

# DELTA TAU DELTA FRATERNITY

## Arch Chapter Director Candidate Interview

**Candidate: Alan Nichols**

*Date: May 21, 2026 | Format: Virtual (Zoom)*

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### Committee Members Present

- Carl Brantley (Chair) — Former International President; undergraduate at Georgia Southern; chapter advisor at UNC Wilmington (Zeta Tau); served as Southern Division Vice President, Southern Division President, and Arch Chapter member
- Randy Claybrook — Undergraduate: Delta Alpha, University of Alabama; chapter advisor at Butler University (Indianapolis) and Kent State University (Ohio); member, Master Ritualist Committee
- Griffin Dickman — Junior, Chapman University; President, Iota Epsilon Chapter
- Don May — Regional Governor (Kappa region); previously served as chapter advisor and chapter monitor
- Nicholas Castellanos — President, Kappa Kappa Chapter, Florida International University (Miami)
- Martin Nash — Delta Phi Delta, Florida State University; chapter advisor, University of South Florida (Tampa); President, Tampa Bay Alumni Chapter

*Note: Joe was absent due to a family funeral.*

### Candidate Introduction

#### Alan Nichols — Background Summary

##### Fraternity Affiliation & Volunteer History

- Initiate: Ada Chapter, University of Akron
- House Corporation President — Ada Chapter, University of Akron
- Chapter Advisor — Iota Iota Chapter, John Carroll University (Cleveland area)
- Regional Governor (current) — overseeing 10 chapters; member of the inaugural Regional Governor class
- Secretary, Alaska RNA
- Facilitator — multiple Compass programs

##### Education

- B.S. — University of Akron
- Master of Library Science — Kent State University
- MBA — Mississippi State University (accredited distance program, in-state tuition)

##### Professional Career

- Librarian (32 years total); final 16 years as Public Library Director in Ohio

- CEO, Akron Bar Association and its Foundation (approx. 1,800 members at start; no law degree — hired as chief staff executive/executive manager)
- CEO, Bar Association for-profit subsidiary
- Fully retired fall 2025

### **Current Civic & Volunteer Involvement**

- Executive Vice Chairman of Operations — Northern Ohio Golf Charities Foundation / PGA Tournament at Firestone Country Club (manages 600+ volunteers; raises ~\$2.3M annually for local charities; note: Nichols does not golf)
- President — Northern Ohio Golf Charities Foundation
- Church volunteer; Regional Governor, Delta Tau Delta
- Past board leadership: Ohio Library Organization (President); Conference of Metropolitan Library Associations (President)

## **Interview Questions & Responses**

### **Q1: With your experience facilitating and running events, how could Delta make its programs more effective and reach more people?**

*Asked by: Griffin Dickman*

#### **Summary**

- Reintroduce ritual more regularly between Carnation Conferences to reinforce brotherhood bonds.
- Create structured cross-chapter interaction so undergraduates learn from men at other chapters, not just their own.
- Emerge evaluations may be inflated because members lack a frame of reference for what more immersive programming once provided.

#### **Full Response**

One thing I hear from staff is that evaluations for Emerge are really positive, but I think it's partly because our undergraduates don't know what a division conference was like. I think you lose a little bit of that history. So to make things more effective: first, I think we need to bring ritual back in some way other than once every two years at Carnation. That would make programs more effective, because ritual demonstrates the bond between each of us. If we don't do that, what do we have? Maybe it's not a full model ritual at every single event, but spending time learning about ritual and coming together that way — that's an important piece of what we do.

The other thing that makes our programs effective is getting men from chapter to chapter to interact. It's easy to stay in your own world and only know what you do on your campus. But when you begin to meet men from other chapters, learn what they're experiencing, how they're handling different situations — that's where the real growth comes from. Those of us who are no longer in college have been to a lot of professional conferences. The real learning comes from the interaction outside the room, not necessarily from the speaker. We need to give our undergraduate men more of that opportunity — to learn from each other.

### **Q2: How should the fraternity make Regional Governors more effective, and what would you champion as an Arch Chapter director?**

*Asked by: Randy Claybrook*

## Summary

- Return meaningful decision-making to alumni volunteers; the shift to paid staff has created distance from undergraduates.
- Top priority as a director: dramatically improve chapter advisor recruitment and retention.
- Advisors must understand the real time commitment from the outset and be actively evaluated on their engagement.

## Full Response

There are folks who feel that a lot of changes can be made through the legislation at Carnation regarding Regional Governors. I'm not sure those are the answer. What also concerns me is that there are so many proposed changes — if some pass and some fail, what does that mean for us?

What I've seen with the Regional Governor role, and how it has changed from the division model, is that we've taken Delta away from a lot of the decision-making and active work with undergraduates. When you turn that over to paid staff — whether they are adults or not — you lose something. I think we need to bring that back. There needs to be a path forward where more alumni are actively involved with undergraduates, whether as Regional Governors or in teams, and where volunteers have more input into what's happening. I don't have the complete answer yet, but my vision is to bring more of that decision-making and involvement back to Deltas — the volunteers who are spending their time doing the work. That's where I want to focus.

As for what I would champion as a director: when you're a member of a board of directors — which is what the Arch Chapter is — you have a governance responsibility, not a day-to-day one. You work with Jack, your CEO, to manage operations, and you surface the issues you're hearing. But the larger issue I would champion is the dearth of chapter advisors.

I have 10 chapters as Regional Governor, and three of them have interim advisors who are virtual — one in another state in Michigan covering a chapter in Ohio, one in Texas covering another Ohio chapter, one in Wisconsin covering the University of Michigan chapter. These men need people on the ground. I think we need to do a much better job of promoting the genuine benefits of being a chapter advisor — what you get out of it as a volunteer. Carl, you said it yourself: you learn so much and grow so much from working with undergrads. But I don't think we've done a good job of communicating that to potential volunteers. We need more chapter meetings and outreach focused on getting advisors and alumni members physically present in those shelters to help our undergraduates.

## Q3: As a director, what would be your goal to ensure the advancement of the undergraduate experience?

*Asked by: Don May*

## Summary

- Expand and restructure Emerge to allow more time for brotherhood building and peer learning.
- Consider a hybrid model blending the best elements of division conferences with the current Emerge structure.
- Increase the presence and availability of chapter advisors in undergraduate chapter life.

## Full Response

A couple of things come to mind. First, I think Emerge can be enhanced to do something better for undergrads. Right now they're locked in a room all day. Many of them travel from five or six o'clock in the morning to get to the site. I understand the concept was to minimize time out of class and minimize travel costs — but I think we're shortchanging them when it comes to time with their brothers, learning from advisors in the room, and

learning from fellow undergrads. We've done a great job with outward-bound types of experiences, but those are limited to a certain number of people each summer. We're bringing nearly every chapter to an Emerge. I'm not saying we go back to divisions — I don't see that happening — but I think we need to merge the two ideas and tweak Emerge to bring more of that value back.

The second piece is getting more advisors into the room to work with undergrads. Once they have people they can confide in, rely on, and ask questions of, they're not always just depending on themselves. With all due respect to Griffin, they're eighteen, nineteen, twenty, twenty-one years old. Advisors have a little more experience that can help them stay out of trouble. We shouldn't be answering things for them — we should be asking them the right questions — but we should help them grow and give them the kind of counsel they need.

*Follow-up from Don May: "Are you talking about expanding the alumni advisory team to be present more often, or at each meeting?"*

That's part of it. Making sure that meetings are covered. When I was chapter advisor at Iota Iota, I was told to attend one chapter meeting a month and one executive meeting, and I made that happen as much as I could. It was a small chapter and I didn't have a strong advisory team, so it was largely me — reaching out by text, by phone, just letting them know I was there if they needed me. We need to teach advisors to do more of that. When advisors don't respond to Regional Governors about Carnation deadlines or chapter updates, something is wrong. I had a new chapter advisor tell me he was thinking he could be there once a semester. I told him: once a semester isn't enough. He said he lived an hour away. I said: you should have known what this job required before you accepted it. That's part of my concern about having enough chapter advisors — we need to tell them honestly what the job is, what the expectations are, and let them build those relationships with undergraduates.

#### **Q4: Communication between the Arch Chapter and undergraduates is a rising concern. What would be the most effective way to improve it?**

*Asked by: Nicholas Castellanos*

##### **Summary**

- Email alone is insufficient for undergraduates; multi-channel communication is essential.
- Recommended mix: email, messaging apps, social media, and postal mail for high-priority deadlines.
- Chapter advisors, who are copied on all communications, must actively relay those messages — this should be an explicit expectation in their role description and evaluation.

##### **Full Response**

Everyone communicates in different ways. I learned early on as a chapter advisor that email is not the way to reach undergraduates. Email works well with employees; it does not work with undergrads. My son was chapter president at his fraternity up in Michigan a couple of years ago, and he told me straight up: "I don't read emails." And I believe him, because I'd send them to my own chapter and they'd go unread.

I think we need to blanket as many channels as possible. We need to send emails — it's not bad to do that. For a long time we were moving toward WhatsApp and other messaging tools to communicate with undergrads and volunteers, and I think there may be a model there. We should also make sure that undergraduates have access to — and are subscribed to — our social media accounts. And then, as silly as it sounds, snail mail still has a place. If you're communicating through five different channels that a Carnation deadline is approaching, some of those will land.

Critically, chapter advisors are copied on everything the undergraduates receive. The question is: are they actually sharing that information with their chapters? That needs to be part of the advisor job description and part of how we evaluate them. Every campus and every chapter is going to respond to a different channel — you have to find what works for each one and use it consistently.

## **Q5: You would be part of an 11-member board driving an agenda. How do you build consensus in that kind of collaborative space?**

*Asked by: Martin Nash*

### **Summary**

- Extensive governance experience chairing and serving on boards of nonprofit and membership organizations.
- Builds consensus through direct conversation, not pressure; gathers information first, then helps others see his reasoning.
- Views shared purpose — making Delta the best fraternity it can be for undergraduates — as the foundation that makes consensus achievable even through spirited debate.

### **Full Response**

I've done this throughout my career. I have served on the boards of numerous organizations, and I've chaired boards of directors for numerous organizations. That is how I do it. I'm not a person who comes in and says this is going to be my way or the highway. I work to get answers to my questions, decide what direction I'm going to head, and then I work to make sure others can see that vision and make those connections themselves.

I don't think I'm a bully or an arm-twister. I sit down, have a good, solid conversation with people, work through differences on ideas and thoughts, and make things happen that way. That has served me well throughout my entire career, and I would expect it to serve me well as a member of the Arch Chapter.

Here in Delta, we all have the same goal: we want to make this the most successful fraternity we can be, so that our undergraduates become the kind of men who exemplify everything we stand for — truth, power, courage, faith. That goal is easy to rally brothers around. You can have spirited debates and real disagreements, but they all stem from the same purpose. That's the positive way to go about it, and it's always how I've done things.

My past board experience — leading the Ohio Library Organization, the Conference of Metropolitan Library Associations, and others from both sides of my career — means I come to the Arch Chapter knowing what a board member does from day one. I would not be learning governance on the job. That's what I believe would make me a strong and effective director.

## **Q6: Is the Arch Chapter truly a fraternal body, or has it become simply a nonprofit board of directors? How do you see that role?**

*Asked by: Carl (Chair)*

### **Summary**

- Acknowledges the fiduciary responsibility of a board of directors as the non-negotiable foundation of the role.
- However, believes Arch Chapter members must actively seek information beyond what staff provides — by attending events, visiting chapters, and talking directly to undergraduates.
- Draws on his own experience as Regional Governor: when told not to speak directly to undergrads, he eventually overrode that guidance because it was preventing him from doing his job effectively.
- The International President and Arch Chapter members should be visible at Emerge, Compass, and other events; that visibility has real value for undergraduates.
- Brotherhood and fiduciary duty are not opposites — both must be honored simultaneously.

## Full Response

First and foremost, you have to look at the board of directors role, because you have a fiduciary responsibility to the organization when you become a member of that board. There is a different level of responsibility that comes with being that fiduciary. You have to make decisions that are in the best interest of the organization — that's where the challenge is.

What I've seen is this: when Regional Governors first started, we were told we were not supposed to talk directly to undergraduates — that our job was only to work with chapter advisors. After a few months of not being able to get chapter advisors to respond to me, I started to ask: are they even talking to the undergraduates? How am I going to effectively serve in my role if I don't know what's going on? So I started reaching out to chapters directly. I think that same balance needs to happen at the Arch Chapter level.

Arch Chapter members need to be seen — at Emerge, at Compass, at events. I think if I'm sitting at a lunch table at a Compass event in Texas, and a member of the Arch Chapter walks over to join us, there's tremendous value in that. When I was an undergrad, I would have thought, 'What can I ask this person? There's so much I can learn.' Those conversations are where we learn what we need to do to make our fraternity successful for them.

There needs to be a balance. When staff are the ones making all the contact, you really lose something — not because they're ill-intended or don't care, but there's a different level of care when brothers are talking to undergrads directly. As Regional Governors, we've been told there are things we're not allowed to offer or advise on — and I think some of that needs to be pulled back. The Arch Chapter needs to be seen. The International President needs to be as present at as many events as possible. And the Arch Chapter has a significant role to play beyond governance. So I see a balance: the fiduciary piece is foundational and non-negotiable, but we all share a common bond, and we need to promote and demonstrate that bond if this fraternity is going to grow.

## Q7 (Rapid Round): What are the top three issues facing undergraduate men today, and how can the fraternity address them?

*Asked by: Randy Claybrook*

### Summary

- Hazing remains a persistent concern.
- Sexual consent and sexual harassment education must be prioritized.
- Addictive behaviors (alcohol, drugs, gambling, social media/"looksmaxxing") have expanded well beyond the traditional alcohol conversation.
- Mental health and resilience: COVID changed how young men cope; advisors and the fraternity need to be equipped to address this directly.

## Full Response

Three issues — though I'll admit this may expand a little. First is hazing. That's an issue we've always had to worry about on campus, and I don't think it has fundamentally changed since I was an undergrad. Second is sexual abuse, sexual consent, and sexual misconduct on campus. Third, when I was in college I would have simply said alcohol, but now I think it's become addictive behaviors more broadly — alcohol, drugs, gambling. Even social media: the "looksmaxxing" culture, the pressure to present a perfect image, all of that. Those three main areas — addictive behaviors, sexual consent, and hazing — are where I'd focus.

Tied to all of that — and maybe this is more than three — is resilience. Our young men are not as resilient as previous generations were, and I think COVID changed a great deal in that regard. Mental health is a huge issue now. I went through the mental health first aid training that we offered to volunteers a couple of weeks

ago. I learned a tremendous amount, and I think it was vital. We have to provide education for our men on mental health, on coping with those three larger challenges I mentioned, and on becoming resilient in ways that may look different from how prior generations learned it. Part of that is having advisors on the ground, working with them.

## **Q8 (Rapid Round): What is the most important skill you learned as Regional Governor, and how would you apply it as a director?**

*Asked by: Nicholas Castellanos*

### **Summary**

- First lesson: knowing when and how to remove a non-performing chapter advisor (has done this twice; brought in Don May to stabilize one affected chapter).
- Core skill: communication — adapting style and channel to reach advisors who have demanding professional and personal lives alongside their volunteer role.
- This skill translates directly to working with board peers and volunteers at the Arch Chapter level.

### **Full Response**

Two things. First — and this is a bit of an aside — I fired two chapter advisors. They weren't getting in touch with me, and I found out they weren't even talking to their chapters. I called the central office and said this had to change. That was the first skill: knowing how to remove a chapter advisor — not something I wanted to do, but it was necessary and brought Don in to help turn that chapter around. So that was well worth it.

But the core skill is communication. I've been a good communicator throughout my career, but working with adults who have a thousand other things going on — their career, their family, and then being a chapter advisor on top of that — has pushed me to constantly try different approaches. I use texts, phone calls, emails, Zoom. I still have a couple of advisors who don't reach out regularly or respond consistently, but I know they're there and working with their chapters, and that's the important thing. The communication piece is what I would translate directly to working with board members, other volunteers, and chapters as a director.

## **Q9 (Rapid Round): What challenges should the Arch Chapter be most cognizant of as a governing body?**

*Asked by: Martin Nash*

### **Summary**

- Information filtering: CEOs — even excellent ones — shape the information a board receives. Board members must proactively seek out additional sources.
- Board members should get out, visit nearby chapters, attend events, and talk to people directly rather than relying solely on staff reports.

### **Full Response**

Anytime you're on a board like the Arch Chapter, you have to be careful about how information gets to you. You may have a CEO you love and respect deeply — but I've been the CEO of an organization, and I know that a CEO can filter the information the board hears and shape the message they receive. So as a board member, as an Arch Chapter member, it's important that you find other ways to get the information you need to do your job well. That's the biggest piece for anyone coming onto a board: have your sources. Talk to as many people as possible. Don't hold yourself up at home. Go visit a nearby chapter. See an event or two. Make sure

you're getting information from as many places as possible — because you can't do that solely by relying on staff.

## **Q10 (Rapid Round — Extended Exchange): Regional Governor authority, role clarity, and proposed Carnation legislation**

*Asked by: Don May (series of follow-up questions)*

### **Summary**

- The Regional Governor program launched without a fully developed job description; Nichols was in the inaugural class and helped define the role as it evolved.
- Regional Governors need more authority. Nichols cited a specific incident: a chapter feared holding an honor board for a member who was posting pictures of firearms on social media and had been involved in prior disciplinary issues. He had no authority to grant a temporary suspension, and the central office declined to act. The chapter was left to manage a genuinely frightening situation alone.
- As a director, he would raise this issue repeatedly at both the board and staff level, and would advocate for constitutional/bylaw changes to formalize expanded authority for governors.
- However, he is not comfortable with the current batch of piecemeal Carnation legislation on this topic — governors were not consulted in drafting it, and the individual motions are too disjointed to be effective.

### **Full Response**

*Don May: "When you became Regional Governor, was there a set job description given to you?"*

There was — but when the program first started, no one was really sure how it was going to operate. A lot of it was being written as we went. The job description we received was essentially verbatim the language from the motion that had been passed at Carnation in Norfolk. Then there were many times when we weren't included in communications because division presidents were still top of mind and Regional Governors weren't yet on the radar. It really took about that first year for staff to get settled into our existence, for chapter advisors to get settled into our existence, and for us to get comfortable in a role where we were largely breaking new ground. But the job description, as it was, was very short.

*Don May: "Do you think Regional Governors should have more power?"*

Yes, I do. Let me give you a concrete example. A chapter called me last fall — the chapter advisor reached out — because an undergraduate member had been posting pictures of guns on social media. They had existing problems with this individual, and given what they knew about him, they were genuinely concerned. He had also gotten himself into trouble that triggered an honor board process, and they were afraid to run the honor board. They were afraid of what he might do. They asked me if there was any way to temporarily suspend him while they completed the process. I didn't have that authority. I called the central office, and they were unwilling to act either. So this chapter was left to manage a serious, potentially dangerous situation on their own, without any support.

They ended up expelling him. Then they asked to meet with me afterward, and they spent about an hour venting over Zoom — how difficult it had been, how I hadn't been able to help them, how the central office didn't seem to care. They needed to say all of that. But if the Regional Governor had just a slightly different level of authority — the ability to take that kind of action when a chapter needs it — that situation could have been handled very differently. It's those kinds of moments, not little things but real things, where a bit more authority for governors would genuinely help our chapters.

*Don May: "If elected as a board member, what would you do to give Regional Governors more responsibility?"*

I would raise this issue on a regular basis at the board level and with staff. I think we then have to look at the language that was approved as part of the constitution and bylaws authorizing what authority Regional Governors actually have, and make changes through that process if needed. But that requires building support at the Arch Chapter level first.

As for the proposed legislation coming to this Carnation: I attended a Regional Governors' meeting last week, and none of us in that Zoom room had been consulted in drafting those changes — or at least none were willing to say they had been. The proposals are written in a disjointed, piecemeal way, and I'm not comfortable with them as they stand. Something needs to be done — but those individual motions are not the right way to do it. I would start as a director by being a vocal advocate for meaningful, coherent change through the right channels.

## Candidate Closing Statement

Thank you, Carl — and thank you all for your time. I'm grateful for the entire effort you've put into making these choices as carefully as you can for the benefit of our fraternity.

I think my experience, both inside and outside the fraternity, is what makes me a valuable potential director on the Arch Chapter. My work experience serving as a chief staff executive for multiple organizations demonstrates that I have the leadership ability and the practical skill to manage many different things at once and be successful in that role. My volunteer experience serving on and leading boards of outside organizations — local Goodwill Industries, various foundations — gives me a deep understanding of how governance works.

Being president of membership organizations, even professional associations, has taught me the importance of keeping your customers at the center. Our undergraduates are our customers. If we can't provide an effective product for them, they won't be able to recruit, they won't attract new members, and this fraternity won't keep moving forward. I believe I have the ability, the experience, and the skills to help with that.

I have experience at different levels as a volunteer for this fraternity — chapter advisor, House Corporation President, Regional Governor. I don't have the depth of years that some candidates do, because I stepped away when my family came along. But I believe I have enough experience now — including my non-fraternity experience — to be a valuable and effective member of this chapter. I would ask that you nominate me.

## Committee Closing Remarks

Carl (Chair): "Thank you so much, Alan. Very interesting discussion. You strike me as a very level-headed individual — not someone who is going to get too extreme in a meeting, but definitely not a shrinking violet either. I like your approach very much."

Martin Nash: "Alan, I was kind of hoping you might make our job a little easier and not be at the level of what we've seen from other candidates — but in my opinion, you knocked it out of the park today. I've been on a couple of large group meetings with you, with Regional Governors and chapter advisors. Your time, your input, and your experience are tremendous. You make our job really hard, but I think we have a really good group of candidates who are going to produce a solid list for the next Arch Chapter — and you're going to be at the top of it."

Carl (Chair): "Alan, thank you for renewing my faith in Delta Tau Delta. Every time I do an interview like this, it helps me remember what I was always looking for as International President: who are going to be the next leaders of this fraternity? You stepped up and gave us a great interview. Your future with Delta Tau Delta — whatever level it's at — is going to help shape where we're going to be five, ten, fifteen years from now. And that means a lot."

# Post-Interview: Committee Working Session

*(Alan Nichols departed; committee continued in closed session)*

## Next Steps & Timeline

- Committee to meet Thursday, May 28 (2 hours reserved) to deliberate and reach consensus on nominees.
- Each member asked to review all interview recordings beforehand and come prepared with ranked preferences.
- Carl will circulate a spreadsheet tracking candidates across criteria: attitude, passion, drive, prior board experience, occupation diversity, and other factors.
- After the May 28 discussion, members will submit individual votes by email; Carl will consolidate and circulate results for final confirmation.
- Final nominees must be submitted to the central office by June 1.

## Voting & Election Timeline

- Director positions: Online vote opens July 15 (approximately two weeks); interview recordings will be made available to the full Brotherhood before voting opens.
- Vice Chair, Treasurer, and Student Director: Voted on at Carnation.
- Note: The committee's nominees are not guaranteed to be elected — the Brotherhood votes — but historically the committee's slate carries significant weight.
- Notable: Two candidates (one for Vice Chair, one for Treasurer) also submitted their names for Director; committee to evaluate them under the Director lens as well.
- A father-son candidate pair was noted: Josh Schneider (Director candidate) and Judge Peter Schneider (Student Director candidate). Committee agreed to evaluate each individually on their own merits.

## Deliberation Guidance from Chair

Carl offered the following framework for evaluating candidates:

- Who was talking about themes that matter to you — communication, ritual, undergraduate engagement, Regional Governor empowerment, data/financial stewardship?
- How did they answer? Did they give pat answers, or did they give responses that felt genuine and grounded in real experience?
- Did they speak in terms of “I” (what I will do) or “we” (how do we build consensus and get something done)?
- Who would stand up in an Arch Chapter meeting and advocate for what they believe — without being combative — rather than simply deferring to the majority?
- Who would be a genuine advocate for the undergraduate experience, and could they work constructively with a Student Director who is navigating that role for the first time?
- For any returning Arch Chapter member: prior service is not a pass. Evaluate them on the same merits as new candidates.
- What does this person bring that no one else on the current or incoming board brings?

## Additional Notes

- The official director qualifications published by the fraternity (emphasizing accounting, audit, risk expertise) were not used as the primary framework for this committee's evaluation. Carl noted the published criteria lacked emphasis on functional experience in ritual, recruitment, and undergraduate communication — areas this committee prioritized.
- Mental health surfaced in three or more candidate interviews, which Carl noted as a meaningful trend.
- Big chapter vs. small chapter dynamics were notably absent from most interviews, which Carl viewed positively.
- Interview recordings will be posted to the AC Interview Recordings link; Carl to re-send the link to all committee members. Note: Recording availability for some sessions may be delayed due to technical issues (at least one prior interview had a recording glitch).
- Carl encouraged committee members to watch recordings of interviews they missed, paying attention to delivery, passion, and how candidates handle unexpected questions — not just content.

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*Minutes prepared from recorded interview transcript  
Delta Tau Delta Arch Chapter Director Candidate  
May 21, 2026*