

## CHAPTER THREE: THE CHI PSI SCHOLAR

**W**ITH ITS LONG AND VENERABLE TRADITION, THE UNDERGRADUATE college in America has a unique mission to fulfill, one that will enrich and, at its best, transform. The college experience was founded on the belief that it would lead to a more competent, more concerned, and more complete human being. The leaders of Massachusetts Bay Colony, many of whom were alumni of the ancient English universities, sought to recreate in the New World not only a new England but also a new Cambridge – a place to train a learned priesthood.

*Chapter 3 of the newest edition of The Chi Psi Story follows.*



*Delta Delta Brothers at Berkeley graduation.*

*Education is the transmission of civilization. – Ariel & Will Durant*



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Indeed, John Harvard and no fewer than thirty-four other early settlers of the colony had been affiliated with Emmanuel College, Cambridge, whose special mission was providing the church with a preaching ministry. It is hard to imagine reading John Eliot's 1643 "New England's First Fruits," declaration and remaining unmoved by the Puritans' noble vision:

*After God had carried us safe to New England, and we had builded our houses, provided necessaries for our livelihood, rear'd convenient places for God's worship, and settled the Civil Government: One of the next things we longed for, and looked after, was to advance Learning and perpetuate it to posterity, dreading to leave an illiterate Ministry to the Churches, when our present Minister shall lie in the Dust.*

This is one of the most enlightened visions any society has ever collectively endorsed. And the institution established to bring it about is one of the most vital and enduring in our culture. The undergraduate college is the place where higher education in America began, and the universities, which grew out of the colleges, have produced knowledge that has transformed the nation and the world. In the United States today there are more than four thousand colleges and universities, each with its own unique history, traditions, and special sense of worth. This rich array of institutions has opened doors to citizens of all ages and all backgrounds.

*Write it on your heart that every day is the best day in the year. He is rich who owns the day, and no one owns the day who allows it to be invaded with fret and anxiety. Finish every day and be done with it. You have done what you could. Some blunders and absurdities no doubt crept in. Forget them as soon as you can, tomorrow is a new day; begin it well and serenely, with too high a spirit to be cumbered with your old nonsense. This new day is too dear, with its hopes and invitations, to waste a moment on the yesterdays."*

– Ralph Waldo Emerson

*A linguistics professor was lecturing to his English class one day. He said, “In English, a double negative forms a positive. In some languages, though, such as Russian, a double negative is still a negative. However, there is no language where a double positive can form a negative.”*

*After a pause, a voice from the back of the room piped up. “Yeah, right.”*

*There is one lesson I’ve learned over the years as a father, lawyer, activist, and citizen which stands above all the others ... We are all in this life together, and we need each other.*

— Bill Gates Jr., ΘΔ’47

*Below: The Goodbody Award is presented annually at Convention to the Alpha that exceeds all others in academic excellence.*

## HIGHER EDUCATION AND CHI PSI

**I**T IS IMPOSSIBLE TO APPRECIATE THE IMPACT that Chi Psi has had on the undergraduate experience since its inception on the 20th of May 1841, without appreciating Chi Psi’s relationship with its educational partners – the colleges and universities on which it resides. Woodrow Wilson observed the nature of students’ intellectual dynamics in 1909 when he was president of Princeton University:

*The real intellectual life of a body of undergraduates, if there be any, manifests itself, not in the classroom, but in what they do and talk of and set before themselves as their favorite objects between classes ... If you wish to create a college, therefore, and are wise, you will seek to create ... not only a body of studies but a mode of associations.*

The “mode of associations” has special meaning when we consider the close relationship that Chi Psi has had with higher education for well over a century and a half. From the first Alpha at Union College to our most recent Alpha or colony, Chi Psi continues to exist because it meets human needs and extends the opportunities for learning.

As President Wilson saw, the undergraduate experience must be held together by something more than plumbing, a common grievance over parking, or a football game. What students do in the dining halls, on the playing fields, and in residence halls late at night all combine to influence the quality of the college education. The challenge in the building of community is to extend the resources for learning on the campus and to see academic and non-academic life as interconnected.

The early colleges did not doubt their responsibility to educate the whole person – body, mind, and spirit. Faculty members were recruited from those who believed that in serving the cause of truth they were also serving the cause of faith. Student life was tightly regulated. Religion was a centerpiece of the early college. During the nineteenth century, as American higher education grew and the grip of religion weakened, scholarship among professors took precedence over piety. The classroom served as the principal place of learning, and social life was viewed as less consequential to the goals of education.

Fraternities were established to fill the void that was created. Chi Psi was established to provide a co-curricular experience for those who took an oath to subscribe to its values. The goals of the organization were lofty – to provide for the intellectual, social, and moral development of its members. But most importantly, Chi Psi was founded to provide an institution enabling students to participate in the process of self-discovery.

The 1960s and ’70s brought dramatic changes to the American campus. Rules were weakened. Many dormitories became co-ed. Required attendance at chapel services and campus-wide convocations was abolished on most campuses. Students, it was argued, should be treated as adults. Today, students still have almost unlimited freedom in personal and social matters. Conduct is sometimes loosely regulated, but there seems to be a growing feeling among both students and educators alike that more structure is required.

There are 168 hours in a week. If you take sixteen credit hours, and spend two hours in study for each credit hour of instruction, that means forty-eight hours of the week are devoted to academics. If fifty hours are assigned to sleep, that leaves seventy hours of a student’s life unaccounted for, a block greater than either sleep or academics. Chi Psi has a critical role to play in structuring some portion of this time to allow you to have new and broadening experiences, ranging from involvement in a public service project, playing intramural sports, and learning from a guest lecturer, to having dinner with a faculty member.

The success of your college experience will truly depend on how you decide to use this large amount of time. Chi Psi’s role will be to provide some structure to enhance your intellectual and moral well-being.



## COMMITMENT TO COMMUNITY

**T**HE EVOLUTION OF HIGHER EDUCATION has allowed us to come closer than ever before in history to realizing Thomas Jefferson's ideal of "informing the discretion" of our citizens through education. However, our advances have also brought some losses. College curriculums have generally lost some of the coherence and breadth that they once had. What was once a student body sharing a discourse, acquiring a common glimpse of the relatedness of things and a shared commitment to high ideals and worthy ends is now all too often a collection of divided, perhaps hostile groups that are united, if at all, by the fortunes of the football team on Saturday afternoons. Higher education has lost a sense of common purpose, a sense of shared enterprise, and a cohesiveness as a people. Can the same be said about fraternities?

Without a healthy sense of commitment and connectedness, students are impoverished. As the philosopher and theologian Reinhold Niebuhr has observed: "Man is the kind of creature that cannot be whole except he be committed, because he cannot find himself without finding a center beyond himself. The emancipation of self requires commitment." Nurturing that kind of commitment has often become a casualty in our modern age.

If Chi Psi is to continue contributing to the intellectual, moral, and social advancement of its members, we must provide a community for nurturing our Brothers. We must recognize that the pool of students attending college today is far different from the one that colleges served in earlier times. White males are no longer in the majority, with 60% of today's students being female. It used to be that graduating from college almost always guaranteed a good job, but that seems less true today. Many men seem to be abandoning the idea of college altogether, and we are nearing a point when there will be two women graduating from college for every man.

In the general population, those that used to be considered "minority groups" now comprise a majority in the nation's twenty-five largest county school districts. But while that minority population is growing, minority participation in college is declining. The community that we build for tomorrow will be quite different

from the one that existed in 1841.

We must continue to take advantage of the diversity that exists at the institutions where our Alphas are located, fostering a community that accepts individuals who have different heritages and socio-economic backgrounds. As a fraternity, we must be committed to objectivity. The role of the Fraternity cannot be to advocate causes, philosophies, or values beyond those explicitly stated in its mission. We must, however, encourage open discussion of contemporary issues by all members of the Fraternity as well as the campus community. Our goal must not be to indoctrinate others with a particular point of view, but rather to enable members to see their own lives in a larger perspective and to encourage them to consider their own actions and values in the broader context of civic responsibility and societal need. The moral and intellectual development of each Brother ought to be the central undertakings of our brotherhood.

Chi Psi's major contribution to higher education should continue to be the promotion of self-discovery through intimate association with others. Education is itself a process of self-discovery which involves not merely the accumulation of knowledge but also a search for understanding of what it means to be a part of the society and universe in which we live. We should carry out this search with passion and patience, not as an end in itself, not even because understanding is a worthwhile end, but simply because the ultimate function of self-discovery is to promote the dignity of all humankind.

*At the end of the day,  
the world may not be  
changed in the way  
I'd hoped it would be,  
the sea of others' actions  
might have been too  
great to overcome.  
But I'll still have that  
question for myself ...*

*Did I let the actions of  
others justify my giving  
up on what I believe in?*

*Did I let their cynicism  
crush my own passion  
and belief in something  
that matters? ...*

*Or did I do my part?  
Did I do what was right?  
Did I live with integrity,  
even though I may have  
not seen any results?*



*“More than anything else, being an educated person means being able to see connections that allow one to make sense of the world and act within it in creative ways. Each of the qualities I list here – listening, reading, talking, writing, puzzle solving, truth seeking, seeing through other people’s eyes, leading, working in a community – is finally about connecting. A liberal education is about gaining the power and the wisdom, the generosity and freedom, to connect.*

– William Cronon,  
from *Only Connect: The Goals of a Liberal Education*

## PRIVILEGE AND RESPONSIBILITY

**T**O BENEFIT FROM YOUR COLLEGE AND Chi Psi experience you must be willing to become engaged in the myriad of opportunities before you. Don’t wait for your college experience to happen *to* you. Make it happen *for* you. For that to occur you must first recognize and appreciate the fact that you are extremely fortunate to be attending one of the best colleges or universities in the country. You must never take your college experience for granted.

Because of your good fortune, you have an obligation to serve and to lead. Chi Psi can provide you with the training ground to learn the skills you will need. This development occurs whenever you

participate in a public-service event. It occurs whenever you serve as an officer in the Alpha or have a faculty member over for dinner. It also occurs whenever you engage with others. It occurs whenever you attend a Lodge meeting and make remarks for the good of your Alpha.

We invite you to take full advantage of the educational value of your fraternal experience. The relationships you form with Brothers in Chi Psi, combined with the programs sponsored by The Chi Psi Educational Trust, will not only provide many opportunities for intellectual growth but also present numerous resources for your personal and professional development.

## EDUCATIONAL VALUE

**T**HE FRATERNITY IS ONE OF THE FEW institutions, at this stage of your life, where you will have the opportunity to develop intergenerational friendships. As a freshman or sophomore, you can gain valuable insights from upperclassmen. You should seek to learn all you can about the academic disciplines, participate in extracurricular activities as time and interest permit, explore leadership opportunities both in and outside of Chi Psi, and benefit from a network of tutors with whom you share a common bond. You will be introduced to alumni of all ages throughout your undergraduate days and beyond. Their knowledge, accumulated through years of personal and

professional experiences, can serve as a valuable resource when facing the vicissitudes of life.

The programs of The Chi Psi Educational Trust offer the type of collaborative learning sought by individuals and organizations worldwide today. Through these programs, you will be exposed to alumni and friends volunteering their time as instructors, facilitators, and mentors to ensure that every Brother has the opportunity to realize his full potential.

The scholarships and fellowships available from the Trust provide an additional resource to help you achieve your academic goals. In the end, by appreciating the educational value of your fraternal experience, you will both benefit from and contribute to Chi Psi Fraternity.

Chi Psi aims to instill in you a sense of commitment and passion to something beyond yourself. Speaking on the impact of the college fraternity, Wilson Carey McWilliams, Distinguished Professor of Politics at Rutgers, The State University of New Jersey, once noted: “Of all human relationships, fraternity is the most premised on imperfection, the most fraught with ambiguity, the least subject to guidance by fixed rules, the most dependent on choice. All of these qualities make fraternity difficult; they also make it true to the nature of humankind.”

That is what makes Chi Psi so important to your collegiate experience. We, the Fraternity, exist to complement the mission of the college or university you are attending. What is that mission? It is, as Alfred North Whitehead once said, “to promote the art of life.”



# LEARNING HOW TO LEARN

**P**ERHAPS THE BEST SKILL YOU CAN develop for college and life beyond is how to learn effectively. You may work a dozen or more jobs in your career, and early planning for changes will help you get through with less stress.

While planning for changes ahead will help you professionally, of course, it will make a big difference in your personal life as well. Have you ever started something you didn't finish? You'd be the less than 1% if you honestly answered no. We've all started an exercise routine, a diet, an on-line language course, or a musical instrument that is no longer part of our routine. You may have started with great enthusiasm, but somehow just petered out.

The idea of learning to learn is more than a hobby or interest. It's about the rest of your life. You have the choice to stagnate or grow – in both your personal and professional life. Do you have the best and latest learning tools in your toolbox?

**Active Recall** is the process of remembering information. It moves information from short-term to long-term memory so that you can easily draw on it again when you need it most, such as for an exam. If you want to remember a fact, don't just read it, don't reread it, don't just underline or highlight it, close your eyes and try to recall it without looking it up in your notes or online. If you can, you've used active recall. If not, look it up, learn it and try again.

**Chunking** – It's been said that chunking is the mother of all learning (or at least the fairy god-mother). Chunking is what happens when you know something so well, like a song, or a scientific formula, or a verb conjugation, that it is basically a snap to call it to mind and use it. Creating neural patterns – neural chunks – underpins the development of all expertise. For example, you can remember the Buddhist Precepts for lay people by tying them into the acronym KILSS (No Killing, No Intoxication, No Lying, No Stealing, No Sexual Misconduct).

When you're problem-solving or taking a test, if you have "chunked" the material well during your studies, you can easily draw a neural chunk – that is, a procedure or concept – to mind. Once that chunk is in mind, you can then draw up other chunks you've mastered, and put concepts together to solve complicated problems that you haven't seen before.

**Interleaving** is a process of mixing, or interleaving, multiple subjects or topics while studying in order to improve one's learning. This strategy forces the brain to continually retrieve because each practice attempt is different from the last, so rote

responses pulled from short-term memory won't work. Cognitive psychologists believe that interleaving improves the brain's ability to differentiate between concepts and strengthens memory associations.

**Blocked practice**, on the other hand, involves studying one topic very thoroughly before moving to another. Interleaving has been shown to be more effective than blocked practice for developing the skills of categorization and problem solving; interleaving also leads to better long-term retention and improved ability to transfer learned knowledge.

**Deliberate Practice:** Deliberate practice is purposeful and systematic, a focused concentration with the goal of furthering one's abilities and improving performance. While regular practice might include mindless repetitions, deliberate practice requires more focused attention.

**Pomodoro technique:** The concept, developed by Francesco Cirillo in the late 1980s, is pretty simple, you start a timer for either 25 or 50 minutes, and focus on a single thing. Once the timer is up, you have a 5 or 10-minute break before starting again.

## **Some tips for your learning process:**

1. Gather the materials together that you'll be using in your learning today.
2. Assess your mood. Are you agitated or sleepy? If so, change your mood before starting, whether by drinking a cup of water or taking a walk or a nap.
3. Be open to new ideas, new experiences, and new interpretations.
4. Be an active learner by questioning, prodding, and connecting material to previous experiences.
5. Once you've covered a certain threshold of material, employ dynamic testing with new concepts using flashcards with spaced repetition to convert the learning into long-term memory.
6. Share what you've learned when you feel you have a firm grasp of the material (teach the concepts to someone or make a lesson plan you could share).
7. Embrace your learning. To really soak it in, reproduce or incorporate the learning into your life.
8. Put these steps into place with a low-risk example, in an old hobby or project and use techniques you've learned and you'll soon see how effective the new tools in your learning toolbox are!



*Education is the most powerful weapon which you can use to change the world.*

– Nelson Mandela

*All people dream, but not equally. Those who dream by night in the dusty recesses of their minds wake in the day to find it is vanity; but the dreamers of the day are dangerous, for they act their dreams with open eyes to make it possible.*

– Thomas Edward Lawrence  
(Lawrence of Arabia, 1922)

*We are what we repeatedly do. Excellence then, is not an act, but a habit.*

– Aristotle

*There is a cult of ignorance in the United States, and there always has been. Anti-intellectualism has been a constant thread winding its way through our political and cultural life, nurtured by the false notion that democracy means that “my ignorance is just as good as your knowledge.”*

—Isaac Asimov

*When I was in grade school, they told me to write down what I wanted to be when I grew up.*

*I wrote down happy.*

*They told me I didn't understand the assignment.*

*I told them they didn't understand life.*

— Unknown

*If you could only sense how important you are to the lives of those you meet; how important you can be to the people you may never even dream of.*

*There is something of yourself that you leave at every meeting with another person.*

-- Fred Rogers

## THE PROGRAM FOR EXCELLENCE

**T**HE PROGRAM FOR EXCELLENCE was first articulated as such in the mid-1970s by then-Executive Council member Oliver R. Rowe, Σ'1925. He had been inspired by Chi Psi as an undergraduate, working to bring a charter back to the dormant Alpha Sigma at Chapel Hill. And it was clear in the 1970s that Oliver was again inspired by the Fraternity and what he saw at many of our Alphas.

He began visiting Chi Psi campuses to talk with our undergraduates about this concept of self-discipline and determination that had been the touchstone of his own life. As he talked about a Program for Excellence, he said, “The backbone of success is self-discipline. No man ever made a success in life without it, and most of those who fail in life fail because they don't have it.” When asked to define self-discipline, he said it was simply “doing what you know you are supposed to do.”

Oliver Rowe became Chi Psi's #7 in 1977, and he spent the two years before that and then the eight years of his presidency traveling and speaking to Alphas, Regional Conferences, and National Conventions, talking about the Program for Excellence. But neither Oliver nor anyone on the staff or boards could quite define or articulate a structure for what the “Program” was exactly. It took a little distance, long after his term of office, until we put it all together and realized that that The Program for Excellence was hiding inside us all along.

Our goal has always been to empower Chi Psi's undergraduates to compete at the highest level, to

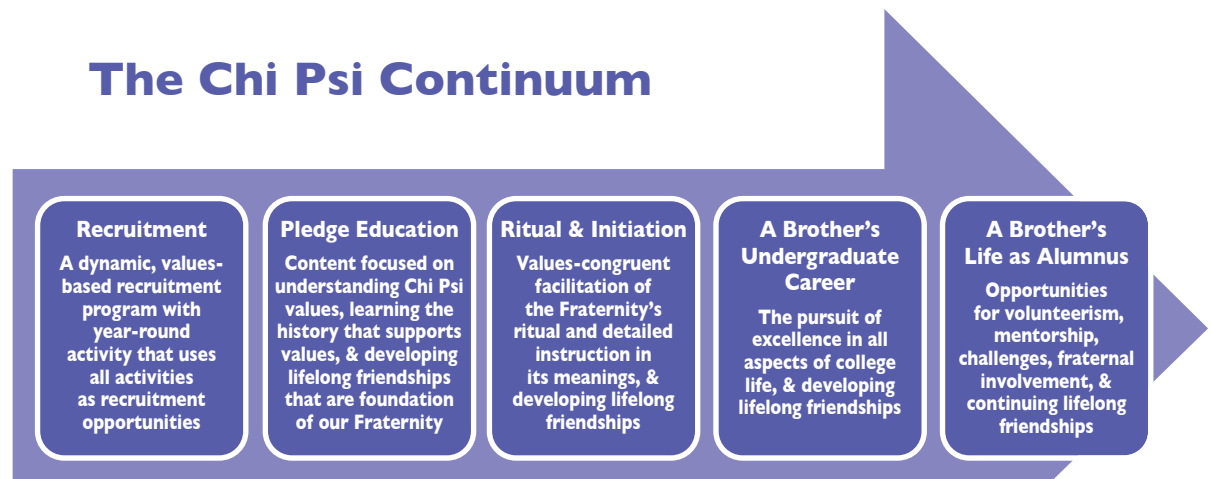
differentiate themselves from the throng, and provide added value to the collegiate experience and beyond in a way that furthers the Fraternity's purpose: Building life-long friendships.

It is important to understand that joining the Fraternity, becoming a part of Chi Psi, is not a single event or even a two- or three-stage process. It is not “one day on this side of the door and the next day on the other.” Nothing ends or begins with recruitment or initiation or even graduation. Chi Psi is a continuing journey through many phases along a straight arrow of progress. It is a continuum. The entire process of recruitment, new member orientation and education, initiation and ritual, and on through college and after, is a dynamic, values-based involvement, designed to bring out the best in you, a man of Chi Psi. It is all about the pursuit of excellence for you and for the Fraternity.

**NATIONAL ASSESSMENT** – Following the tragic death of a new member in 2004, Chi Psi undertook the National Assessment Project to survey and have a personal conversation with every active member of the Fraternity about aspects of his personal experience, all within a four-month period. (We continue to survey and have a conversation with active members on a rotating basis so all members of every Alpha are a part of the process at least once every five years.)

The assessment process has made clear our need for a programmatic agenda that serves to facilitate a Brother's progression through life as a Chi Psi. With the support of the Chi Psi Executive Council and the

### The Chi Psi Continuum



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Educational Trust, the Program for Excellence works to enhance the way Chi Psi competes on its host campuses. It guides our Alphas through day-to-day activity, builds character, and shows our young men how to live as gentlemen. And it enhances the way Chi Psi competes on our host campuses.

**THE PROGRAM FOR EXCELLENCE** – Chi Psi created the Program for Excellence to guide our Alphas through activities that build character and show our young men how to live as gentlemen. Dividing day-to-day activity in the Alpha into seven categories, we pulled the most successful events and activities in each category from each Alpha, and compiled them with theory, planning, and implementation resources to support the overall strategy.

The Program for Excellence prescribes an approach for each of these seven activity categories and provides online materials with specific ideas and planning guides to help our undergraduate officers get started. It also teaches Alphas how to plan activities that serve several functions.

What follows is an outline of the basic types of programming in each of the seven categories:

**EDUCATIONAL PROGRAMS, LEADERSHIP EVENTS, AND VALUES-BASED EDUCATION**

- Alpha Management Retreat
- Program for Self Development
- ERA Program
- Rowe Regional Leadership Conferences
- Spencer Institute

**SOCIAL EVENTS**

- Organizing events to showcase ways in which Alpha develops young gentlemen of character

- Planning social events that are unique, high-value and always fun
- Hosting events in accord with college/Fraternity policy to meet expectations, honor our values

**COMMUNITY SERVICE, PHILANTHROPY, AND FUNDRAISING EVENTS**

- Donating time with local service organizations
- Encouraging some degree of participation from all members of the Alpha
- Including dates or a sorority partnership as well as potential recruits in an event to help it serve multiple purposes

**COMMUNITY OUTREACH AND AWARENESS**

- Educating Brothers and developing strong working partnerships with key organizations in the community
- Creating partnerships to stimulate awareness, affect change and create a positive identity

**ALUMNI AND PARENT OUTREACH**

- Recruiting Advisory board members while cultivating supportive Alumni involvement
- Providing parents and alumni with positive experiences with Chi Psi

**PROFESSIONAL DEVELOPMENT**

- Offering networking opportunities
- Holding Career Symposiums

**PERSONAL DEVELOPMENT & SOCIAL EDUCATION**

- Teaching young men appropriate behavior in post-collegiate social & professional situations
- Emphasizing importance and practice of social excellence through the Dynamic recruitment model



*Many ages ago, humans seemed to develop a memory that was rich and diverse about people and places.*

*Those memories became more permanent when we put them into stories, dramatically adding to our memory capacity.*

*Common language allowed us to share and save these stories with others. One person's memory could become another person's memory.*

*Writing led to books and libraries to store more memories long after original story-tellers were gone.*

*More recent search functions have given us access to the memories and insights of people all over the globe.*

*Machines can now tell us what is out there even before we know we're looking for it. It can confuse someone else's memory with our own of things that happened to us.*

*We now have the power (and maybe the obligation) to use our shared knowledge to make better decisions, editing out the manipulations and falsehoods that are designed to spread, not to improve our lives.*

*Hiking: I don't like either the word or the thing. People ought to saunter in the mountains – not hike! Do you know the origin of the word “saunter?” It's a beautiful word. Away back in the Middle Ages, people used to go on pilgrimages to the Holy Land, and when people in the villages through which they passed asked where were going, they'd reply, “A la sainte terre,” – “To the Holy Land.” And so they became known as sainte-terre-ers or saunterers. These mountains around us is our Holy Land, and we ought to saunter through them reverently, not “hike” through them.*

– John Muir

## PROGRAM FOR EXCELLENCE: EDUCATIONAL PROGRAMS AND LEADERSHIP EVENTS

**T**HE PROGRAM FOR EXCELLENCE was implemented initially as an array of educational programming offered by The Chi Psi Educational Trust. Educational Programs, leadership events, and values-based education remain the cornerstones of the Program for Excellence and provide key developmental experiences for Chi Psi Brothers. Each provides a unique and beneficial experience. To schedule an educational program or register for an upcoming event, contact the Central Office. In most cases, the Educational Trust pays for all facilitator-related expenses for these programs.

### 1. THE PROGRAM FOR SELF DEVELOPMENT

The PSD creates an opportunity for the participant setting and ways to recover from those effects. Since the program relies on both individual and group participation, it allows the participants to achieve a better understanding of one another.

This weekend program is usually conducted off campus, away from participants' normal routine. An alumnus PSD Facilitator provides assistance to the group and helps individuals acquire a greater degree of self-knowledge. Many former participants now use the principles of the PSD to plan both their professional and personal lives.

The PSD is designed to be offered to each Brother at some point in his college career and held

as an annual event for your Alpha. The Program is works well for a pledge class or a newly initiated class of Brothers, or for a group that has known each other for a longer period of time. If the Alpha holds a PSD every year, every Brother will have the opportunity to participate. If a Pledge classes is participating, the program should be done late in the pledging period so participants already know each other well.

### 2. EMMONS ALPHA MANAGEMENT RETREAT (AMR)

– In 1982, Chi Psi Fraternity launched the Alpha Management Retreat (AMR) program, designed to train present and future officers in effective strategic planning techniques. Since then, it has helped our Alphas reach new heights of excellence.

O. Neill Emmons, EA'42, (The University of Chicago), is a former Chair of the Educational Trust and left Chi Psi a bequest that endowed the Emmons AMR. He and his wife Parkie were regular attendees at Chi Psi gatherings and wonderful people. The AMR now serves as the Fraternity's primary tool for assisting you in the development and implementation of the Program for Excellence. It is usually conducted over a weekend day and led by a trained alumnus volunteer or Central Office staff member.

The AMR creates a working forum where Alpha leaders discuss and design short-term and long-range goals for their Alphas. Facilitators use management and leadership experience to help undergraduate leaders design a plan for their Alpha and drive it toward success. Participants learn vital leadership skills and use them to improve their Alpha operations.

By encouraging and providing guidance for each Alpha to become more successful, the AMR guarantees a positive and satisfying experience for each Chi Psi undergraduate who attends. The Alpha is responsible for procuring a quiet, isolated setting for the weekend. The Chi Psi Educational Trust, with the cooperation of Chi Psi alumni, bears the facilitator-related financial obligations for running the Alpha Management Retreat. The AMR should be held in each Alpha annually.

To expand this event: Pair the AMR with a similar retreat for the Alpha's Alumni Advisory Board. Both programs have separate facilitators who schedule joint sessions that facilitate mutual goal-setting and achievement. The Alumni Board Management Retreat (ABMR) has proven effective in increasing communication between the Alpha's undergraduate and alumni leaders. Additionally, the program helps



*A Program for Self Development in the North Carolina mountains.*

these groups create a unifying vision with multi-level ownership of objectives and long-range plans.

**3. PROGRAM FOR RECRUITMENT DEVELOPMENT (PRD)** – You've heard it before: Recruitment is the lifeblood of our organization. Our continued existence depends on quantity-driven high-quality recruitment. Alphas implementing the Program for Excellence will find year-round, dynamic recruitment highly conducive. The PRD should be held annually (if not each semester) as a refresher for the Alpha in the many skills and techniques that go into a quality recruitment program.

**4. BROTHERHOOD PROGRAM** – This program is Chi Psi's values-based approach to the prevention of alcohol abuse, hazing, and other harmful activity. It employs a detailed discussion of Chi Psi Fraternity values to stimulate the development of responsible behavior. The program was designed to complement the Fraternity's existing risk-management policy and strategy programming with a higher-level discussion that frames alcohol abuse within the context of values-congruence. Originally named ERA (Education, Responsibility, Action Program), it was developed following the success of an alcohol education program facilitated in 2006 by Cal Hackstaff, ΨΔ'06. It is administered every year at each Alpha for every Brother and new member. The Brotherhood Program goes beyond the typical "thou shalt not" alcohol approach by speaking to values, character, and loyalty to Brothers and peers. It addresses inaction of those that observe harmful behavior yet do nothing to stop it and pleads with them to speak out. This program has saved lives, and is an effective way to further the values-based education of future Chi Psi Brothers.

We know the program is working. Alphas have reported that since the program's implementation, Brothers and their peers are more aware of activity that can lead to dangerous situations. They are taking steps to prevent it and have reacted to dangerous scenarios by doing the right thing.

**5. RISK MANAGEMENT EDUCATION** – All Chi Psi undergraduates are required to purchase insurance through the National Fraternity. This coverage is extensive and protects us from personal liability in the event of an accident. As with most coverage, our insurance is governed by a list of restrictions on behavior called the Risk Management Policy. All Chi Psi undergraduates are expected to participate in a 5-unit training course that explains our current insurance policy, gives examples of past incidents, and shares strategies for dealing with emergency situations. Most importantly, the course edu-



cates the actives on risk avoidance – the crux of the Fraternity's overall risk management policy.

Each program unit is catered to the specific needs of the undergraduate collegiate career. Through the course, undergraduates learn to work together to make their Alphas and lifestyles safer and more responsible. It emphasizes the importance of cohesion and consensus in preventing and managing high-risk situations. Each member is responsible for his own actions as well as for the actions of others around him.

The Program is designed to work alongside local programs, with incentives for undergraduates to seek out local officials who will talk about risk reduction techniques. Chi Psi is committed to team building to address the risk responsibility problems prevalent on college campuses today. The group focus on risk avoidance has proven to be very effective since the inception of the Fraternity's focus on risk management education many years ago.

*Of all the most prized possessions in the world (including health and wealth), humans end up prizing friendship above all – especially old friends.*

– Aristotle

*Success isn't always about greatness. It's about consistency. Constant hard work leads to success. Greatness will come.*

– Dwayne Johnson



At the Spencer Institute during Convention.



*Surround yourself with people who push you to do and be better. No drama. No Jealousy. Just higher goals and higher motivation. Good times and positive energy. Simply bringing out the absolute best in each other.*

– Warren Buffet

### 6. OLIVER AND MARIE ROWE REGIONAL LEADERSHIP CONFERENCES

– Not every undergraduate Chi Psi has an opportunity to attend the National Convention. The next-best thing to have a taste of a “National Experience” is through Oliver and Marie Rowe Regional Leadership Conferences. The Chi Psi Educational Trust provides a national experience to each and every undergraduate, offering them the opportunity to meet and network with peers to discuss common challenges and success factors. These conferences also serve as a strategic research and program development tool for Chi Psi.

The Rowe Regional Conferences are usually held in early spring, sponsored by The Chi Psi

Educational Trust. Your travel expense and all attendance fees are covered for undergraduates that participate in the full day's programming, which usually runs from late morning to late afternoon on Saturday, followed by a banquet. Host Alphas provide sleeping space for delegates from other Alphas as available, and attendees are encouraged to stay overnight on Saturday night (and Friday night if they like). Lunch and dinner are provided on Saturday for those that participate.

**7. SPENCER LEADERSHIP INSTITUTE** at the Annual Convention – Held annually in conjunction with the Chi Psi Annual Convention, the Spencer Institute promotes leadership and national camaraderie. The Institute is designed primarily for #1s (Presidents) and #4s (Treasurers). Recruitment Chairs and other interested undergraduates are welcome to attend the sessions. The workshops, led by professional trainers and alumni volunteers, emphasize leadership development, financial responsibility, and strategic planning.

Brothers receive comprehensive training focused on recruitment, Alpha administration, educational programming, and risk management while learning about the National Fraternity and interacting with Executive Council Members and Central Office staff.

To address particular concerns and problems which face #1s and #4s, the Institute contains several breakout sessions to help instructors provide answers and guidance. While #1s learn from their peers and focus on Alpha leadership and administration, #4s receive a rigorous overview of collection techniques, payroll taxes, taxes for nonprofit organizations, accounting, budgeting, and general financial responsibility. Altogether, the Spencer Institute supplies the tools to help Chi Psi's undergraduate leaders run an Alpha effectively.

**8. MID-YEAR LEADERSHIP RETREAT** – In 2012, Chi Psi hosted its first national leadership retreat for #1s. This event is usually held the first week in January near Nashville, and all #1s are strongly encouraged to attend. Costs are covered by the Fraternity and The Chi Psi Educational Trust. Programming focuses on leadership, conflict management, communication, ritual, and strategic planning skills as they pertain specifically to #1s. The photo at left is a recent group of participants and facilitators at an MYLR.

**9. NEW MEMBER EDUCATION PROGRAM** – The New Member Program is designed to integrate new recruits into the Alpha before their initiation.



Mid-Year Leadership Retreat near Nashville.

It is a process that breaks down barriers between participants and Brothers through shared activities. It prepares participants for leadership opportunities by modeling for them the behavior expected of Brothers and teaching them important social skill sets. Finally, it builds lifelong friendships that supersede lines of class year or initiation class.

The program emphasizes Chi Psi Core Concepts and Values, including: self-sacrifice, self-control, fidelity, courage, and good judgment. Supplemental concepts and values explored include leadership, ingenuity and creativity, diplomacy, and consensus-building. New Member Education is designed in the simple spirit of building lifelong relationships, and the process ends with initiation of the new members being fully welcomed into the Bonds of Brotherhood. Initiation is never a test, but rather it is a time of transition, welcoming, and celebration. We believe that Chi Psi Initiation should be conducted in such a manner and on such a level that the President of the College or University could be initiated with dignity.

**10. OUTDOOR ADVENTURE** – The Outdoor Leadership Program is a substance-free outdoor experience meant to challenge 12-20 undergraduate Brothers. Chosen by application, they partner to



*The 2019 Outdoor Leadership Retreat*

successfully complete the adventure, learning and exhibiting leadership skills that will translate to help their Alphas succeed. Inspired by Stacy Bare, Γ'00, adventures have included rafting the Chattooga River and hiking the Appalachian Trail. (The program has been funded by the Ahlberg family.)

*The one real object of education is to have a person in the condition of continually asking questions.*

– Bishop Creighton

*King Pellinore: Who was that, Arthur?*

*King Arthur: One of what we all are, Pelly. Less than a drop in the great, blue motion of the sunlit sea. But it seems that some of the drops sparkle, Pelly. Some of them do sparkle!*

*Closing scene from the Broadway Musical Camelot by Alan Jay Lerner and Frederick Loewe*

## CHI PSI CARES – ABOUT YOUR MENTAL HEALTH IN TODAY'S WORLD

**EFFECTIVELY MANEUVERING THE COLLEGE EXPERIENCE** is not easy, and the health of our members is paramount. College is usually a time of high expectations from professors, peers, family, and more. It is often a student's first long tenure on his own, and social aspects of the experience can be rewarding, but also overwhelming. The mental health of our undergraduates is a priority at Chi Psi, and we never condone activities that interfere with their well-being. Chi Psi takes a strong stance against hazing, assault, hate, etc. We want Chi Psis to have access to some helpful tools.

The Fraternity has been partnering with Talkspace and Kognito to provide support and resources for the mental well-being of its members at every academic institutions it serves. The three pillars of the initiative, called *Chi Psi Cares*, allows New Members, Brothers, and alumni opportunities to seek assistance for their individual needs.

*Talkspace* is an online therapy service that assesses individuals using the program, matches them with a licensed therapist, and allows for digital conversations using most any device. As part of the Chi Psi Cares initiative, the Fraternity offers up to three months of online therapy for its Brothers. This is designed as a way for young men to discreetly handle personal, academic, and professional issues

that may be negatively affecting their mental health. This pillar of the Chi Psi Cares program is labeled *“Help Yourself.”*

*Kognito* is a digital learning platform that is used to train undergraduates to respond to difficult situations, requests, and conflicts. The program is required for all undergraduate Chi Psi Brothers. It is designed to increase and improve knowledge, confidence, and willingness of students to report and respond to situations in which someone they know may need help. This pillar of the Chi Psi Cares program is called *“Help Your Brothers.”*

Lastly, the Chi Psi Central Office will continue to offer comprehensive services dedicated to its members' well-being. Chi Psi maintains a 1:3 staff-to-Alpha ratio, employs consultants who check in on each campus throughout the year, administers an ongoing self-assessment program using face-to-face interviews to stay abreast of local trends and operations, and provides regular leadership and training events. Brothers, alumni and parents can report concerns about hazing through the Anti-Hazing Hotline. They can also contact the Chi Psi Central Office anonymously by email or phone (615-736-2520) at any time. As the final pillar of the Chi Psi Cares program, this ongoing support system is known as *“Help Others.”*