a code of conduct for the chapter, including, at minimum:
 - Polices concerning the treatment of women
 - Prohibitive measures concerning illegal drugs
 - The abuse of alcohol and underage drinking
- ♦ Assists in the development and enforcement of the chapter's Loss Prevention Policy.
- ♦ Monitors progress and ensures the completion of the Vice President of Loss Prevention's portion of the CEP.
- ♦ Ensures the Vice President of Loss Prevention is held accountable to his responsibilities.
- ♦ Ensures that at least three speakers are scheduled per year to discuss loss-prevention related issues, such as:
 - Alcohol/drug use
 - Hazing
 - Legal liability
- ♦ Attends all Chapter Advisory Board meetings.
- ♦ Participates in pertinent training and educational programs provided by IHQ and the college/university.

VICE PRESIDENT OF MEMBERSHIP EDUCATION ADVISOR

As Vice President of Membership Education Advisor, you are a key member of the advisory team of a Delta Upsilon chapter or colony. You are not necessarily a member of Delta Upsilon or another Greek organization, but you do believe that a fraternity—when it is operating properly—offers profound benefits to its undergraduate and alumni members, as well as to its campus and community stakeholders. You are committed to the academic and educational development of each and every undergraduate member of the chapter or colony, and you take pride in the direct, integral role you play in ensuring the Fraternity achieves its Mission, each and every day, of *Building Better Men*.

The most beneficial Vice President of Membership Education Advisor:

- ✦ Strives to build better men by focusing on our non-secret heritage and Four Founding Principles.
- ✦ Serves as the primary advisor and mentor to the vice president of membership education.
- ✦ Meets regularly with the vice president of membership education regarding all education programming/activities of the chapter.
- ✦ Assists the vice president of membership education in the development of his position goals and budget.
- ✦ Monitors progress and ensures the completion of the vice president of membership education's portion of the CEP.
- ✦ Develops a detailed member-education program and schedule that is actively used.
- ✦ Ensures the complete implementation of the Associate Member Education Program.
- ✦ Ensures that all vice president of membership education goals are actively pursued and achieved.
- ✦ Ensures that at least one guest speaker per month is scheduled to speak on educational topics to general members of the chapter.
- ✦ Assists the Vice President of Membership Education in the organization of at least two workshops of educational value per year with another campus organization.
- ✦ Ensures that at least two cultural events per year are scheduled.
- ✦ Ensures that all required paperwork is submitted to IHQ in a timely matter.
- ✦ Attends all Chapter Advisory Board meetings.
- ✦ Ensures the Vice President of Membership Education is held accountable to his responsibilities.
- ✦ Participates in pertinent training and educational programs provided by IHQ and the college/university.

VICE PRESIDENT OF EXTERNAL RELATIONS ADVISOR

As Vice President of External Relations Advisor, you are a key member of the advisory team of a Delta Upsilon chapter or colony. You are not necessarily a member of Delta Upsilon or another Greek organization, but you do believe that a fraternity—when it is operating properly—offers profound benefits to its undergraduate and alumni members, as well as to its campus and community stakeholders. You are committed to the academic and educational development of each and every undergraduate member of the chapter or colony, and you take pride in the direct, integral role you play in ensuring the Fraternity achieves its Mission, each and every day, of *Building Better Men*.

The most beneficial undergraduate Vice President of External Relations Advisor:

- ✦ Strives to build better men by focusing on our non-secret heritage and Four Founding Principles.
- ✦ Serves as the primary advisor and mentor to the Vice President of External Relations.
- ✦ Meets regularly with the Vice President of External Relations regarding the advancement of the Fraternity in the local and university community.
- ✦ Assists the Vice President of External Relations in the development of his position goals and budget.
- ✦ Monitors progress and ensures the completion of the Vice President of External Relations' portion of the CEP.
- ✦ Assists in the development and implementation of written communications plans for: alumni, parents, Greek partners, campus partners, community partners, and any other pertinent stakeholders.
- ✦ Ensures at least two parent or alumni events are scheduled per year.
 - Founders Day, Initiation, Parents Day/Weekend, or Homecoming.
- ✦ Ensures the publication of an alumni or parent newsletter published at least two times per year.
- ✦ Ensures that at least two service/philanthropic projects happen each academic year.
- ✦ Ensures Vice President of External Relations is held accountable to his responsibilities.
- ✦ Attends all Chapter Advisory Board meetings.
- ✦ Participates in pertinent training and educational programs provided by IHQ and the college/university.



ADVISING

The most effective DU advisors have not only a solid grasp of the structure, heritage, events and programs of the International Fraternity, but they also understand the kinds of students they're working with and the types of challenges they must overcome to successfully operate their colony or chapter.

The following pages cover some of the most common and important questions advisors have—Who are these students? How do I work with them? What about finances, recruitment and loss prevention?—as well as provide a number of tips and best practices for advising today's members of Delta Upsilon.

WORKING WITH GENERATION Z COLLEGE STUDENTS

The oldest members of Generation Z are now college-aged and entering our chapters and colonies. It is important for advisors to have a basic understanding of the general characteristics and world view that this new generation is bringing to college.

CHARACTERISTICS

In Seemiller and Grace's book *Generation Z Goes to College* (2016), they describe the characteristics of this generation. Generation Z embraces diversity. They are more tolerant, respectful and responsible than previous generations at their age. They are social change-oriented, meaning they're more socially aware of issues and community-minded. Gen Z is more cautious, but not afraid to try new things. Major national events such as the Great Recession and school shootings have made them more resilient and pragmatic. They're naturally more collaborative, having grown up in a time where sharing others' property, free or paid such as through Airbnb or Uber, is commonplace. They have confidence but can see through the superficial, and they tend to follow authority and get along well with their parents, most of whom are members of Generation X.

TECHNOLOGY

Generation Z are the first true digital natives with no memory of a world without technology. As Karen Wondergem (2017) describes: "...Generation Z seeks knowledge through the technology that is ingrained in their day-to-day experience. They don't see technology as a tool; to a Gen Z learner, technology is a normal part of life. What makes them different from their predecessors is their potential to construct solutions to educational or societal issues with the technology that allows them to text, stream, publish, chat, create, connect, listen and explore at will." Gen Z spends nearly every hour awake online in some capacity and utilizes social media to stay constantly connected to their friends and family.

LEARNING

According to Seemiller and Grace (2016), the average Gen Z student entering college today has:

- An overreliance on technology and 24-7 access to any information.
- Trouble distinguishing fact from opinion, and a sense of entitlement that anything on the internet is up for grabs.
- An eight-second attention filter and a need for an immediate response.
- A propensity to be 'generalists' vs. 'specialists.'
- A tendency to think in a non-linear fashion and prefer to construct rather than be instructed.

Gen Z desires brief, meaningful and effective learning experiences and, in general, they see issues and trends from a global perspective (Wondergem, 2017). They also embrace peer-to-peer learning and desire continual and immediate feedback.

COMMUNICATION

Huhman (2017) states that the best way to communicate with Generation Z is to embrace mobile communications and, whenever possible, take advantage of platforms that are mobile-friendly. This generation is incredibly well-connected, so if you can't use GroupMe or Venmo get the work done, you may be left behind. Despite being digital natives, however, 39 percent of Generation Z says in-person communication is the most effective form, so it's crucial to balance quick, easy mobile communication with taking time to get to know them and discuss important items in person. Gen Z views communication as a two-way street and values leaders who listen and encourage them to share their opinions.

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- Wondergem, K. (2017, September 9). Here comes z: Strategies to engage a new generation of college students. *eLearning Industry*. Retrieved from <https://elearningindustry.com/engage-a-new-generation-of-college-students-strategies>

BUILDING BETTER MEN: STUDENT DEVELOPMENT THEORIES

Student development theories provide frameworks through which we can better understand what's going on (or should be going on) with undergraduate members of DU colonies and chapters.

Not all DU advisors need to be experts on student development—that's a role for certain members of campus administration and headquarters staff—but the most effective DU advisors have at least a basic understanding of the key elements of the best-known theories.

Since educational programs at the campus and headquarters levels are typically based on fundamental components of student development theories, the most effective DU advisors are able to support and complement the professional training students receive by keeping these fundamental components in mind as they work with the students they advise. Conversely, a DU advisor with no understanding whatsoever of the following theories runs the risk of "undoing" or lessening the positive impact these programs can have on students.

Following are summaries of the best-known, generally accepted theories explaining how students develop...or don't. Or, in the case of DUs, become better men...or don't.

STUDENT DEVELOPMENT THEORY 101

Here are two of the most simple and applicable theories:

CHALLENGE AND SUPPORT – NEVITT SANFORD, 1996

- Three developmental conditions: Readiness, Challenge, Support
- Readiness – individuals cannot exhibit certain behaviors until they are ready to do so
- Goal – find the range of optimal dissonance for the person
- Too much challenge/too little support = regress, polarize, escape, ignore
- Too little challenge/too much support = safe, satisfied, under develop

MARGINALITY & MATTERING - NANCY SCHLOSSBERG, 1989

- Marginality – feelings occur when individuals take on new roles, uncertain about what the role entails, not fitting in, can lead to self consciousness, irritability, depression, worry about whether they matter to anyone
- Mattering – our belief, whether right or wrong, that we matter to someone else, five aspects:
 - Attention – feeling that one is noticed
 - Importance – belief that one is cared about
 - Ego extension – feeling that someone else will be proud of what one does/sympathize with one's failures
 - Dependence – feeling of being needed
 - Appreciation – feeling that one's efforts are appreciated by others

How are these two theories applicable to what we do? How can we utilize them?

THEORY OF IDENTITY DEVELOPMENT – ARTHUR CHICKERING & LINDA REISSER, 1993

- Proposed seven vectors of development that contribute to the formation of identity
- Students move through the vectors at different rates, the vectors can interact with each other, and students often find themselves reexamining issues associated with vectors that they already worked through – FLUID

1. Developing Competence:

- Intellectual – knowledge & skills, critical thinking & reasoning, intellectual, cultural & aesthetic sophistication
- Physical – athletic & recreational activities, wellness, artistic abilities
- Interpersonal – communication, leadership, working effectively with others

2. Managing Emotions:

The ability to recognize and accept emotions, appropriately express and control them, learn to act on feelings in a responsible manner

3. Moving Through Autonomy Toward Interdependence:

- Increased emotional independence – freedom from continual and pressing needs for reassurance, affection, or approval from others
- Instrumental independence – self-direction, problem-solving ability, mobility
- Recognize and accept the importance of interdependence – interconnectedness with others

4. Developing Mature Interpersonal Relationships:

- Development of intercultural and interpersonal tolerance and appreciation of differences
- Capacity for healthy and lasting intimate relationships with partners and close friends
- Ability to accept individuals for who they are, respect differences, appreciate commonalities

5. Establishing Identity:

- Includes comfort with body and appearance, gender and sexual orientation, and a sense of one's social and cultural heritage
- A clear self-concept, comfort with one's roles and lifestyle, a sense of self in light of feedback from others

- Self-acceptance and self-esteem, personal stability and integration
6. Developing Purpose:
- Clear vocational goals
 - Making meaningful commitments to specific personal interests and activities
 - Establishing strong interpersonal commitments
 - Making and staying with decisions, even in the face of opposition

THEORY OF MORAL DEVELOPMENT – LAWRENCE KOHLBERG, 1976

- Focuses on how people make moral judgments
- Three qualities – emphasis on value rather than fact, an effect on a person or persons, and a requirement that an action be taken
- The transformations that occur in a person's form or structure of thought with regard to what is viewed as right or necessary

Level I: Pre-Conventional

- Stage 1: Heteronomous Morality
- Obeying rules so as not to be punished and refraining from physical harm to persons and property
- Justify actions based on avoidance of punishment and superior power of authorities
- Do not consider the rights or concerns of others

Stage 2: Individualistic, Instrumental Morality

- Follow rules if it is in their interest to do so
- Understand that other people have needs and interests that may conflict with their own so right is defined by what is fair/equal exchange/agreement
- Assuring satisfaction of own needs and wants while minimizing possibility of negative consequences to themselves

Level II: Conventional

Stage 3: Interpersonally Normative Morality

- Living up to the expectations of those to whom one is close and carrying out one's social roles in an acceptable way
- Maintaining image as a "good person", gaining approval of others
- Shared feelings, agreements and expectations take precedence over individual interests

Stage 4: Social System Morality

- View the social system as made up of a consistent set of rules and procedures that apply equally to all people

- Right is upholding the laws established by society and carrying out agreed upon duties
- Do what is right to maintain the system and fulfill one's obligations

Level III: Post-Conventional/Principled

Stage 5: Human Rights and Social Welfare Morality

- Rightness of laws and social systems are evaluated on the extent to which they promote fundamental human rights and values
- Social system is a social contract into which individuals freely enter in order to protect rights and ensure welfare of all people
- Moral obligations and social relationships are based on making agreements and depending on them

THEORY OF EXPERIENTIAL LEARNING - DAVID KOLB, 1984

Learning is the process by which knowledge is created through the transformation of experience

Learning requires abilities that are polar opposites

Accommodator

- Action-oriented and at ease with people
- Prefers trial-and-error problem solving
- Good at carrying out plans
- Open to new experiences
- Adapts easily to change
- Weakness: get caught up in activity for activity's sake, engaged in insignificant efforts

Diverger

- People- and feeling-oriented
- Imaginative
- Aware of meaning and values
- Good at generating and analyzing alternatives
- Weakness: can be indecisive and overwhelmed by alternatives

Converger

- Prefers technical tasks over social or interpersonal settings
- Excels at problem solving, decision making, and practical applications
- Weakness: prone to premature decision making and solving the wrong problem

Assimilator

- Emphasizes ideas rather than people



- ♦ Good at inductive reasoning
- ♦ Creating theoretical models
- ♦ Integrating observations
- ♦ Weakness: may be impractical and seem lost in the clouds

THEORY OF SUBCULTURES – CLARK & TROW, 1966

- ♦ Four subcultures on college campuses
- ♦ Results from assessing which students identify with ideas and which identify with their institution
- ♦ The typical character of an institution is partially a function of the dominance of one or more of these subcultures environment influences the student and vice versa (type of student that attends, etc)

Subcultures:

1. Academic

- ♦ Serious students who work hard, achieve high grades and participate in campus life
- ♦ Identify with their college and faculty members
- ♦ Institution supports intellectual values and opportunities for learning
- ♦ Place a premium on the intellectual life of the institution (libraries, labs, classrooms)

2. Nonconformist

- ♦ Maintain a critical detachment from the college they attend and the faculty
- ♦ Generalized hostility towards administration
- ♦ Values and rewards individualistic styles, concern for personal identity and self-awareness and frequently contempt for organized society

3. Collegiate

- ♦ Loyal to their college but indifferent, if not resistant, to serious intellectual demands
- ♦ Place at a premium campus social life, extracurricular activities, athletics, living group functions and friendships
- ♦ Count on them to attend the homecoming parade and game but not the department discussion group

4. Vocational

- ♦ Care little about ideas or involvement in the institution
- ♦ A college education is off-the-job training leading to a diploma and better job than they could obtain otherwise
- ♦ Ideas, scholarship, social life and extracurricular activities aren't particularly valued

ADVISING RECRUITMENT

Recruitment, as has often been said, is the lifeblood of a fraternity. If there are no members, there's no mission.

Chapters without enough members struggle day in and day out to fill their bed space (if housed), meet their financial obligations, staff chapter events and run the chapter operations. Because of these constraints, a chapter without enough members never really even addresses the entire purpose of the organization—demonstrating the Four Founding Principles and *Building Better Men*—because they're too busy trying to stay afloat.

Of course it isn't sufficient simply to have enough members (the generally accepted number, depending on campus size/presence of a house/facility, is 35), because they also have to be the "right" members: men who will meet academic, financial, behavioral and other expectations while also contributing time and energy to the benefit of the entire chapter.

Suffice it to say: recruitment is important.

The question this section addresses, then, is: What are some ways an advisor can help ensure the colony or chapter he or she advises consistently recruits a large number of high-quality men who contribute to the whole?

BEST PRACTICES

Be familiar with the responsibilities of the Vice President of Recruitment shown in the CEP on deltau.org. Assist the Vice President of Recruitment and recruitment committee to fully meet their responsibilities.

Be familiar with the recruitment content and resources available on deltau.org on the Officer Resources page.

Encourage the use of phiredup.com. Have the chapter purchase a few copies of *Good Guys*, available on this website. Use the many terrific, free recruitment resources available on this website. Go back to this website again and again. They truly are the recruitment experts.

Find one advisor to focus on recruitment. The person didn't have to be rush chair when he/she was an undergrad to be effective. (In fact, that experience can be harmful when the advisor thinks successful recruitment today should be just like successful rush in years past.) Rather, successful recruitment advisors today are often in the "people business"—sales, customer service, etc. Campus admissions and residential life staff often make great recruitment advisors.

CHALLENGE THESE COMMON FALSE ASSUMPTIONS BY STUDENTS:

"We can only give bids on Bid Day."

This is almost never true.

"We have deferred recruitment, so people can't join in the fall."

One-semester-deferred recruitment means freshmen can't join in the fall. Just because the chapter (or other chapters on campus) chooses not to recruit upperclassmen in the fall doesn't mean they're not allowed to.

These are only two common misconceptions related to recruitment rules on a particular campus. There are plenty more. As an advisor, empower the students to confirm or disconfirm rumors or conventional wisdom. In this case, the best way to do that is by looking at the IFC Constitution and/or talking directly to the campus professional in charge of Greek Life. Also, challenge that these are not excuses for not doing the work of recruiting 24/7/365.

"We've got a names list of 25 guys. We're in great shape!"

You're probably in pretty poor shape. Chapters almost always overestimate the number of people who have shown interest that will actually end up joining. (Then they overestimate the number of associate members who will become initiated; then the number of brothers who will return to school/the chapter next year; etc.) The number of names on a names list should have three numbers in it.

"We didn't recruit as many guys as we wanted, but they're all really high-quality."

This is usually just a rationalization for poor planning, execution or effort, which is perfectly natural, but don't let the students gloss over the reality, or else they're likely to repeat the mistake in the future.

"We recruited such a big class last fall, we're going to take a semester off and really focus on our brotherhood."

Be extremely skeptical of this attitude; it's a red flag. Members are continually leaving the chapter due to graduation and other factors, so new ones need to continually be added, or else there's trouble.

ADVISING FINANCIAL MANAGEMENT

Financial management is a continual challenge for many undergraduate Executive Boards, and it's an area where "adult" support can be incredibly helpful, as most college graduates simply have more "real world" financial experience than most college students do.

Most often, undergraduate DUs have had little-to-no experience creating organizational budgets, managing significant bank accounts, managing accounts receivable/payable, cash flow, etc.

Too often, the Vice President of Finance is elected because he's the guy in the chapter who's had an accounting class. And too often, when he takes on the responsibility he's not effectively transitioned into the role by the prior Vice President of Finance (who also may not have been properly qualified or transitioned, etc.).

As with advising on any topic assigned to an undergraduate Executive Board member, the best first step is to review the position's requirements in the CEP found on deltau.org. Review the responsibilities of the Vice President of Finance and ensure he's adequately addressing each one.

Most DU chapters utilize some type of third-party resource to help manage its finances. This practice is highly recommended—more so than any other singular practice a chapter can do to effectively manage its finances. Most often, this is a company such as Legacy Financial (legfi.com).

A few campuses help Greeks manage their finances through a particular department on campus (this is usually, but not always, when the campus owns the facility used as the chapter house), and this is a good option when it's available.

Using a company like Legacy Financial provides a really good structure for managing all aspects of the chapter's finances, allowing online access by predetermined people, including an advisor, so transactions can happen more quickly, information can be easily accessible at any time (and only by the correct people) and problems can be spotted and quickly fixed. In the cases where members are delinquent on their dues and it unfortunately becomes necessary to take them to collections, the process is immeasurably easier when the chapter uses a company like Legacy Financial than when they manage all the books completely on their own. (Often, in fact, it's not even possible to effectively pursue collections when the chapter manages things on their own, because they often don't have the proper paperwork, signatures, etc., to do so.)

There are many useful financial-management resources on the Chapter Resources page of deltau.org.

Check out the Appendix of this Handbook and deltau.org for information and dates for Fee and Reporting Information.

ADVISING LOSS PREVENTION

Delta Upsilon International Fraternity's recommended approach for advisors and undergraduate men.

WHAT IS EXPECTED OF OUR CHAPTERS?

We expect that each chapter and member of Delta Upsilon learn to hold each other to their standards and commitment made to Delta Upsilon. The support mechanism are there to assist the men in this process and train them on the techniques necessary to creating a safe environment.

- Self-Governance
- International Fraternity support
- Advisor support
- University support

MODEL FOR SUCCESS

Prevention Measures

- Education: on Loss Prevention, risk, men's health, mental health, etc.
- University Support: using professionals on campus as the educators
- Community Support: using professionals in the community as the educators
- Delta Upsilon International Fraternity: provides resources for education and guides for practice

Accountability within the Chapter

- Recognition skills: Chapter members need to recognize the behaviors when they occur. This can begin with the education above, but will need to be enacted and documented in order to hold brothers accountable.
- Mediation techniques: Delta Upsilon membership should be trained and enact mediation techniques in order to address behaviors in times of informal accountability and crisis management.
- Internal Standards Board utilization: Chapters need to have an efficient formal process that is used based on values and brotherhood rather than judicious traditional models. This should also reflect the International Fraternity's Constitution and By-laws processes for removal of members to ensure due process.

Assessment

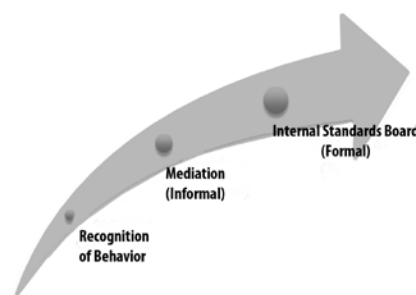
- Contributing Factors: Identification of issues and unique weaknesses within the chapter should be proactively assessed (see "what contributes to loss prevention")
- Goals Setting: Make sure to work with the men on setting goals for the entire year. (SMART goals are easy to use: Specific, Measurable, Attainable, Realistic and Timely).

- Follow-Up: An advisor is a responsibility to follow up on the goals, as well as any issues that have arisen with individuals. This will also allow another form of assessment to see if your work needs to be adjusted or challenged moving forward.

WHAT CONTRIBUTES TO LOSS PREVENTION ISSUES...

The definitions below are given to help identify those factors that contribute to the chapter environment. Once we identify what factors exist, we can begin to integrate a comprehensive plan.

Risk Factors: are things present in the environment that increase the likelihood of behavior.



Example: individual bars in rooms

Protective Factors: are things present in the environment that reduce likelihood of behavior.
Example: alcohol distribution area

Vulnerability factors: are things present in the environment that increase likelihood of danger.
Example: alcohol

THE CONCEPT OF ACCOUNTABILITY

1. Recognition of Behavior

The moment where a brother's behavior is recognized as being not in line with the values set forth by Delta Upsilon. Can be reported to the standards chair by any member of the chapter.

2. Mediation

The first step in addressing the recognition of behavior. This is a moment where the standards chair or appropriate brother approaches the individual to learn more about the behavior and listen. This is the first assessment of what actions are needed to move forward.

3. Internal Standards Board

This is the formal process that will include multiple brothers within the Fraternity providing recommendations to help improve the individual.

When to go to a standards board?

- The mediation shows considerable concern and cannot be resolved informally
- The behavior is repetitive after mediation

For a resource and assistance with building and running an Internal Standards Board, contact IHQ at ihq@deltatau.org or (317) 875-8900.

ALLOCATION MODEL

LOSS PREVENTION VIOLATION:

5% credit if there has been no violation of the Fraternity's Loss Prevention Policies in the previous two fiscal years.

15% credit if no violations of the Fraternity's Loss Prevention Policies have occurred in the previous four fiscal years.

CLAIMS/LOSS HISTORY:

5% credit if the chapter has experienced no losses over \$2500 (paid or reserve) in the previous two fiscal years.

15% credit if the chapter has experienced no losses over \$2500 (paid or reserve) in the previous four fiscal years.

NO FACILITY:

15% credit if the chapter does not own or lease a facility.

GreekLifeEdu Training: (Substitute Programs will not be accepted)

5% credit if the chapter has 50% of the membership certified by GreekLifeEdu (minimum of five members.)

10% credit if the chapter has 75% of the membership certified by GreekLifeEdu (minimum of 10 members.)

EDUCATIONAL CONFERENCES:

5% credit if the chapter representative has attended the organized Loss Prevention Seminar at the last two Leadership Institutes, Presidents Academies and Regional Leadership Academies.

10% credit if the chapter representative has attended the organized Loss Prevention Seminar at the last four Leadership Institutes, Presidents Academies and Regional Leadership Academies.

NON-PARTICIPATION/ALCOHOL FREE HOUSING (AFH) INCENTIVE PROGRAM

10% credit to the chapters that adhere to the AFH Policy. To be eligible for this discount, chapters must have adhered to the AFH Policy for a minimum of one semester prior to the beginning of the next school year. Any chapter that violates the AFH Policy will not be eligible for the discount the following year.

PROPERTY INSPECTION COMPLIANCE INCENTIVE PROGRAM

10% credit for chapters who have had an insurance inspection of their chapter facility within the past three fiscal years and who have on file with the Fraternity a report that they are in compliance with all recommendations of the inspection report or Loss Prevention Committee approval to defer such compliance.

DELTA UPSILON LOSS PREVENTION POLICY

Delta Upsilon Fraternity is a member of the Fraternity Risk Management Trust (FRMT, Ltd.). The Loss Prevention Policy of Delta Upsilon includes the following provisions and shall apply to all chapters, colonies, and members. All activities of all Delta Upsilon chapters, colonies, and members must be in compliance with all Federal, state, and local laws at all times.

ALCOHOL AND DRUGS

1. The possession, sale or use of any **ILLEGAL DRUGS** or **CONTROLLED SUBSTANCES** while on chapter premises or during a fraternity event or at any event that an observer would associate with the fraternity is strictly prohibited.
2. The possession, sale, use or consumption of **ALCOHOLIC BEVERAGES**, while on chapter premises, during a fraternity event, in any situation sponsored or endorsed by the chapter, or at any event an observer would associate with the Fraternity, must be in compliance with any and all applicable laws of the state, province, county, city and institution of higher education, and must comply with either the BYOB or Third-Party Vendor Guidelines. BYOB is defined as one (1) six-pack of 12-ounce beers or one (1) four pack of wine coolers brought by a member or guest who is legally able to consume an alcoholic beverage.
3. No alcoholic beverages may be purchased through or with chapter funds nor may the purchase of same for members or guests be undertaken or coordinated by any member in the name of, or on behalf of, the chapter. The purchase or use of a bulk quantity or common source(s) of alcoholic beverage, i.e. kegs or cases, is prohibited.
4. **OPEN PARTIES**, meaning those with unrestricted access by non-members of the Fraternity, without specific invitation, where alcohol is present, are prohibited. Any event with alcohol present that can or will be associated with an entity of the Fraternity should require a guest list prepared 24 hours in advance of the event. It is recommended that a list of those who attend be maintained for several years.
5. No members, collectively or individually, shall purchase for, serve to, or sell alcoholic beverages to any minor (i.e., those under legal "drinking age").
6. No chapter may co-sponsor an event with an alcohol distributor or tavern (tavern defined as an establishment generating more than half of annual gross sales from alcohol) where alcohol is given away, sold or otherwise provided to those present. This includes any event held in, at or on property of a tavern as defined above for the purposes of fundraising. A chapter may rent or use a room or area in a tavern as defined above for a closed event held within the provisions of this policy, including the use of a third-party vendor and guest list. An event at which alcohol is present could be conducted or co-sponsored with a charitable organization if the event is held within the provisions of the Fraternity and college or university policy.
7. No chapter may co-sponsor or co-finance or attend or participate in a function where alcohol is purchased by any of the host chapters, groups or organizations.
8. All recruitment or rush activities associated with any chapter will be non-alcoholic. No recruitment or rush activities associated with any chapter may be held at or in conjunction with an alcohol distributor or tavern as defined in this policy.
9. No member or associate member, shall permit, tolerate, encourage or participate in "drinking games." Examples of "drinking games" includes but is not limited to the rapid consumption of alcohol, liquor or alcoholic beverages, including shots; the practice of consuming shots equating to one's age, "beer pong," "century club," "dares," or any other activity involving the consumption of alcohol which involves duress or encouragement related to the consumption of alcohol.
10. No alcohol shall be present at any associate member program, activity or ritual of the chapter. This includes, but is not limited to activities associated with "bid night," "big brother night" and initiation.

HAZING

No chapter, colony, member, alumnus, or employee of the Fraternity shall conduct nor condone hazing activities. Permission or approval by a person being hazed is not a defense. Hazing activities are defined as:

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

DISCRIMINATION, HARASSMENT AND SEXUAL MISCONDUCT

The Fraternity will not tolerate or condone any form of culturally insensitive activity including but not limited to costumes, party themes, clothing or derogatory comments towards or about another culture, ethnicity or race.

The Fraternity will not tolerate or condone any form of sexist or sexually abusive behavior on the part of its members, whether physical, mental or emotional. This is to include any actions, activities or events, whether on chapter premises or an off-site location which are demeaning to women or men, including but not limited to verbal harassment, sexual assault by individuals or members acting together.

The employment or use of strippers, exotic dancers or similar, whether professional or amateur, at a fraternity event as defined in this policy is not allowed.

PHYSICAL ABUSE

No member shall resort to or engage in any physical acts of violence of any kind against another individual or any acts of vandalism of any kind against another person's property for any reason, except for the purpose of the defense of one's self, or one's own property and to the limited extent that the law would otherwise permit.

FIRE, HEALTH AND SAFETY

1. All chapter houses should meet all local fire and health codes and standards.
2. All chapters should have posted by common phones and in other locations, emergency numbers for fire, police and ambulance and should have posted evacuation routes on the back of the door of each sleeping room.
3. All chapters should comply with engineering recommendations as reported by the insurance company or municipal authorities.
4. The possession and/or use of weapons of any kind within the confines and premises of the chapter house is expressly forbidden. The term "weapon" means any object, substance or chemical designed or intended to inflict a wound, cause injury or incapacitate, including but not limited to, all firearms, pellet guns, switchblades, knives and knives with blades five or more inches in length or dangerous chemicals.
5. Candles should not be used in chapter houses or individual rooms except under controlled circumstances such as formal ceremonies.

EDUCATION

Each chapter shall, at a minimum, annually instruct its undergraduate members in the Loss Prevention Policies. Additionally, all undergraduate members shall annually receive a copy of said Loss Prevention Policy. A copy of said Loss Prevention Policy is available on the Fraternity's website.

REPORTING

Each chapter and member shall report promptly any bodily injury to a member or any injury sustained during a chapter event or at the chapter house, any incident that might result in a claim, and any violation of these policies to the Fraternity. Self-reporting of loss prevention violations and the steps taken to address the violation will be considered positive factors in the deliberations of the Fraternity when reacting to violations of these policies.

DISCRIMINATION

Article 2, Section 2: Non-discrimination

Any individual of merit who identifies as a man is welcome to seek membership in the Fraternity. In any membership decision, including recruitment, pledging, suspension, expulsion, or electing one to Membership in the Fraternity, a Member, Associate Member, Undergraduate Chapter, Colony, Alumni Chapter or the Board of Directors may not discriminate against any male on the basis of his race, color, ethnicity, age, religion, sexual orientation, gender identity, national origin, citizenship or physical disability.

ADVISOR BEST PRACTICES

Following, in no particular order, are some practices of the most effective DU advisors.

CEP MONITORING

Monitoring how your colony/chapter is using the Chapter Excellence Plan (CEP) on deltatau.org can tell you a lot about how the group and officers are operating. Is every officer participating? Are they submitting items regularly, or only at the end of the semester? Are they strong on Operations but weak on any of the Four Founding Principles?

CONSTITUTION & BY-LAWS

Ensure the chapter's Constitution & By-laws are reviewed and updated annually. Ensure nothing in the chapter's C&B are in violation of anything in the International Fraternity's C&B, which contents take precedent over the local C&B. To view the most updated International Fraternity C&B, visit deltatau.org.

CONFERENCES

Advisors should be sure to attend at least one DU educational program per year, so she/he can become and stay current on the workings, priorities, etc., of the International Fraternity. Leadership Institute and Advisors Academy are good choices, and Regional Leadership Academy may also suffice.

The Men of Merit Chapter Standards Program (see page 19) includes a standard on Program Attendance. Make sure the chapter you advise sends members to DU International educational program according to those standards.

Don't forget about campus-based educational programs; make sure you and your students participate in those, too.

GOALS

Every member of the chapter should have a pretty clear sense of what the chapter is trying to accomplish that semester/year. If not, either (a) there are no goals, or (b) the officers know the goals but the general members don't.

Ensure there are always written "SMART" goals the chapter is working towards. If the chapter is housed or has common space, the goals should be posted there.

CAMPUS PROFESSIONAL

Get to know the campus professional—usually called the Greek Life Coordinator, Director of Fraternity & Sorority Affairs, etc. This person should be a strong partner in achieving goals that often overlap and center on the students' and chapter's positive development. Talk or meet with this person twice a semester. Always ask for an honest assessment of the chapter and its leaders. Even if you and the campus professional don't always see eye to eye, work hard to maintain a professional working relationship.

PARENTS

Talk to the parents. More than ever before, parents are still very much in the picture in the lives of today's college students. Embrace them as partners, much like those who work on campus. Send a newsletter or other communication to parents once a semester. Recruit a couple parents who are willing to talk to parents of prospective members when they have questions.

NEWS AND TRENDS

Do your best to stay apprised of news and trends within the International Fraternity and the local campus. Make sure you're on advisor list serves, e-news distribution lists, etc., that the campus may use. Make sure you receive *Friday Fast Breaks* and the *DU Quarterly* from DU International, and follow the Fraternity on Facebook at www.facebook.com/deltaupsilon, and on Twitter and Instagram at [@deltaupsilon](https://twitter.com/deltaupsilon). Visit the main and Greek Life pages of the campus website, as well as deltatau.org, regularly.

TIPS FROM THE TRENCHES

THESE TIPS HAVE BEEN SHARED BY RECENT RECIPIENTS OF DELTA UPSILON'S ADVISOR OF THE YEAR AWARD

WHAT INVESTMENT OF YOUR TIME ADVISING HAS THE MOST RETURN?

Time spent with individual officers and seeing them grow, develop, lead and execute some great things. Seeing the chapter recharter was a great accomplishment.

– Jeff Sears, *Arlington & Northern Arizona '98*

Frankly, I've gotten the most return on the time I have spent one-on-one with Chapter leaders. It requires a commitment that can be difficult to maintain, but over the years, I have taken many undergraduate brothers for coffee, lunch and on occasion, dinner. It allows the advisor to determine what makes each individual "tick" including learning important personal background. Furthermore, the undergraduate brother appreciates the time and effort being invested in him by the advisor. Short of face-to-face time, it is important to check in regularly by phone or text message to let the young brother know that you are there for him. Sometimes it is inconvenient, and you must set some boundaries; but I tell our undergrad leaders that my phone is always on.

– Bruce Howard, *San Diego State '70*

The greatest value in terms of time has come from attending the chapter's nine-man Executive Board meeting each Sunday night. It allows me to hear the issues that will be brought to chapter the next night, and gives me the opportunity to enter into discussion when necessary to guide decisions by Exec that will, in turn, guide decisions that will be made by the chapter.

– Jami Larson, *Iowa State '74*

Cathy and I attend chapter Executive Board meetings each Sunday evening during the school year. We follow up on what was accomplished the week prior, then look ahead on the calendar for what is coming up. As advisors, we are there to guide them and to be a resource.

– Tony Durano, *Wichita '84*

My greatest return has been to stand solidly behind the James Madison Chapter. I would guess that having developed an open, non-judgmental attitude has allowed the chapter the opportunity to bring issues and concerns to me. During chapter meetings, if a comment offends our Principles, I have gently reminded them of our purpose. Being available is critical.

– Francis Bush, *Florida '85*

For me, the greatest return is in seeing my chapter succeed on campus, in the community and as part of our International Fraternity. Much of the work I have done is in maintaining our chapter facilities and working with our chapter VP Finance to keep our Chapter financially sound.

– Jeff Waymack, *Oregon State '71*

WHAT SHOULD DU ADVISORS DO MORE OF? WHAT SHOULD THEY DO LESS OF?

MORE: Active engagement and coaching, asking tough/challenging questions, helping brothers think through the potential ramifications of their action/lack of action. Allow the chapter to set its own course but provide some guardrails - as you will likely be there as an advisor longer than they will be there as a student.

LESS: Don't turn a blind eye to destructive behaviors or attitudes (address them); doing the work for the chapter (teach, coach, help them understand what needs to be done, but don't do it for them).

– Jeff Sears, *Arlington & Northern Arizona '98*

Advisors should be present at meetings, both chapter and Executive Board. Ask other alumni to help attend these events if there are scheduling conflicts. If another alumnus attends a meeting, make sure they report back to you. Attending these meetings allows the advisor(s) to know the undergraduate members better. This, in turn, helps to hold them accountable. Additionally, CEP has been created for a reason and is a great resource. Getting chapters on board to accomplish what CEP asks will allow the chapter to follow what HQ wants each chapter to focus on. Advisors should spend less time telling current members, "This is how we used to do it."

– Tony Durano, *Wichita '84*

Communicate, communicate, communicate, but less telling them what to do. Help them think through their challenges, coach them, but let them know that chapter leadership responsibilities are an opportunity to learn. Mistakes will not get you fired, as they might in the "real work world" they are preparing to enter. Also, when advising, avoid talking about the way things were done when you were in school. That is irrelevant, but how we personally handled our leadership challenges is not.

– Bruce Howard, *San Diego State '70*

Advisors should learn the names of all of the chapter members, then just spend more time physically "showing up" at the house, greeting members, and asking how things are going. Advisors should spend less time directly getting involved in the discipline and decision making unless it is the last resort. Don't party with them and don't spend time talking about all of the inappropriate things that you did as a college student.

– Jami Larson, *Iowa State '74*

I would describe my task as advisor as being similar to herding cats. The Executive Board and the chapter set the goals, etc. The advisor needs to ensure that they stay within appropriate conduct.

– Francis Bush, *Florida '85*

Chapter Advisors need to be the caretakers of the “long view.” This includes documenting not just what the Chapter Advisory Board does, but also helping the undergraduates document their decisions. The young men in our chapters only see what is happening now and how things should be fashioned specifically to their needs. Decisions by previous students are either unknown or poorly documented. This leads to time lost to recreating the wheel and the expenditure of funds to make changes they want.

– Jeff Waymack, *Oregon State* '71

WHAT ADVICE DO YOU HAVE FOR A NEW DU ADVISOR? WHAT ARE THE FIRST COUPLE THINGS A NEW ADVISOR SHOULD DO?

Attend Executive Board Meetings and chapter meetings as much as you reasonably can and invest in the key leaders, perhaps several at a time. Personally embrace the opportunity to guide and help develop: build better young men. If you are new at advising and on your own, work quickly to build a full Chapter Advisory Board. At San Diego State, we now have a six-man team. There is some overlap to ensure good “coverage,” but we have one Lead Advisor and the other advisors have specific roles and duties. A new advisor can begin alone, but I can promise “burn out” without support, and a side benefit is that we find we have fun working together and celebrating our DU history, often with social events.

– Bruce Howard, *San Diego State* '70

I would suggest that new DU advisors first get a copy of the most current house composite, and learn as many member names as you can. Undergrads, like any other individual, like to be called by name and be respected. Again, one of the first few things that a new advisor should do is spend time at the house and get to know the members.

– Jami Larson, *Iowa State* '74

Know and understand the Fraternity, chapter and campus policies, procedures and guiding documents. Get to know the officers and members. Be visible when appropriate (chapter meetings, officer meetings, major chapter events, but also during down time to interact less formally). You can get some great insights and share advice in a non-structured way. Uphold your own personal standards and demonstrate the Four Founding Principles as a role model. If the chapter insists on going a different direction then what you would advise, that is their decision, but it is also your decision to continue (or discontinue) advising them.

– Jeff Sears, *Arlington & Northern Arizona* '98

As a new advisor, you should read over the CEP guide and Loss Prevention information to familiarize yourself with this important information. Then call up or visit your chapter during an Executive Board meeting. Ask them what help they need from you.

– Tony Durano, *Wichita* '84

New advisors should get connected. Other than IHQ, who is overlooking the chapter? The school probably has one or more individuals responsible for Greek life on campus. There also could be an alumni board and/or housing board. If at all possible, connect with your predecessor. If you haven't introduced yourself to the IHQ staff, please do. I also recommend having a complete set of documents, such as chapter bylaws. Spend time observing before moving unless there is a critical issue. Finally, remember you need to hold the chapter to compliance and guide them to develop their plans and execute them.

– Francis Bush, *Florida* '85

Choose one task or undergraduate officer to work with. Give yourself time to learn the all aspects of your chapter, from chapter bylaws to city, university and the Fraternity's guidance and requirements. It may take a few years to get a handle on the majority of all these inter relationships. So, ask lots of questions from fellow advisors, university officials or the Fraternity. The Fraternity has done a great number of things from training Province Governors to hosting advisor workshops online and presentations at both the Regional Leadership Academies and the Leadership Institute.

– Jeff Waymack, *Oregon State* '71

ARE THERE GUIDING PRINCIPLES OR PHILOSOPHIES THAT INFLUENCE THE WAY YOU ADVISE? WHAT ARE THEY?

My guiding principles include the following:

1. Lead by example. Good examples: be respectful of others' opinions and demand that others respect yours; discipline when necessary, but try to do it one-on-one not in front of the group; communicate a lot, whether, face-to-face, via email or via text.
2. Demand responses to your communication.
3. Expect the very best from your undergraduate brothers. Let them know when they have met those expectations, and when they might not have.

– Jami Larson, *Iowa State* '74

I use the Four Founding Principles as my guiding principles, as well as the concept of coaching and teaching and providing advice and recommendations (but not doing it directly for them). Allow the chapter to ultimately make the decisions. Sometimes they will take your advice; other times they will not. Sometimes they will be successful; sometimes they will not.

– Jeff Sears, *Arlington & Northern Arizona* '98

Philosophically, when advising students, I believe it is critical that the students take ownership of the goal(s), the plan and execution. I am a resource.

– Francis Bush, *Florida* '85

I/we advisors approach the advisory mission from our Four Founding Principals, we encourage our undergraduate brothers (at every opportunity we have) to approach their leadership roles and their lives from the same perspective. We focus on the Development of Character, which can be self-observed from “what one does when no one is looking.” In addition, advising our young men is really about giving back something from what DU has given to each of us. However, committed, thoughtful and productive advising requires a passion because it can be time consuming and, at times, inconvenient. If you have a spouse or partner in life, be sure to talk over the commitment in advance and explain why it is important to you before you make the commitment to serve.

– Bruce Howard, *San Diego State '70*

First and foremost, keep everything you do based on our Fraternity's Four Founding Principles: The Advancement of Justice, The Promotion of Friendship, The Development of Character, and The Diffusion of Liberal Culture. In meetings of your chapter advisors, try to frame the conversation on any topic with these Principals in mind. Work to maintain the standing, honor and prestige of our Delta Upsilon International Fraternity. Carefully consider what you say in public or online. Just think of everything you do as being broadcast on national TV or, worse yet, being spread all across the internet forever.

– Jeff Waymack, *Oregon State '71*

I make a point to attend as many activities as possible and ask other alumni to attend these events, as well. Having alumni presence is always a good idea. It shows we care about what they are doing.

– Tony Durano, *Wichita '84*

ARE THERE ANY ADDITIONAL TIPS/TRICKS/RECOMMENDATIONS YOU HAVE FOR ADVISORS BASED UPON YOUR EXPERIENCE?

Remember you are advising but not ultimately responsible for the actions and decisions of the chapter (that belongs to the chapter officers and members). If you can teach them one thing through your work that will help them beyond the Fraternity, teach them accountability: to take responsibility for action or lack of action. This is one life skill that has seemed to make the greatest impact with the members I've supported through the years.

– Jeff Sears, *Arlington & Northern Arizona '98*

In the area of communication, it is critical to explain when communication can be done by text messaging or phone messages, but when it is essential, it must be conducted by email to preserve the record and enforce accountability. I have found that this is an area of communication that takes a lot of explanation and reminders. Today's college student much prefers to text message all communications, and it simply is inadequate many times.

– Bruce Howard, *San Diego State '70*

Advisors should make it a point to get to know the leadership in the Dean of Students Office and the Office of Greek Affairs. Advisors should also try to get involved in any peer group opportunities on campus where you can pick up best practices from other advisors in other fraternities.

– Jami Larson, *Iowa State '74*

Attend the Regional Leadership Academy and Leadership Institute if possible. Make sure you meet with the IHQ rep that visits the chapter each semester/year to get input into your chapter. They are good sources of information about what we need to be doing and paying attention to.

– Tony Durano, *Wichita '84*

Don't be afraid to ask for help.

– Francis Bush, *Florida '85*

APPENDIX A: FRATERNITY LANGUAGE AND STYLE GUIDE

You will want to know proper definitions and proper usage for the words, abbreviations, and terms:

ALUMNA

A female (singular) college graduate

ALUMNAE

Female (plural) college graduates.
(Pronounced: a – lum – nee)

ALUMNI

Male (plural) college graduates. Also used when referencing both male and female graduates.

ALUMNUS

A male (singular) college graduate

ASSEMBLY

Assembly of Trustees. Alumni legislative branch of Delta Upsilon, performs executive function.

ASSOCIATE MEMBER

A prospective member of your chapter who has taken the vows required in the formal pledging ceremony.

BADGE

The word should always be capitalized when referring to the DU membership Badge. Never refer to the Badge as a pin.

BOARD OF DIRECTORS

The group of elected volunteers that handle the decision-making responsibility of the general fraternity while the Assembly and Convention is not in session.

BOARD OF TRUSTEES

The group of men organized as the decision making body of the DUEF.

BROTHER

Refers to an initiated member of the Fraternity. Capitalize the word only when it precedes a name. (Ex: Brother James Garfield)

CHAPTER

An organized body of undergraduate men that make up a recognized and official DU Fraternity outlet. It is incorrect to refer to this body as “the house”; the term “house” refers only to the chapter’s residence. Capitalize when referring to a specific chapter. Our chapter had a meeting. The Williams Chapter was recognized at the banquet.

CHARGE

The speech given during a DU Initiation. Should be capitalized.

CHARTER

The physical document that declares an organized body as an officially recognized DU outlet.

COLONY

A group of unaffiliated men recruited to build a new group to petition and be installed as a Delta Upsilon chapter. Colonies have officially been recognized by the Fraternity’s Board of Directors. Capitalize only when referring to a specific colony.

CONVENTION

The undergraduate legislative branch of Delta Upsilon.

DUEF

The Delta Upsilon Educational Foundation, which is a separate 501(c)3 organization that is the fundraising arm of the Fraternity. The Foundation raises money each year to support the Fraternity’s educational and leadership programming.

DUIF

The Delta Upsilon International Fraternity, which is a 501(c)7 organization, made up of officially designated chapters and their respective members.

FOUNDATION

See *DUEF*

FOUNDERS

Capitalize when referring to the Fraternity’s founding members.

FOUNDERS DAY

Nov. 4. No apostrophe.

FOUNDING FATHERS

The more correct term to use when referring to the founding members of a specific chapter.

FRATERNALLY

The proper closing to a letter or email between DU brothers.

FRATERNITY

Capitalize when referring specifically to Delta Upsilon, otherwise it is not capitalized. The Fraternity holds its Convention and Assembly each summer. The term “fraternity” generally refers to a men’s fraternal organization, but can also stand for a women’s fraternity, more often referred to as a sorority. Never use the term “frat.” See also DUIF.

FRIDAY FAST BREAKS

An e-newsletter for DU members published by the Fraternity.

FRMT

A Vermont Reinsurance Company in partnership with the RSUI Insurance group to complement the risk management programs of each member fraternity, such as the Risk Management College and providing member fraternities with a comprehensive liability insurance program. Delta Upsilon is one of 28 member fraternities.

GENERAL FRATERNITY

See also DUIF.

GRADUATE

Members of any chapter who have graduated or left college are known as graduate members or alumni.

GREEK

A noun or adjective, referring to a member of the fraternity or sorority community. Always capitalize.

HEADQUARTERS

The DU headquarters building in Indianapolis, Indiana, occupied by a full-time staff. The Headquarters is a service-center, that houses the day-to-day offices of the Fraternity and Foundation, the staff of which provides daily assistance to DU chapter and alumni. Should never be referred to as “International” or “Internationals”; “National” or “Nationals.”

IFC

Interfraternity Council. A governing body on a college campus made up of a collective of men’s member Greek organizations.

IHQ

Delta Upsilon International Fraternity Headquarters. This refers to the physical building, operated by a regular staff. The IHQ staff maintains the day-to-day operations of the Fraternity and Foundation.

INITIATE

An initiated member of the Fraternity, who has taken part in both Rites of Initiation and filed his paperwork and fees with the Fraternity.

INITIATION

The formal ceremony whereby an associate member becomes a fully initiated member by participating in both Rites of Initiation. The ceremony is open, non-secret and may be made public. Always capitalize when referring to the DU Initiation.

INSTALLATION

The formal ceremony that officially establishes a new DU chapter. Not to be used when referring to a general member Initiation.

INTERNATIONAL

Adjective only. Used to describe the Fraternity, signifying that it has chapters in more than one country. Should never be used as a term for IHQ or the Fraternity.

INTRAMURAL

Extra-curricular, recreational sports organized within the college campus.

LI

The Leadership Institute (LI) is the Fraternity's annual educational conference. Delegates from all chapters meet at LI for educational programming and brotherhood. Both the Convention and Assembly meet in conjunction with LI, to conduct the annual business of the Fraternity.

LEGACY

A member or associate member who is related to a DU member as a son, nephew, cousin, grandson or brother.

NALFO

National Association of Latino Organizations. An association of Latino fraternities and sororities.

NATIONAL FRATERNITY

Any fraternity that has chapters in only one country.

NIC

North-American Interfraternity Conference. An association of men's fraternities founded on Nov. 27, 1909. DU is a charter member.

NPC

National Panhellenic Conference. An association of women's college fraternities and sororities founded on May 24, 1902.

NPHC

National Pan-Hellenic Council. An association of traditionally African-American fraternities and sororities.

PLEDGE

Acceptable when used as a verb. Jason agreed to pledge DU. Should not be used as a noun when referring to a person, in which case, "associate member" should be used.

PROVINCE

Geographic subdivisions within DU that organizes chapters in a sensible, geographic grouping. There are thirteen geographic provinces in DU.

DU QUARTERLY

The DU Quarterly is the official magazine of Delta Upsilon. Referring to it simply as the *Quarterly* is acceptable. When written, it should always appear in italics.

RITUAL

In DU, the term "Ritual" refers to the Fraternity's tradition of the member Initiation Ceremony. This and other ceremonial traditions are found in The Ritual Book.

RLA

Regional Leadership Academy. Smaller leadership conferences within DU that are held by province.

ROLL BOOK

What each member signs upon pledging his Oath to the Fraternity in the Initiation Ceremony. The Roll Book provides proof of membership, and is the full roster account of the members of a chapter. Roll Book is always capitalized.

SORORITY

The common term for a women's greek-letter organization. Some NPC members use "sorority" in their official name and others use "fraternity."

UIFI

Undergraduate Interfraternity Institute. A summer leadership institute for undergraduate fraternity leaders developed by the NIC, and attended by undergraduate delegates from all fraternities.

UNDERGRADUATE

Members of the current collegiate chapter are called undergraduates. They are not called "actives" or "active" members, as this may appear to restrict active participation in the Fraternity to undergraduates.

APPENDIX B: GREEK ALPHABET

Α α Β β Γ γ Δ δ Ε ε

ALPHA
al-fah

BETA
bay-tah

GAMMA
gam-ab

DELTA
del-ta

EPSILON
ep-si-lon

Ζ ζ Η η Θ θ Ι ι Κ κ

ZETA
zay-tah

ETA
ay-tah

THETA
thay-tah

IOTA
eye-o-tah

KAPPA
cap-pah

Λ λ Μ μ Ν ν Ξ ξ Ο ο

LAMBDA
lamb-dah

MU
mew

NU
new

XI
zie

OMICRON
om-e-cron

Π π Ρ ρ Σ σς Τ τ Υ υ

PI
pie

RHO
roe

SIGMA
sig-mah

TAU
taw

UPSILON
üp-si-lon

Φ φ Χ χ Ψ ψ Ω ω

PHI
fie

CHI
kie

PSI
sigh

OMEGA
oh-may-gah

ADMINISTRATIVE REPORT DUE DATES

ASSOCIATE MEMBER REPORT

Due within seven days of Pledging

BIOGRAPHICAL FORMS/ONLINE MEMBER PROFILE COMPLETION

Due to IHQ at time of association

CHAPTER EXCELLENCE PLAN (CEP)

To make submissions, visit www.deltatau.org

Last date for submissions is June 1, 2018 for spring and Dec. 29, 2018 for fall.

INITIATION REPORT

Due within seven days of initiation

LEADERSHIP INSTITUTE REGISTRATION:

June 15

PRESIDENTS ACADEMY REGISTRATION:

Dec. 11

REGIONAL LEADERSHIP ACADEMY

Due two weeks prior to the date of the RLA you will attend

MEMBER EXPULSIONS:

Immediately

MEMBER RESIGNATIONS:

Immediately

NEWS ARTICLES FOR QUARTERLY:

Minimum two news submissions each year

Deadlines: May 15, Aug. 31, Jan. 1

OFFICER LIST:

Due immediately after officer elections

ROSTERS:

Due Feb. 1 and Sept. 15 (unless otherwise noted)

PROCEDURES FOR REPORTING ASSOCIATE MEMBERS AND INITIATION

WHEN YOU TAKE AN ASSOCIATE MEMBER CLASS:

Send International Headquarters:

- The names, graduation years and emails of all associate members via the Associate Member Report on www.deltau.org within seven days of the Pledging Ceremony.
- Complete a biographical forms for each associate member through www.deltau.org within seven (7) days of the Pledging Ceremony.
- \$85 per man associate member fee must be submitted electronically or postmarked within seven (7) days of association. Late fees are \$10 per man for associate member fees that are seven (7) days past due of association.

International Headquarters will send you:

- A copy of *The Cornerstone* for each paid associate member.

If requested, Associate Member Pins can be requested at any time for \$3 per pin plus shipping. Associate Member Packages can also be purchased at any time for \$10 plus shipping. This includes an Associate Member Education workbook and an Associate Member Pin.

WHEN YOU INITIATE A GROUP OF MEN:

Send International Headquarters:

- A completed Initiation Report for each initiation date within seven (7) days of initiation.
- \$245 per man initiation fee prior to or within seven (7) days of the Initiation ceremony. Late fees are \$20 per man for initiation fees that are seven (7) days past due.

International Headquarters will send you:

- A gold clad member badge for each man.
- A membership certificate and membership card.
Certificates and cards are personalized based on the member bio profiles submitted online. If an initiate did not fill out the biographical form as an associate member, he will not receive these items.

WHEN YOU INITIATE AN ALUMNUS MEMBER:

The Laws of the Fraternity provide for the initiation of an "Alumnus Member of the Fraternity." The Laws of the Fraternity also provide for the method to be followed to elect an alumnus to membership in the Fraternity.

After complying with the Laws of the Fraternity, the Chapter should send to IHQ:

- A completed biographical form for each alumnus initiate.
- A completed Initiation Report for each initiation date (can be included with the undergraduate initiates).
- \$250 per alumnus initiate.

International Headquarters will send you:

- A gold clad member badge for each man.
- A membership certificate and membership card.

INTERNATIONAL FEES AND DUE DATES

CHAPTER FEE

Fall - \$1,100 is billed Aug. 15, but is due Sept. 15.

Spring - \$1,100 is billed Dec. 1, but is due Feb. 1.

ROSTER/MEMBERSHIP FEES

Fall - Rosters listing last semester's members will be mailed to chapters in mid-August, and are due with corrections, additions and deletions by Sept. 15, along with your payment of Membership Fees. Chapters are billed \$95 per man for all men initiated on or before June 30.

Spring – Rosters and billings are mailed in early December and are due with corrections and changes no later than February 1, along with your payment of membership fees. Chapters are billed \$95 per man for all men initiated on or before Jan. 1.

LOSS PREVENTION ASSESSMENT

Fall (75% of total) is billed Aug. 15, and is due Sept. 15.

Spring (25% of total) is billed Nov. 15, and is due Feb. 1.

EXTENSIONS

Because of the school calendar, the deadline of Oct. 1 will apply to Cal Poly, Chicago, Oregon, Oregon State, San Diego State, Toronto, Washington and Western Ontario. The deadline of Feb. 15 will apply to Carthage, DePauw, Lafayette and St. Norbert. This applies to (1) chapter fees; (2) roster and roster fees; (3) Loss Prevention fees.

ASSOCIATE MEMBER FEES

\$85 per man is due within seven (7) days of pledging. A late fee of \$10 per new associate member will be assessed if payment is not received/postmarked within seven (7) days of pledging.

INITIATION FEES

\$245 per man is due within seven (7) days of initiation. A late fee of \$20 per new initiated member will be assessed if the new initiate is not reported and paid for within seven (7) days of initiation.

D&O INSURANCE

All chapters are automatically included in DU's Directors and Officers (D&O) coverage. \$550 per chapter is due Sept. 15.

Chapters wishing to opt out of the D&O coverage must submit the Directors & Officers Insurance Decline Form to IHQ by Nov. 15.

FINANCE CHARGES

1% / month (12% annually) on outstanding balances 30 days past due

CANADIAN EXCHANGE

Canadian chapters should pay invoices in CAD. When making payments in CAD, chapters should indicate which invoice, or invoices, they are paying. Educational program registration fees should be paid in USD.

APPENDIX C: HAIL, DELTA UPSILON

The Fraternity song, "Hail, Delta Upsilon" is sung during most official meetings and ceremonies, most often from memory. The song can be sung by members and non-members alike and is appreciated by members when non-members make the effort to learn, remember it and sing along.

Hail, Delta Upsilon.

Words by
JOHN S. BRIGGS, Rochester, '90.

Music by
ALEXIS LVOFF.

1. Hail, Del - ta Up - si - lon! Broth - er - hood glo - rious!
 2. Reared in ad - ver - si - ty, so shalt thou nev - er
 3. Hail, Del - ta Up - si - lon! when thou hast brought us

Jus - tice thy cor - ner - stone, true man - hood thy goal;
 Let from thy al - tars die the life - giv - ing flame;
 Down to the close of life in light and in truth,

O'er all thine en - e - mies for - ev - er vic - to - rious,
 Hands gripped in lov - ing clasp, all broth - ers for - ev - er,
 May we our broth - ers teach the best thou hast taught us,

Hail, Del - ta Up - si - lon, e - ter - nal Soul!
 Each to the oth - er true, and ev - er the same.
 Hail, Del - ta Up - si - lon! Best guide of Youth!

DELTA UPSILON CLAIM & DISPUTE RESOLUTION PLAN

1. PURPOSE

The Delta Upsilon Claim and Dispute Resolution Plan is designed to provide the efficient, speedy, fair, and cost effective resolution of any disputes between the Delta Upsilon International Fraternity, the Delta Upsilon Educational Foundation, and any of its members related to or arising out of the membership relationship or participation in Fraternity activities.

This includes, but is not limited to, any legal disputes which any present or former Delta Upsilon Fraternity member may assert against the Fraternity, its university or college affiliated chapters, or any of the officers, directors, present and former members, pledges, or associate members of the Fraternity. The intention of the Plan is to create an exclusive procedural mechanism for the resolution of disputes. It does not reduce or enlarge substantive rights available under existing law.

2. DEFINITIONS

A. "Arbitration" means any federal or state recognized arbitration procedure or any similar local group of arbitrators selected to resolve disputes under the Plan.

B. "Sponsor" means Delta Upsilon International Fraternity, Inc., Delta Upsilon Educational Foundation, Inc., and any parent, subsidiary, or affiliated organizations, as well as college, university, and affiliated chapter organizations across the United States.

C. "Act" means the Federal Arbitration Act, 9 U.S.C. § 1 et seq., as amended from time to time.

D. "Fraternity" means Delta Upsilon International Fraternity, Inc., Delta Upsilon Educational Foundation, Inc., all local, college, and university affiliated Delta Upsilon chapters across the United States, all Delta Upsilon chapter housing corporations and alumni associations, every student chapter of Delta Upsilon, as well as all of any of these organizations' officers, directors, members, and agents.

E. "Claim" means any legal or equitable claim, demand, or controversy for any injury, equitable relief or damage arising out of any wrongdoing, statute, or contract breach involving the Fraternity. This includes, but is not limited to, any allegation of negligence, intentional act, hazing, defamation, libel, slander, discrimination, or any type of wrongdoing whatsoever.

F. "Dispute" means a claim, demand, or controversy to which this Plan applies between the persons bound by this Plan and any person or anyone otherwise entitled to the benefits of this Plan.

G. "Member" means any initiated member, new member, pledge, associate member, new initiate, existing member, alumnus, or former member of Delta Upsilon Fraternity.

H. "Plan" means this Delta Upsilon Claim and Dispute Resolution Plan, as amended from time to time.

3. APPLICATION AND COVERAGE

A. Until revoked by the Fraternity, this Plan applies to and binds the Fraternity and each member on or after the Effective Date of this Plan, as well as the heirs, beneficiaries, and assignees of any such person. All such persons shall be deemed parties to this Plan.

B. Except as expressly provided for, this Plan applies to any legal or equitable claim, dispute, demand, or controversy, in tort or contract, under any local, state, or federal statute, or any allegation of violation of any legal obligation or duty, between the persons bound by this Plan, or between a person bound by

the Plan or any person or entity entitled to its benefits, which relates to, arises from, concerns or involves in any way any Claim or Dispute as defined herein arising out of or involving the Fraternity or any Fraternity activity.

C. This Plan does not apply to claims for workers' compensation benefits or unemployment compensation benefits.

4. RESOLUTION OF DISPUTES

All disputes not otherwise settled by the parties shall be finally and conclusively resolved under this Plan.

5. AMENDMENT

This Plan may be amended by the Fraternity at any time, but no amendment shall apply to a dispute which is the subject of a pending Arbitration at the time of any such amendment.

6. APPLICABLE LAW

A. The Federal Arbitration Act shall apply to this Plan and any proceedings under this Plan, including any actions to compel, enforce arbitration, confirm or vacate arbitration proceedings and awards, and any other action in reference to Arbitration under the Plan.

B. Other than as provided herein, the substantive legal rights, remedies, and defenses of all parties are preserved in any Arbitration, and the arbitrator shall have the authority to determine and implement the applicable law and order any and all relief, legal or equitable, including damages, which a party could obtain from a court or competent jurisdiction from which the Claim or Dispute arose.

7. EXCLUSIVE REMEDY

Proceedings under this Plan shall be the exclusive, final, and binding method by which any and all disputes, claims, and controversies are resolved. As such, the institution of Arbitration proceedings under this Plan shall be a condition precedent to the initiation of any legal action against the Fraternity arising out of membership or participation in the Fraternity activities by a member, and any such legal action shall be limited to those under the Act. In the event any person bound by this Plan initiates legal proceedings, such member consents to the initiation of a motion to compel Arbitration or similar filing in the state of Indiana on behalf of the Fraternity.

8. EFFECTIVE DATE

The Effective Date of this Plan is April 4, 2014. Amended August 1, 2014.

9. SEVERABILITY

The terms of this Plan are severable, that is, the invalidity or unenforceability of any provision shall not affect the application of any other provisions. Whenever possible, any invalid provision of the Plan will be reformed and enforced.

10. CONSENT AND ASSENT

By affiliating with Delta Upsilon Fraternity, either through pledgship, membership, associate membership, or otherwise becoming a new member or continuing membership after the Effective Date, all persons covered by this Plan agree to and consent to be bound by both this Plan during their membership and after termination of their membership.

NOTES

NOTES



DELTA UPSILON
INTERNATIONAL FRATERNITY