

**MINUTES OF GRAND COUNCIL TELEPHONE CONFERENCE CALL
ALPHA SIGMA PHI FRATERNITY, INC.**

**January 8, 1993
Delaware, Ohio**

13. A scheduled telephone conference call meeting of the Grand Council was held at 10:30 a.m. on Friday, January 8, 1993. The following participated: Grand Senior President Dr. Dennis R. Parks, Grand Junior President Stan G. Thurston, Grand Secretary Dr. Larry G. Spees, Grand Marshal Mark D. Still, Grand Councilor Larry D. Philippi, Grand Councilor Stuart A. Spisak, Undergraduate Representative to the Grand Council Committee on Alumni Operations Richard G. Buss and Undergraduate Special Advisor on Expansion to the Grand Senior President Richard T. Ritter. Grand Treasurer Kevin J. Garvey and Undergraduate Representatives Kroencke and Moran were unable to participate. Executive Vice President John R. Chaney, Vice President for Development Steven V. Zizzo and Chapter Leadership Consultant David C. Gatzke of the Fraternity Headquarters professional staff also participated.
14. DISCUSSION ITEMS:
- A. Oregon State Update. Executive Vice President Chaney led the discussion on the current Oregon State housing situation. After discussion, it was the sense of the Grand Council that the general fraternity make necessary property insurance payments on behalf of the alumni in order to avoid the initiation of a January 15, 1993 bank foreclosure proceeding against the property and that demands for re-payment would not be made for a reasonable and limited time as we endeavor to re-establish undergraduate operations. The sense of the Grand Council was not to pursue the Psi Chapter Alumni Association's proposed lease of the property, but to encourage them to work through other avenues for the necessary re-financing. Executive Vice President Chaney would secure the chapter's past debt situation with a lien against the property.
- B. Central Washington University. Executive Vice President Chaney announced that a viable expansion opportunity was at hand at Central Washington University, but the administration of this public institution does not welcome fraternities to the campus. It was the sense of the Grand Council that we allow Chapter Leadership Consultant Dave Gatzke to make a visit to the institution and endeavor to discuss our goals with both the administration and the interest group on campus in conjunction with his visit to Washington and that we further discuss the situation in Dallas. Grand Senior President Parks asked Executive Vice President Chaney to make an informal survey of a few other men's fraternities and ask what their success rate has been in similar situations.

CONFERENCE CALL
1-8-93

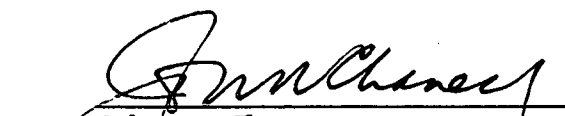
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15. ADJOURNMENT. The conference call was adjourned at 11:05 a.m.

Respectfully submitted,



Larry G. Spees
Grand Secretary



John R. Chaney
Executive Vice President

**MINUTES OF GRAND COUNCIL MEETING
ALPHA SIGMA PHI FRATERNITY, INC.**

**January 23-24, 1993
Dallas, Texas**

16. CALL TO ORDER

Grand Senior President Parks called the Grand Council Meeting to order and welcomed those present at 9:35 p.m. on Saturday, January 23, 1993.

17. ROLL CALL

Members of the Grand Council in attendance: Dr. Dennis R. Parks, Grand Senior President; Stan G. Thurston, Grand Junior President; Dr. Larry G. Spees, Grand Secretary; Kevin J. Garvey, Grand Treasurer; Mark D. Still, Grand Marshal; Larry D. Philippi, Grand Councilor; and Stuart A. Spisak, Grand Councilor. Grand Historian Robert Kutz was also in attendance, as was Undergraduate Representatives to the Grand Council (for Alumni Operations) Richard G. Buss, (for Undergraduate Operations) Michael J. Moran, (for Finance) Gregory M. Kroencke and (Special Advisor on Expansion to the Grand Senior President) Richard T. Ritter. Educational Foundation Trustees Richard R. Gibbs and Charles J. Vohs were also in attendance. Professional staff members in attendance included Executive Vice President John R. Chaney, Vice President for Development Steven V. Zizzo, Director of Chapter Services Jeffery S. Owens and Director of Alumni Services Theodore R. Kocher.

18. APPROVAL OF MEETING MINUTES

It was moved by Brother Spees, seconded by Brother Garvey and passed unanimously to approve the minutes of the January 8, 1993, December 4, 1992 and November 6, 1992 telephone conference call meetings and the minutes of the August 9, 1992 meeting.

19. APPROVAL OF MAIL VOTES

It was moved by Brother Spees, seconded by Brother Still and passed unanimously to approve Mail Votes 229 and 230. (Attachment A)

20. UNFINISHED BUSINESS

There was no unfinished business brought before the Grand Council.

21. NEW BUSINESS

The following were discussed and action taken on items, as indicated:

A. COMMITTEE ON PERSONNEL (Attachment B)

1. It was moved by Brother Still, seconded by Brother Spees and passed unanimously that the job descriptions be accepted as amended. (Attachment C)

2. It was moved by Brother Spisak, seconded by Brother Philippi and passed unanimously to change the Director of Administrative Services job title to Vice President for Administration.
3. It was moved by Brother Still, seconded by Brother Spees and passed unanimously to approve the signature authority provision for the Vice President for Administration making it identical to that of the Executive Vice President, but to be exercised only in the absence of the Executive Vice President.
4. It was moved by Brother Still, seconded by Brother Philippi and passed unanimously that the job description for Trustee be forwarded to the Educational Foundation Trustees for consideration and also that a similar description outlining the duties of the collective board also be developed.
5. It was moved by Brother Still, seconded by Brother Spisak and passed unanimously that the staff draft a document that would be signed by official family volunteers signifying their agreement to comply with the Constitution and By-laws, Code of Conduct, Reasons for Being, Ritual and Position Statements.
6. It was moved by Brother Still, seconded by Brother Spisak and passed unanimously that due to budgetary restrictions, the job description for the Director of Housing be retained, but that the authority to hire for this position be withheld at the present time and that a volunteer chairman remain assigned for continuity purposes in completing open actions and to assist in the long-term development of a Fraternity Headquarters concept.
7. It was moved by Brother Still, seconded by Brother Spees and passed that the staff draft a policy that equalizes employee benefits by allowing employees to customize the benefits package.
8. It was moved by Brother Still, seconded by Brother Philippi and passed unanimously to retain the current employment agreement letter outlining monthly salary agreement and compensation package as amended. (Attachment D)
9. It was moved by Brother Still, seconded by Brother Philippi and passed unanimously that the process for the approval of scholarships and grants-in-aid be transferred to the Undergraduate Operations Committee.
10. It was moved by Brother Still, seconded by Brother Spees and passed unanimously that all seven recommended Educational

Foundation Trustee prospects (Brothers Denman, Dollens, Hamilton, Kauffman, MacDonald, Sandwen and Wajnert) be considered for vacancies on the Board of Trustees.

11. It was moved by Brother Still, seconded by Brother Spees and passed unanimously to have the National Advisory Committee on Service conclude their work during the upcoming year and to have the chairman remain as an advocate for our national service project.
12. It was moved by Brother Still, seconded by Brother Philippi and passed unanimously to have the National Advisory Committee on Scholarship evolve from an advisory capacity to a functional standing entity with the chairman also being designated as the Scholarship Director of the Fraternity and that the committee may designate a portion of their budget in support of any bona fide educational program and that the Grand Council endeavors to support annual increases in the scholarship budget.
13. It was moved by Brother Still, seconded by Brother Philippi and passed unanimously to have the staff pursue advancing Total Quality Management philosophy and techniques within the Headquarters.

B. COMMITTEE ON UNDERGRADUATE OPERATIONS (Attachment E)

1. It was moved by Brother Spees, seconded by Brother Still and passed unanimously to direct the Executive Vice President to conduct a mail vote to amend the Constitution, Article VI, Section 2, deleting the sentence, "Any Chapter not represented at a Convention roll call is subject to any and all disciplinary actions provided herein and subject to a fine not to exceed \$50 per day for each day of non-attendance."
2. It was moved by Brother Spees, seconded by Brother Thurston and passed unanimously that the staff investigate reasons why chapters do not participate in national meetings and develop a strategy to address those reasons.
3. It was moved by Brother Spees, seconded by Brother Still that we emphasize to the Missouri (Alpha Theta) Chapter the importance of fiscal responsibility and have the Director of Chapter Services, in coordination with the Finance Committee, develop a plan to write off past debt based on achieving membership goals.
4. It was moved by Brother Spees, seconded by Brother Philippi and passed unanimously to:

- a. Have the fine assessed against the Davis & Elkins (Gamma Delta) Chapter for non-attendance at the National Leadership Conference & Convention be revoked.
 - b. Have the fine assessed against the Tri-State (Beta Omicron) Chapter for non-attendance at the National Leadership Conference & Convention be revoked.
 - c. Have the fines assessed against all other chapters for non-attendance at the 1992 National Leadership Conference & Convention be revoked and have their chapter accounts credited for that amount and that a letter be sent to all HSPs outlining our new philosophy on fines and encouraging attendance at the 1993 National Leadership Conference.
5. It was moved by Brother Spees, seconded by Brother Philippi and passed unanimously to accept the staff recommendations concerning the Illinois (Eta) Chapter, but to allow a one year extension to require a live-in advisor, with that requirement to be re-addressed later.
 6. It was moved by Brother Spees, seconded by Brother Spisak and passed unanimously to accept the staff recommendations on the remaining chapters with violations or suspension.
 7. It was moved by Brother Spees, seconded by Brother Philippi and passed unanimously to develop a reporting device not to exceed two pages which would be submitted twice per year to the Fraternity Headquarters. This report would replace the current requirements for the Chapter Report and the two Roadmaps to Success. Further, that the Roadmaps to Success be used as diagnostic and self-assessment tools at the chapter level during goal setting, conclaves, HSP training sessions and to revise the Roadmap to Success to meet this new role.
 8. It was moved by Brother Spees, seconded by Brother Philippi and passed unanimously to have the staff investigate means to develop a new membership education program which more accurately reflects the present and future goals of the Fraternity.
 9. It was moved by Brother Spees, seconded by Brother Philippi and passed unanimously to accept the University of South Carolina-Coastal Carolina College Colony petition for chartering contingent on their reaching the 50 man membership requirement.

10. It was moved by Brother Spees, seconded by Brother Spisak and passed unanimously to extend the time limit for the SUNY-Binghamton Colony to reach the 50 man membership requirement to December 31, 1993 and that additional staff resources be allocated to assist them in reaching that goal.

C. COMMITTEE ON ALUMNI OPERATIONS (Attachment F)

1. It was moved by Brother Garvey, seconded by Brother Spisak to continue with the chapter newsletter service as it is one of our best tools to get information to alumni of active chapters in a timely and useful manner. A motion was then made by Brother Spees, seconded by Brother Philippi and passed unanimously to table the motion.
2. It was moved by Brother Thurston, seconded by Brother Spisak and passed unanimously that we ask Brother Jeff Hoffman to conduct a communications audit with assistance from the professional staff and the Alumni Operations Committee. The communications audit will review all publications produced by the Fraternity and distributed to the various publics. This audit will evaluate: the purpose, the circulation, the frequency, the cost and the "look" of the publication and recommend changes in our communication program to be more effective, more focused and more cost-efficient. The motion also included reimbursement of expenses for this effort by Brother Hoffman.
3. It was moved by Brother Thurston, seconded by Brother Spees and passed unanimously that we adopt the new Delta Beta Xi nomination form. (Attachment G)
4. It was moved by Brother Thurston, seconded by Brother Spisak and passed unanimously to open up the nomination process for the Distinguished Service Award and Distinguished Merit Award and adopt the new nomination form. The nomination process should be promoted through our various publications.

D. COMMITTEE ON FINANCE (Attachment H)

1. It was moved by Brother Garvey, seconded by Brother Philippi and passed unanimously to inform the Alpha Theta Chapter undergraduates, that if they reach a membership number as established by the professional staff, and pay in full current chapter account monies owed by currently active members, the Grand Council will forgive all past due debts, as an incentive.

2. It was moved by Brother Garvey, seconded by Brother Thurston and passed unanimously not to seek additional umbrella liability insurance coverage over the current \$1M/\$5M policy.
3. It was moved by Brother Garvey, seconded by Brother Spisak and passed unanimously to terminate the Coverdell/First Tennessee Bank VISA Affinity Credit Card program and negotiate a more profitable, new contract.
4. It was moved by Brother Garvey, seconded by Brother Thurston and passed unanimously that the 1993-94 Fraternity budget be balanced and that the proposed budget (Attachment I) not be adopted. The matter was then referred to the Finance Committee for resolution prior to re-presentation.

E. OTHER

1. It was moved by Brother Spees and seconded by Brother Philippi to withhold authority to hire a third Chapter Leadership Consultant for next year until additional funds can be identified. After discussion, the motion fails.
2. It was moved by Brother Philippi to direct the staff to develop an evaluation tool and make recommendations about the direction of chapter services. Motion failed for lack of a second.
3. It was moved by Brother Spees to not hire a third Chapter Leadership Consultant. Motion failed for lack of a second.
4. It was moved by Brother Still, seconded by Brother Thurston to return the proposed budget to the Finance Committee for their further deliberation based on the discussions of the Grand Council.
5. It was moved by Brother Spees, seconded by Brother Garvey and passed to accept the petition of the B.O.S.S organization at Ohio Wesleyan University and to charter them as Epsilon Chapter.
6. It was moved by Brother Philippi, seconded by Brother Still and passed unanimously to ask the professional staff to evaluate the chapter services program and bring forth recommendations for a more effective program focusing on brotherhood development, leadership development and personal development.
7. It was moved by Brother Spees, seconded by Brother Thurston and passed unanimously to hold a summer meeting in June 1993.

22. A-S-P CORPORATION

A meeting of the A-S-P Corporation was held at 12:30 a.m., January 24. It was moved by Director Chaney that we accept the offer from Widener University for the sale of the property at 13th and Potter Streets in Chester PA, as proposed in the letter of January 19, 1993 from Vice President for Administration and Finance W. David Eckard III in which the terms are \$85,000 cash in an "as is" condition. (Attachment J)

23. EXECUTIVE SESSION

An executive session was held with the Grand Council and Executive Vice President Chaney being present. Staff personnel issues were discussed.


24. DISCUSSION ITEMS


- A. A contract for the Executive Vice President was to be studied by the Personnel Committee. It was requested that the Educational Foundation Trustees also have an opportunity to make comments on the contract.
- B. Brother Garvey reported that the Finance Committee wishes to discuss establishing a reserve fund at a future meeting that would encompass funds received from the sale of real estate in Ohio and Pennsylvania.
- C. Brother Garvey reported that the Finance Committee would be holding a conference call with the Psi Chapter Alumni Corporation officers on January 28, 1993 and that recommendations may be forthcoming.
- D. The Grand Council decided not to fund attendance for any representatives to the Alpha Sigma Phi-Philippines Convention this year.

23. ADJOURNMENT

The meeting was adjourned at 12:35 a.m., January 24, 1993.

Respectfully Submitted,


Larry G. Spees
Grand Secretary


John R. Chaney
Executive Vice President

Approval of Mail Votes 229 and 230

Mail Vote 229

Approval for the Grand Council to ratify the appointment of Charles J. Vohs to the Educational Foundation Board of Trustees effective immediately.

Mail Vote 230

Approval to allow the Educational Foundation Trustees to increase their size to 14 members plus one interlocking member from the Grand Council.

REPORT TO THE COMMITTEE ON PERSONNEL

I. CURRENT ISSUES/RECOMMENDATIONS

A. Job Descriptions

1. Current job descriptions are maintained for all headquarters staff positions. They are periodically reviewed by supervisors with subordinate employees. Job descriptions that should be evaluated as a result of decisions at the Grand Council 1992 convention meeting are attached to this report. (Enclosures A-G, pages 9-15.)

In the June 1992 Personnel Committee report we included the job description for Director of Expansion, a position that is scheduled to be filled July 1, 1993. After carefully considering the position, its responsibilities, and salary range, the title has been changed to Assistant Director of Chapter Services--Expansion. The Director of Chapter Services/Expansion job description has been changed also, dropping the word "Expansion" and making the title, Director of Chapter Services. Changes to both these job descriptions are highlighted in the enclosures for clarification purposes.

Recommendation: That the job descriptions be approved as amended and the expansion position designated for July 1, 1993 hire date be approved.

2. Enclosed with this report are job descriptions for the volunteer positions of Grand Province Chief, Assistant Grand Province Chief, Province President, Grand Chapter Advisor and Faculty Advisor.

Recommendation: That these job descriptions be approved as submitted.

3. Long term job descriptions. Enclosed with this report is the (draft) job description for Educational Foundation Trustee. (Enclosure H, page 16.)

Recommendation: The Grand Council should review and discuss this and recommend to the Educational Foundation for their consideration and adoption.

B. Criteria for Selecting Official Family Volunteers

1. The committee might also desire to establish written selection criteria such as minimum number of years as an alumnus, identifying what a role model should be and establishing a written agreement for such appointees to agree to mandatory compliance with our Constitution and By-Laws, Code of Conduct, Reasons for Being, Ritual and Positions Statements.

Recommendation: That the Grand Council Personnel Committee continue discussion of this issue.

C. Director of Housing

Our strategic plan was to make this a hire position in 1993-94.

Recommendations: 1) That due to budgetary constraints we maintain the job description for this position, but that we continue to withhold authority to hire an individual to fill this position. 2) That we continue with a volunteer chairman for continuity purposes and allow him authority to complete open actions. 3) That the volunteer chairman also assist in the long term development of a national fraternity headquarters concept and building plan.

D. Designation of Additional Officers with Signature Authority

With the capital campaign consuming more and more time away from the office for Executive Vice President Chaney, it is very important that we have an additional signature authority in Delaware.

Recommendation: That we grant identical signature authority for checks, money market accounts, etc., for Beverly J. Moody as we presently grant John R. Chaney. It would be understood that this is a contingency back-up to the current requirement that the Executive Vice President sign such devices.

E. Title Change

At the last meeting there was discussion of a title change for the Director of Administrative Services. If the Grand Council elects to make such a move, the title of Vice President for Administration would seem to be the proper one. As the Executive Vice President spends more time on the road participating in the capital campaign, this is a logical progression.

Recommendation: Adopt the title change immediately and amend the Job Description to reflect the change of signature authority, if granted.
(Enclosure I, page 17.)

F. Compensation Issue

Following the June 1992 Grand Council Meeting, Grand Senior President Vohs directed the Executive Vice President to seek a whole life insurance policy in the range of \$75-\$100K as a portion of his salary compensation package for the current fiscal year. After much research, the Executive Vice President submitted two proposals and options that he favored, to then Personnel Committee Chairman Spees for his review and interpretation. (Enclosure J, pages 18-21). Brother Spees informed the Executive Vice President that was not what was desired and so he went back to then Immediate Past Grand Senior President Vohs for clarification. His response is Enclosure K, pages 22-23.

Recommendations: 1) Based on Executive Vice President Chaney's belief that he maintain sufficient life insurance to comfortably take care of long term family responsibilities, the Grand Council might want to offer compensation in one of the following areas as part of the current year's compensation:

- a. increased contribution to SEPP,
- b. payment for \$75-100K of in force whole life insurance thus reducing employee's current out of pocket expenses,
- c. payment of term insurance for employee, possibly allowing off-set reduction of term insurance currently held,
- d. purchase of one of the illustrated plans at a slightly higher premium (applicant is older) or at the \$75K limit (lower premium, not illustrated), or
- e. other based on discussion.

2) That the actions of the Grand Council, while in Executive Session, be recorded in writing and included along with the minutes of the meeting.

G. Action Items from other Grand Council Committees

II. LONG RANGE ISSUES/RECOMMENDATIONS

A. Salaries

Salary recommendations will be made in the August, 1993 report. The 1993-94 proposed budgets for both Inc. and the Foundation, included in the Finance Committee report, have sufficient flexibility to allow for a six percent across the board cash increase for the entire year.

Recommendations: 1) No mid-year salary adjustments be made except for the Chapter Leadership Consultants previously approved as automatic at mid-year. 2) Job performance appraisals and salary recommendations shall accompany the 1993 summer Personnel Committee Report.

B. Benefits

1. We have continued with our group life, health, and long term disability coverage provided by John Hancock under the umbrella of the American Society of Association Executives. This is an important benefit for our employees and one that we are pleased to be able to provide in light of the current health care crisis nationwide. We have not aggressively searched for dental and optical coverage for the past six months, though we will submit recommendations on these as their availability becomes known.
2. We are exploring the possibility of joining the Teachers Insurance and Annuity Association/College Retirement Equities Fund (TIAA/CREF). They sent us a questionnaire which we filled out and returned to determine our eligibility. The Grand Council felt we should check to see if we can improve our program by joining the TIAA/CREF. We will report after the eligibility determination is made. (Enclosure L, pages 24-26.) Right now we enroll employees in SEPP (Simplified Employees Pension Plan) at their third anniversary. We may be obligated to provide coverage at 21 years of age and two years of employment. If so, this will be implemented in accordance with statutory requirements.

3. There continues to be interest on the part of the staff for educational tuition assistance. This benefit issue should not be tabled.

C. Personnel Policies Manual/Employee Handbook

The Director of Administrative Services had hoped to have a draft of the policies manual/employee handbook by the winter meeting. Change in personnel in the Coordinator of Computer Services position along with the new Director of Alumni Services, with whom Bev works closely on Annual Loyalty Fund solicitations, have added greatly to her daily routine during the last few months. As Christy Gray grows in her position of Coordinator, she will take more of the daily computer responsibilities from Bev. Ted requires less and less of Bev's input as he continues in his position. Also, it is hoped that Personnel Committee Chair Still will have the ability to devote necessary staffing and coordination time for this massive project.

Recommendation: That the staff prepare and review the draft manual/handbook internally with the Personnel Committee by March 1, 1993 incorporating their recommendations and include this for adoption at the summer 1993 Grand Council Session.

D. Employment Contract/Letter of Agreement

After discussion with various Grand Council members, it is believed to be in the best long term corporate interest of both Alpha Sigma Phi and the Executive Vice President to enter into a written employment agreement and that a letter of employment agreement from the Executive Vice President be considered for key professional staff members.

A sample, tailored executive contract will be available for distribution in Dallas. It was developed from input and sample contracts from the American Society of Association Executives and five interfraternal contacts which have shared information for this project.

A sample letter of agreement is included herein as Enclosure M, page 27.

Recommendations: 1) That the Personnel Committee discuss an employment contract, make refinements and enter into negotiation with the Executive Vice President. 2) That the sample letter of agreement not be adopted as it is unspecific and not as comprehensive as the Letter of Acceptance we currently use as a part of our Job Performance Review and Evaluation System. (Enclosure N, page 28.)

E. Scholarship and Grant-in-Aid Awards

The deadline for applying for these awards is July 1. The applications will be evaluated by the National Scholarship Advisory Committee and the professional staff and forwarded for review and approval by the Personnel Committee.

Recommendation: The procedure used should continue.

F. Educational Foundation Trustee Prospects

Staff members have listed the top rated Trustee prospects who have interest in Alpha Sigma Phi. They were determined to be prospects based on several factors. All have, in some way, been involved in Alpha Sigma Phi either as volunteers, conference speakers, or will be future conference speakers. Those that have not been Grand Council members were personally visited this past fall by a staff member and were added to the prospect list after the visit. It was determined that these individuals have outstanding leadership capabilities as exhibited in their careers, have achieved, or are on the way to achieving tremendous success in their chosen field, and have the capability to provide a strong financial leadership example for other brothers. Prospects are listed in no particular order.

1. **John T. Kauffman, Purdue '43**, has retired as the President, CEO, and Chairman of the Board for Pennsylvania Power & Light Company in Allentown, PA. His residence is Emmaus, Pennsylvania. He joined the Holtwood power plant staff in 1950 and progressed through several generation and construction assignments before being named head of System Power & Engineering in 1974, and executive vice president in 1978. He has also served as Executive Vice President--Operations and Chief Operating Officer of the company. Brother Kauffman was expected to retire in September of 1991 but the untimely death of the chief executive created Kauffman's opportunity. Pennsylvania Power & Light services a 10,000 square mile area in eastern Pennsylvania and has annual revenue of \$2.39 billion and 8,108 employees. He is 64 years old and was the featured speaker at the 1992 National Leadership Conference & Convention.
2. **Ronald W. Dollens, Purdue '65**, is senior vice president at Eli Lilly and Company in Indianapolis, IN. His residence is being constructed in Zionsville, Indiana. After receiving his MBA from Indiana University, his professional career has been with Eli Lilly serving as Sales Representative in Toledo, editor of the Lilly Digest, Manager of Economic Studies, Manager of the Los Angeles North sales district, director of business planning for the Medical Instrument Systems Division, Senior Vice President of Advanced Cardiovascular Systems and then CEO of this division of Eli Lilly and Company. All of the corporate officers and directors are at least Brother Dollens's age or older. He served on Alpha Sigma Phi's Grand Council for four years, stepping down from the position of Grand Treasurer in 1988 due to career commitments. He received the Delta Beta Xi Award in 1988.
3. **John J. MacDonald "JJ", Lehigh '49**, has had a long and varied career. At General Motors he has been Director of Financial Analysis, Assistant Treasurer, Secretary of the GM Bonus and Salary Committee, Secretary of the Finance Committee, General Assistant Treasurer, Secretary of the corporation's Executive and Administrative Committees, and Executive Vice President, President and Director of Motors Insurance Corporation. He retired from the industry in 1985 and went on to be the founder, President and then Chairman of International Nutrition & Genetics Corp., a company which develops high-protein, high-fiber crops. Currently, Brother MacDonald is President and Chief Operating Officer of 21st Century Limited and the

American Freedom Train Foundation--a joint venture with corporate America and the Smithsonian Institution to create a train to tour the United States and bring forth history and a vision of the future. He received the Delta Beta Xi Award in 1976.

4. **Norman R. Hamilton, Stanford '47**, currently lives in Issaquah, WA. He received his Delta Beta Xi Award in 1952, only two years after his graduation from Stanford. He took his family's produce shipping business to new heights in the sixties, becoming the state's largest volume fresh potato brokerage firm. Meanwhile, he pioneered Dale Carnegie Training, first in Central Washington, then in Hong Kong, moving to Seattle in 1976, where he manages their world famous training programs. He is a corporate leader, seminar leader, and professional speaker. He is a published author, an actor in television commercials and a member of the Screen Actors' Guild. He is also a ski instructor and owns at least one hotel in the Seattle area.
5. **Thomas C. Wajnert, Illinois Tech '61**, is currently CEO and President of AT&T Capital Corporation in Morristown, NJ. After receiving his MBA from Southern Methodist in 1966, he went on to become the Executive Vice President of U.S. Leasing Corp. (largest equipment lessor in the U.S.), President of U.S. Portfolio Leasing, and President & CEO of AT&T Credit Corp. AT&T Capital Corp. has 1,200 employees and over \$442 million in revenue. It has been noted that Brother Wajnert has no record of major volunteer duties as many of the other prospects do. He was well received at the 1992 National Leadership Conference & Convention as the Keynote Speaker.
6. **William R. Denman, Washington '47**, 65 years old, currently lives in Bellevue, WA, and is a retired vice-president of Weyerhaeuser Company, pulp division. Weyerhaeuser has annual revenue of 10.1 billion and 37,497 employees. Since his retirement he and a partner have built a 600 ton per day pulp mill in Alberta, Canada. His wife's maiden name is Moody of Moody Pulp and Paper. He also received a Master's Degree in 1970 from Harvard University. Vice President for Development Steve Zizzo met with Brother Denman this past fall and learned of Brother Denman's interest. Later, Steve discovered that another Mu brother had already asked if Brother Denman would be interested in being a Trustee and he responded affirmatively.
7. **A. Herbert Sandwen, Bethany '48**, is on the verge of retiring. He is a resident of Weymouth, MA. He has been very successful in New England real estate development. During this past fall, he met with Trustee Vohs and Vice President for Development Steve Zizzo. Their conclusion from the meeting was to recommend pursuing Brother Sandwen and learn of any interest he may have in being a Trustee. He is financially successful and does not appear to have a great deal of activities which occupy his attention. About to retire, this may be a good opportunity to involve him should his calendar be opening.

Recommendation: The Grand Council may want to pre-approve the seven Trustee prospects to save delays if the Educational Foundation were to select one or more of the brothers for vacancies on their board.

G. National Service and Scholarship Committees

The Personnel Committee has the responsibility to review the National Advisory Committees on Service and Scholarship. Progress reports on these committees are as follows:

1. National Advisory Committee on Service

Committee Structure. Alan M. Breedlove (Chairman), Dr. Daniel P. Babb, C. Ryan Dunham, Thomas R. Hinkley and H. Shaun Sizemore. Additionally Dr. Larry G. Spees and Mark D. Still are the Grand Council members and John R. Chaney is providing professional staff support.

The committee's recommendation of Canine Companions for Independence was voted on and approved overwhelmingly by the chapters, Grand Council members, past Grand Senior Presidents and chartered alumni councils.

Budget. The committee will require minimal funding to support the initial coordination of Canine Companions for Independence integration with our subordinate chapters and publication of the service manual.

Overview of Plans. The committee has recently begun establishing the working mechanisms between Alpha Sigma Phi and Canine Companions for Independence. It is anticipated that this may take more than one additional year, at least of the volunteer chairman's time to affect necessary coordination and facilitate acceptance by our chapters.

Also, during the upcoming year, the committee will be working on updating the service section of To Better The Man and developing a plan for service and philanthropy awards plus drafting a National Service manual.

Recommendation: That the committee conclude their work during the upcoming year and that the Chairman remain as a Chairman and advocate for our National Service Project.

2. National Advisory Committee on Scholarship

Committee Structure. Mark A. Williams (Chairman), Dr. John Blackburn, G. Alan Sternbergh and Chris Witteman. Dr. Larry Spees and John R. Chaney are respectively providing Grand Council and professional staff support to this committee.

Budget. The committee chair had requested \$20,000 in scholarships be included in the 1992-93 budget. Due to financial limitations, \$16,000 was allocated for individual scholarships, grants-in-aid, chapter endowments and committee operations. During the past year, \$12,339 was expended for these same activities, up from the 1990-91 allocation of \$2,500.

Overview of Plans. This committee is 100 percent on target! The committee chair has submitted a draft scholarship program and various manuals and booklets. In the next few months, they will submit an updated scholarship section for To Better The Man. All materials submitted have been prepared with staff support and returned to the committee chair and we are awaiting their acceptance and return.

Staff Analysis. There is a concern about overloading Mark Williams. In addition to his duties with this committee, he is a Grand Province Chief. Also of concern is that we were not able to fund the Scholarship Committee at the 1992-93 level requested.

Recommendations: 1) That the Committee evolve from an advisory capacity to a functional, standing entity with the chairman also being known as the Scholarship Director of the Fraternity as called for in our Constitution. 2) That the Committee may designate a portion of their budget to support campus based educational speakers and conferences and for publicity purposes in recognizing our scholarship winner(s). 3) that we continue to support annual increases in the scholarship budget.

H. Other

JOB DESCRIPTION
Assistant Director of Chapter Services--Expansion
Alpha Sigma Phi Fraternity
100% Fraternity

Develops and implements programs to increase membership in Alpha Sigma Phi Fraternity through; a) recruitment of viable new colonies and interest groups, b) increasing number of new members in existing chapters, colonies, and interest groups, and c) merger. Monitors the development of newly formed groups and takes appropriate action to ensure their success.

Responsibilities/Tasks:

Directs expansion operations under the auspices of the Director of Chapter Services.

Develops and implements a strategic plan for identifying, cultivating, and recruiting additional colonies and interest groups.

Assists in the development and implementation of programs and materials designed to encourage growth within existing chapters, colonies, and interest groups.

Directs the development and implementation of programs to recruit, motivate, educate, and service alumni volunteers in advising roles to colonies and interest groups.

Educates, motivates, and directs the activities of Chapter Leadership Consultants assigned to the expansion and development process.

Monitors colony and interest group pledge activities and reports delinquencies to the Comptroller on a monthly basis.

Secures receipt of all colony and interest group accounts receivable and delinquent reports.

Provides assistance to the Director of Chapter Services and works on additional projects and programs as assigned.

Serves as primary staff liaison to National Advisory Committee on Membership Expansion.

JOB DESCRIPTION
Director of Chapter Services
Alpha Sigma Phi Fraternity
100% Fraternity

Monitors the health and progress of and directs actions to improve the operations and programs of all Alpha Sigma Phi chapters, colonies, and interest groups.

Responsibilities/Tasks:

Recruits, educates, motivates and directs the activities of the Chapter Leadership Consultants and the Assistant Director of Chapter Services—Expansion.

Directs the development and implementation of the National Leadership Conferences, National Leadership Conferences & Conventions, and Province or Regional Leadership Conferences.

Directs the development and implementation or revision of educational programs and materials on topics including, but not limited to: Rush, Pledge Education, Scholarship, Chapter Finances, Alumni Relations, Goal-Setting, Leadership Development, Chapter Management, Career Planning, Social Service, Substance Abuse Prevention, Province Programming, Standards and Awards, and Publications.

Directs the development and implementation of programs to recruit, motivate, educate and service alumni volunteers at every level of the Alumni Volunteer Network.

Oversees expansion operations.

Monitors chapter pledge and initiation activities, and reports delinquencies to the Comptroller on a monthly basis.

Secures receipt of all chapter accounts receivable and delinquent chapter reports.

Provides executive assistance to the Executive Vice President.

Serves as staff liaison to the National Advisory Committee on Expansion, the National Advisory Committee on Provinces and Volunteers and the National Advisory Committee on Scholarship.

JOB DESCRIPTION
Grand Province Chief
Alpha Sigma Phi Fraternity

Monitors the health and progress of the Province and its chapters, colonies and interest groups, and provides direction for Province Programming

Responsibilities/Tasks:

To help every brother/pledge in the province become a better man.

To report to the Director of Chapter Services concerning the state of their province.

To recruit, recommend and train Assistant Grand Province Chiefs.

To recommend and assist in training Grand Chapter Advisors for every chapter in the province.

To submit an initial budget for all province activities to the Director of Chapter Services for the following fiscal year (July 1-June 30) by January 1, and any final input by May 15.

To personally visit every Grand Chapter Advisor and each chapter in the province at least once during the academic year (or to delegate that responsibility to the Assistant Grand Province Chief).

To telephone or visit every Grand Chapter Advisor and the Province President during the academic year. To oversee their work and see that they are carrying out all of their responsibilities.

To assist the Province President in setting the date, location and development of the program for at least one Province Leadership Conference per year. To attend and supervise all Province activities. The date of Province activities are to be reported to the Director of Chapter Services by May 15th for the following academic year.

To assist the Province President in setting the date and location of the Province Executive Council (GPC, Asst. GPC, GCAs, Prov. Pres.) meeting.

To attend the annual National Leadership Conferences (and Conventions) of the Fraternity.

To attend the scheduled training sessions for GPCs.

To make suggestions for the improvement of the Province System to the Director of Chapter Services.

To assist in the recommendation and recruitment of quality speakers and resource people for use on chapter, province, and national levels.

To serve at the will and pleasure of the incumbent Grand Senior President, subject to the recommendation and approval of the Grand Council.

JOB DESCRIPTION
Assistant Grand Province Chief
Alpha Sigma Phi Fraternity

Assist in the development and implementation of the Province Program in his province.

Responsibilities/Tasks:

To help every brother/pledge in the province become a better man.

To assist and report directly to the Grand Province Chief.

To visit the chapters in the Province as assigned by the Grand Province Chief.

To telephone or personally visit the Grand Chapter Advisors in the Province as assigned by the Grand Province Chief.

To attend the Province Leadership Weekends and help the Grand Province Chief supervise them.

To attend the Province Executive Council (GPC, Asst. GPC, GCAs, Prov. Pres.) meetings.

To attend the National Leadership Conferences (and Conventions) of the Fraternity.

Attend the scheduled training sessions for Grand Province Chiefs if the Grand Province Chief is not able to attend.

To serve at the will and pleasure of the incumbent Grand Senior President, subject to the recommendation and approval of the Grand Council.

JOB DESCRIPTION
Province President
Alpha Sigma Phi Fraternity

Assists in the development and implementation of the Province Program in his province.

Responsibilities/Tasks:

To help every brother/pledge in the province become a better man.

To represent the province at the National Leadership Conference (and Convention) that falls within the duration of term of office (1 year).

To set the date, location and Chair the Province Executive Council meetings (GPC, Asst. GPC, GCAs, Province Pres.), which are to recommend programs and activities which have the purpose of making all the brothers/pledges and chapters in the province stronger.

To set the date and location of the Province Leadership Conference and to develop a program with the Grand Province Chief. To attend and supervise all province activities. There should be at least one Province Leadership Conference (or province activity) per academic year. The dates and locations of the province activities are to be reported to the Director of Chapter Services by May 15th for the following academic year.

To work with and assist the Grand Province Chief in submitting an initial budget for all province activities to the Director of Chapter Services for the following fiscal year (July 1-June 30) by January 1, and any final input by May 15.

To report directly to the Grand Province Chief.

To see that the next Province President is elected no later than May 15 for the following academic year.

JOB DESCRIPTION
Grand Chapter Advisor
Alpha Sigma Phi Fraternity

Monitors the health and progress of the chapter and its members, and gives advice for chapter and individual development.

Responsibilities/Tasks:

To help every brother/pledge in the chapter become a better man.

To report directly to the Grand Province Chief.

To attend a minimum of 50% of all Chapter and Prudential Committee weekly meetings or to make weekly personal contact with key chapter officers.

To assist, advise and guide the chapter in its completion and implementation of the Roadmap to Success workbook and the Annual Chapter Report.

To complete the Grand Chapter Advisor's Report due October 15 and January 15 each year.

To recruit as necessary and work with the Faculty Advisor of the chapter.

To attend, if possible, all province and National Fraternity meetings.

To attend all regular and special meetings of the Alumni Association/Corporation, or to assist in creating an Alumni Association/Corporation if one does not exist.

To serve as the liaison between alumni, community and the undergraduate chapter.

To meet with Chapter Leadership Consultants and staff during chapter visits.

To serve as a role model, consultant, and resource person for the undergraduate members of the chapter.

To serve at the will and pleasure of the incumbent Grand Senior President, subject to the recommendation and approval of the Grand Council.

JOB DESCRIPTION
Faculty Advisor
Alpha Sigma Phi Fraternity

To advise and assist the chapter to meet the purposes of fostering education, encouraging culture, and high scholarship.

Responsibilities/Tasks:

To help every brother/pledge in the chapter become a better man.

To attend 50% of all chapter weekly meetings or to make weekly personal contact with chapter officers.

To interpret university policy and procedures to the chapter.

To interpret the chapter's objectives and programs to the university staff and faculty.

To assist in making university services and facilities available to the chapter.

To offer advice and guidance to the brothers/pledges of the chapter.

To complement the Grand Chapter Advisor's role in the advisement of the chapter.

To assist, advise and guide the chapter in the completion and implementation of the Roadmap to Success workbook and Annual Chapter Report.

To work with the chapter Scholarship Director in developing the chapter's scholarship program.

To complete the Faculty Advisor's report at the end of each academic term.

To attend, if possible, all province and National Fraternity meetings.

To meet with Chapter Leadership Consultants and staff during chapter visits.

To serve as a role model, consultant, and resource person for the undergraduate members of the chapter.

JOB DESCRIPTION
Vice President for Administration
Alpha Sigma Phi Fraternity
60% Fraternity/40% Foundation

Directs and coordinates all office operations, procedures and systems at maximum efficiency. Informs, reports progress to, receives approval for action from, and makes recommendations for operations improvement to, the Executive Vice President concerning all areas of responsibility.

Responsibilities/Tasks:

Recruits, recommends the selection of, educates, motivates and directs the activities of the administrative staff to include Foundation secretary and part-time administrative personnel.

Acts as wages and benefits advisor and administrator.

Has identical signature authority for checks, money market accounts, etc. as is granted the Executive Vice President.

Directs the maintenance of all Computer Programs and Records. Serves as implementation officer for equipment and software program upgrades.

Maintains inventory, orders and purchases at best value, all office supplies.

Develops production schedules for the completion of The Tomahawk and assists the Executive Vice President with various tasks necessary to meet these schedules.

Directs the production of various manuals, newsletters, and other publications that may, from time to time, be developed.

Oversees the implementation of the Chapter Newsletter Service.

Directs the production of solicitations for the Educational Foundation, including working with the fulfillment firm to ensure mailings are delivered to post office in timely manner.

Serves as conference manager at annual meetings.

Solicits the maintenance and custodial help of the Headquarters building.

Directs chapter billings and chapter report request procedures, including initial follow-up activities for delinquencies.

Works with the Executive Vice President in overseeing the work of the Comptroller and helps review all bookkeeping and financial statements.

Provides executive assistance to the Executive Vice President upon request.

Job Description
Trustee
Alpha Sigma Phi Educational Foundation

Provides guidance and policy with the Board of Trustees in matters that direct the Alpha Sigma Phi Educational Foundation.

Responsibilities/Tasks:

Preserves the integrity of the Alpha Sigma Phi Educational Foundation.

Attends and participates in all Trustee meetings.

Attends and participates in the annual National Leadership Conference.

Provides role model financial and volunteer leadership in supporting all annual, capital, and special campaigns of the Educational Foundation.

Volunteers to raise funds from others.

Provides leadership, input and information to assist the Board of Trustees in making the wisest possible decisions.

Job Description
Trustee
Alpha Sigma Phi Educational Foundation

Serves as a member of the Board of Trustees while establishing policy and providing guidance in all matters affecting the Alpha Sigma Phi Educational Foundation.

Responsibilities/Tasks:

Selects and monitors the performance of endowment fund managers.

Authorizes disbursements from proceeds of the endowment for use in attaining the educational goals of Alpha Sigma Phi Fraternity.

Reviews and oversees the investment reports of the endowment.

TO: _____ (full time employee)

FROM: John R. Chaney, Executive Vice President

DATE:

RE: Monthly Salary and Compensation Package Review

On behalf of the Grand Council, I am presenting our monthly salary and compensation package offer for your information, review and acceptance.

(Include current salary and effective increase percentage, amount and new salary amount.)

(Include a recapitulation of all applicable compensation package entitlements.)

Please review these salary adjustments and compensation entitlements and sign and return your acceptance to your supervisor.

John R. Chaney
Executive Vice President

Supervisor (if applicable)

Employee

**REPORT TO THE
COMMITTEE ON UNDERGRADUATE OPERATIONS**

I. CURRENT OPERATIONS/RECOMMENDATIONS

A. Mid-Year Statistics

Current Status: 49 Chapters
 3 Colonies
 1 Interest Group

Pledges:

1986-87	969
1987-88	994 (+3%)
1988-89	981 (-1%)
1989-90	951 (-3%)
1990-91	954 (NC)
1991-92	878 (-8%)

12/31/88	521
12/31/89	551 (+6%)
12/31/90	456 (-18%)
12/31/91	470 (+3%)
12/31/92	435 (-7%)

Initiates:

1986-87	751
1987-88	904 (+21%)
1988-89	749 (-17%)
1989-90	808 (+8%)
1990-91	768 (-5%)
1991-92	750 (-2%)

12/31/88	304
12/31/89	374 (+23%)
12/31/90	232 (-38%)
12/31/91	284 (+22%)
12/31/92	249 (-12%)

The decrease in pledges/initiates for this fall cannot be fully explained, but the membership totals have been affected by the installation of deferred pledging at some of our partner institutions (e.g., Stockton State) and lack of reporting. Compared to this time last year, eleven fewer chapters have reported their initiations and five fewer groups have submitted pledge reports. Also, Lindenwood Interest Group has not yet submitted their pledge report.

Once again, the staff will be bombarding the chapters early in the spring to assist with rush efforts. The staff also continues to be aggressive in monitoring newsletters, The Tomahawk reports and "Old Gal Gazette" reports

for inconsistencies between our records and their reports. The Director of Chapter Services/Expansion will be calling the chapters that haven't submitted reports or that show significant decreases from last year's totals.

Finally, the Chapter Services staff will encourage host institutions with anticipated rush systems to consider the new NIC On-Site Rush Consultation Program. The NIC's model for IFC rush has proven to be effective in increasing the total number of men pledged and initiated on trial campuses. As a result, each chapter on campus acquires larger pledge initiation classes. The NIC will now be targeting more campuses each year for this program.

B. Chapters of Concern

Davis & Elkins. They were fined for not attending the National Leadership Conference & Convention, but they requested a waiver of this fine. (Enclosure A, page 15.)

Recommendation: Follow through on imposing the NLC&C fine.

Illinois State. They returned to campus with 16 brothers, and pledged seven new men in September. They are still recruiting informally, and picked up a couple more men before the holiday break, but they are still below the mandated size of 30 members. They also have 10 men graduating this year. They will receive an early visit in January for rush assistance.

Recommendation: Follow through on Grand Council motion passed at the June meeting. (Enclosure B, pages 16-18.)

Missouri. Their membership continues to remain low. They currently have 15 brothers and seven pledges; two brothers are scheduled to graduate at year's end. They will receive a visit in March.

Recommendations: 1) Put them on administrative suspension and give them one year to reach 30 members in good standing and submit rush plans at next two Grand Council Meetings, similar to recommendations for Illinois State, et al. 2) Continue to locate a local Grand Chapter Advisor with the assistance of Tom Oliva.

Ohio State. They began school with 12 brothers, after having suspended many for delinquent accounts and have pledged three more so far this year. They joined some of the Chapter Services staff at the Fraternity Headquarters on January 9 for a one-day retreat. They will also be receiving many Monday night visits from Chapter Leadership Consultants this term to assist with rush and general chapter operations.

Recommendation: Continue working with Bob Wade and Dave Leasure to secure Shaun Sizemore as Grand Chapter Advisor.

Presbyterian. They started the year with 11 brothers and picked up four in the fall, which was the highest on this campus with deferred pledging. Five brothers are scheduled to graduate by year's end.

Recommendation: Follow through on Grand Council motion passed at the June meeting. (Enclosure C, pages 19-20.)

R.P.I. They began this year with 17 brothers, and picked up three pledges in the fall. They are obviously below their mandated size of 25. They will receive a visit in January for rush assistance.

Recommendation: 1) Call on John Drummond, Assistant Province Chief, to focus his efforts on assisting this chapter with rush. 2) Follow through on Grand Council motion passed at the June meeting. (Enclosure D, page 21.)

Stevens Tech. They began this year with 20 men, picked up seven during fall rush, and expect to graduate seven by year's end. They are still a little shy of their mandated size of 30 men, but their attitudes and efforts are much improved this year. They will receive their next visit in mid-February.

Recommendation: Follow through on Grand Council motion passed at the June meeting. (Enclosure E, page 22.)

Tri-State. In June, the Grand Council mandated this chapter to reach membership of 25 men. They have not met this goal, and have requested that the Grand Council reconsider their position. They currently have 20 men in the chapter, and have reported no pledges thus far this year. They will receive a visit in mid-January for rush assistance.

Furthermore, the chapter was fined for not attending the National Leadership Conference & Convention, but they have requested exemption from this fine since their delegate had a last minute family problem.

Recommendations: 1) Follow through on Grand Council motion passed at the June meeting. Have them submit rush plan immediately, and reiterate the resolution, though expressing an understanding for the current enrollment and fiscal situation of the host institution. (Enclosure F, pages 23-26.)
2) Follow through on imposing the NLCC fine.

C. Chapters with Violations/Suspensions

American. The chapter was caught purchasing alcohol with chapter funds when two checks, written to Bernie's Liquor Store, bounced and were sent to the Greek Affairs Office on campus. We allowed them to develop their own corrective measures, and they are revamping their pledge education program, to include Risk Management education. They are to submit the final version with a week-by-week synopsis of the program by January 18, 1993. (Enclosure G, pages 27-33.)

Recommendation: Follow through on the already imposed sanctions. Also, we will be in closer touch this term as there is concern about damage to the house, since this will be their last semester residing there.

Illinois. The chapter incurred an incident in October that resulted in a pledge who was hospitalized for alcohol poisoning. He was drinking during a "Pledge Mom Hunt." The chapter was dealt with quickly and strongly, and was given several sanctions to address the problem, including

the development of a Chapter Advisory Board (CAB), alcohol awareness programming, and a live-in housemother to begin fall 1993. (Enclosure H, pages 34-51.) The CAB has met with the chapter once already and has developed a working relationship with their corresponding undergraduate officers. The chapter has planned a retreat in January, to be facilitated by Dave Gatzke. Some members will move out of the house due to the housemother, but the chapter is making the right steps, and will be strong in the long run for it.

The chapter was required to submit a report to the Grand Council by January 15 addressing Pledge Education, Alcohol Misuse, and Overall Chapter Management, but they have requested an extension so they can gather input from the entire chapter for this report, and not rely on one or two members to do most of the work.

Furthermore, the alumni have requested a reconsideration of the live-in housemother requirement, due to financial constraints.

Recommendations: 1) Require one more member be appointed to the CAB, to work directly with the chapter's social chairperson. 2) Require the chapter to hold one non-alcoholic social event (exchange or brotherhood event) for every event they have involving alcohol. 3) Follow through on already imposed sanctions, including the live-in advisor requirement, though a temporary stay of this may be in order based on alumni recommendations. If granted, we should notify them that a positive sign from them would include re-modifying the current weight room into three student rooms and the re-conversion of the former resident advisor facility back into that configuration. 4) Allow the requested extension for their report to the Grand Council.

Lehigh. The chapter remains on administrative suspension for failing to send at least four undergraduates to last year's National Leadership Conference & Convention. They have set four goals to work on this year, and are progressing nicely. (Enclosure I, pages 52-55.)

Recommendation: Release the chapter from administrative suspension.

Loyola. The chapter was originally placed on a one-year probation in June for hosting an open party. Since that time, the university revoked their fall rush privileges, and the neighbors have been complaining about noise allegedly coming from the chapter house. In fact, one new neighbor claimed in a meeting that she will do whatever it takes to get the chapter thrown off campus.

Another administrative hearing was held for the chapter on December 1, 1992, for noise complaints. The chapter was handed some pretty extensive requirements and their probation was extended to December 31, 1993. (Enclosure J, pages 56-62.)

Recommendation: Follow through and assist with already imposed sanctions.

Marietta. On October 31, the chapter violated the Fraternity's risk management policy by allowing guests not on the guest list into their party. Then, in December, just before finals, the brotherhood was drinking together

and proceeded to break liquor bottles against the wall, turned over furniture, and damaged other areas of the house. (Enclosure K, pages 63-67.)

Meanwhile, we have also received confidential letters from a woman who was sexually assaulted at the October 31 party, but was unable to press charges because she was unsure who assaulted her. Her mother and her boyfriend, coincidentally an Alpha Nu brother who transferred to Marietta, also wrote letters expressing concern over the sexual assault and Delta Chapter's disgusting behavior.

Recommendations: 1) Probation through the end of 1993-94 school year. Any further chapter violations of policies or following sanctions would result in charter revocation proceedings. 2) No female guests in the house until ten hours of Gender Relations programming has been attended by every member. 3) Mandatory alcohol abuse/awareness programming. 4) Absolutely no alcohol in the chapter house or surrounding property through the end of the 1993-94 school year with a re-evaluation by the Grand Council at the 1993 summer meeting. 5) Development of a Chapter Advisory Board, comprised of officials from the university, headquarters, faculty, and alumni. 6) Extensive community and campus service, particularly at a battered women's shelter. 7) Signed contract by every member indicating their understanding and willingness to comply with all Alpha Sigma Phi policies. 8) A comprehensive ritual examination that must be passed by every member before probation is lifted.

Ohio Northern. The chapter experienced three separate negative incidents within a two-week period from late October to early November. The three incidents involved a keg in the house, fighting with neighbors, and mistreatment of women. They were also dealt with quickly and have extensive sanctions to meet before losing probationary status. (Enclosure L, pages 68-69.)

Recommendation: Continue to follow through on already imposed sanctions.

Purdue. The chapter was placed on a two-month probation by the IFC for hosting an open party by university definitions. We sent a letter stating that we supported the IFC decision, but levied no additional sanctions. (Enclosure M, pages 70-74.)

Recommendation: No further action.

U.C.L.A. The chapter had a "brotherhood" keg in November. At the time of this report, we are still attempting to gather facts surrounding this incident, so that our "punishment fits the crime." The event may have been pledge-related.

Recommendations: 1) Recruitment of at least one chapter advisor, knowledgeable in our Risk Management Policies. 2) Revamping and submission of pledge education program. 3) Adding any additional sanctions as deemed necessary by the local Greek Advisor.

Wake Forest. The chapter held a dance at the YMCA building on October 10, 1992. They violated the contract by having alcohol present, and also

damaged the property and left it in a state of disorder. The university placed them on a month-long social probation and required them to do a service project. We sent a letter stating that we supported the university's decision, but levied no additional sanctions. (Enclosure N, pages 75-78.)

Recommendation: No further action.

D. Colony/Interest Group Update

Central Michigan. This group slumped last year, but has started to come around again. They now have 34 men. They are suffering from a lack of advisory support, but have just recently recruited a new faculty advisor who has more free time than the past one. They are at the campus norm for a lot of areas, which is not necessarily good, particularly in pledge education and risk management. (Enclosure O, pages 79-80.)

Recommendation: For them to charter, they need to reach a size of 50 and submit acceptable written pledge education and risk management programs.

Coastal Carolina. The group was very disappointed when their original petition was not approved, but they are working hard at completing the remaining requirements. The staff is confident they will meet these goals early in the spring term. The concerns for this group are relations with the Headquarters and pledge education. Fortunately, Jeff DeLong is the next Pledge Educator and will turn their program around.

Recommendation: Approve their petition once they have completed open requirements.

SUNY-Binghamton. This group is currently at 21 men, and are looking to merge with other groups of ten and six members, respectively. That, of course, would still only put them at 37 total, well shy of the requirement. They have received extra attention from Ed Lenane, but are reluctant to expand their rushing tactics. They will receive another early visit in the spring for rush assistance.

Recommendations: 1) Close them if they fail to meet the membership requirements by June, as mandated at the last Grand Council meeting, or 2) Program significant additional staff time in an endeavor to salvage what has historically been known as a "good chapter" at a school we want to be located on prior to recommendation number one being adopted.

Lindenwood. The group is around 25 men strong. These men were pledged in October, but no money has been received yet. Their numbers have fallen from the initial excitement of a new Greek community on campus. Reasons cited for original members leaving are financial requirements and transfers to other schools. They currently lack good organization, but an early visit by Ed Lenane will focus on organization and developing good habits. They have been working on their colonization petition, and plan to submit it sometime early in the spring.

Recommendations: 1) Press for collection of pledge fees. 2) Assuming they will meet all the requirements, accept their petition for colonization.

E. Chapter Visits

All chapters, with the exception of Beta Omicron at Tri-State, received at least one visit during the fall. Many chapters, all colonies, and the interest group received two visits. Vice President for Development Zizzo visited Delaware Chapter to assist with rush, and Director of Alumni Services Kocher visited U.C.L.A. to assist with alumni relations programming. Also Executive Vice President John R. Chaney visited ten chapters including all chapters in Province III. More than 75 consultant visits were made during the entire fall term.

In the spring, the staff will concentrate heavily on rush during early visits, and chapter retreats throughout the remainder of the term.

F. Expansion

The following campuses are currently considered our best expansion opportunities:

Central Washington. This institution currently has no Greek community, and the administration isn't ready to begin one. However, there is a very interested student on campus, who has friends at Mu Chapter, who wants very much to start a chapter. He has a group of approximately twenty men who are definitely interested in the group, and about a dozen more waiting in the wings, monitoring the university's response. The group has already begun meeting weekly, and seems to be focusing heavily on service. Dave Gatzke will be visiting in late January to meet with the interested students and the administration.

Recommendation: (Refer to Ohio Wesleyan).

Clemson. A student there claims to have approximately twenty men interested in Alpha Sigma Phi. The "leader" of this group has friends at the Presbyterian chapter, and even attended the Province VII Conclave; however, the staff in attendance were not impressed. Chapter Leadership Consultant Mark R. Winston will visit the group in January, in conjunction with his visit to Presbyterian, to determine if we should pursue this group further.

Recommendation: Based on Mark's report, pursue them only if they are a quality group.

Dickinson. A legacy named Marc Parilla and a group of ten friends went through formal rush at Dickinson, but were not interested in joining any existing chapters on campus. His father directed him towards Alpha Sigma Phi. He became interested in pursuing this option, but repeated attempts by the staff to follow up with him have resulted in unanswered phone calls.

Recommendation: Follow up with Marc in January to gauge the group's continuing interest.

Eastern Kentucky. A brother from Marshall transferred to Eastern Kentucky in the fall, and has shown interest in starting another chapter.

He has 12-15 guys who have shown interest in joining him to start another chapter. The staff has instructed him to acquire the IFC Expansion Policy and send a copy to the office.

Recommendations: 1) If the IFC Expansion policy is non-restrictive, pursue this option in the spring. 2) If the policy is restrictive (refer to Ohio Wesleyan).

Ohio Wesleyan. The group's membership was at 39 just before the holiday break. They are still proceeding nicely. On December 11, Grand Senior President Parks, Executive Vice President Chaney, Ralph Burns, and Director of Chapter Services/Expansion Owens met with President Dr. David Warren, and the Dean of Students and Coordinator of Greek Life at O.W.U. They stated that expansion would not occur on their campus at least until another chapter on campus folded. At that point, all fraternities with inactive chapters on the campus would be invited for a presentation to the IFC; the IFC would then have the power to choose one fraternity to expand. The fraternity chosen would not necessarily be Alpha Sigma Phi, the B.O.S.S. group would have no input and the fraternity accepted for expansion would not be required to use the B.O.S.S. group. Ohio Wesleyan University's expansion policy only takes into consideration host institution decision to expand not a spontaneous, student driven expansion effort.

As a result of the meeting, Grand Senior President Parks has distributed a letter to all Epsilon alumni to determine their interest and input, and the B.O.S.S. group will meet after returning to school to discuss their position on affiliating. (Enclosure P, pages 81-85.)

Recommendations: 1) If the responses from the B.O.S.S. group and the Epsilon alumni are overwhelmingly supportive, and after conferring with a legal advisor, if there are no substantial legal risks involved to the Fraternity and the students, colonize and charter them, assuming they have met all necessary requirements. 2) The committee may wish to spend some time discussing the current policy of expanding to campuses only after receiving IFC and campus recognition. Obviously, Ohio Wesleyan would be breaking the tradition of saying we are "a partner with higher education" across the board.

Virginia Tech. A runner on the track team and some of the other team members are interested in starting a new chapter on campus. This runner, coincidentally, is a friend of the President of the Coastal Carolina Colony. Jeff Owens will be visiting the group in January to determine their quality.

Recommendation: If the group is committed and of quality, recognize them as an interest group.

Wagner. Executive Vice President Chaney met with several Alpha Sigma alumni on a recent alumni development trip, many of whom expressed interest in reestablishing the chapter. A staff member will visit the campus in the spring to evaluate the potential of developing a successful group on campus.

Recommendation: If the staff member's report is positive, develop a plan to expand here.

G. National Leadership Conference 1993

This year's conference will be held at the Somerset Marriott Hotel in Somerset, NJ, near Rutgers University, from August 4-8. The seventh annual Volunteer Alumni Conference will be held from August 6-8, and will be directed this year by Director of Alumni Services Ted Kocher. Stuart Spisak acts as this year's consultant to the Volunteer Alumni Conference.

This year's conference offers some exciting and challenging changes to conferences in the past. Logistically, attendees will reserve sleeping rooms directly through the hotel and separately from the conference registration, which is handled by the Fraternity staff.

Furthermore, the attendees will be segmented into "chapters" of approximately twelve people throughout the week, each led by at least one facilitator. The "chapters" will meet at least once each day. Although each "chapter" will be able to control its own discussions, the two main purposes of each meeting should be to process sessions they've attended that day, and discuss how they'll take the material back to their own chapters. This idea has been adopted from the UIFI program, and also provides for more intimate sharing of personal experiences and thoughts.

A very rough draft of the schedule is enclosed for your input and suggestions. (Enclosure Q, pages 86-90.)

H. National Leadership Conference & Convention 1994

The staff has previously been given approval to look at Toledo, Chicago, Cornell, and Stockton State for the 1994 national meeting.

Jeff Owens will be visiting possible sites in the spring, so that the decision can be made and announced at the 1993 meeting.

Recommendation: The staff is leaning towards a hotel property in the Chicago area, one that would be in the suburbs to cut down costs.

I. 1993-94 Chapter Leadership Consultants and Assistant Director of Chapter Services/Expansion

The following four people have been extended an invitation to interview for the position of Chapter Leadership Consultant on February 19:

Michael E. Macfarlane, Longwood '90
David P. McCommons, Westminster '90
Eric J. Novotny, Illinois '90
J. Warren Smith III, Barton '90

Edward W. Lenane, Plattsburgh '88, and D. Todd Harris, U.C.L.A. '92, have been extended an invitation to interview for the position of Assistant Director of Chapter Services/Expansion. We anticipate offering the position on/about February 1, 1993.

All men have impressive credentials, have demonstrated fine leadership abilities in their chapters, and would make excellent staff members. Based

on the interviews, and the assumption that we will maintain three Chapter Leadership Consultants, three men will be offered the position to begin in mid-June and one offered the Assistant Director of Chapter Services/Expansion position to begin on July 1, 1993.

The committee may wish to discuss the possibility of bringing in a non-staff member to assist with the interviewing process.

Recommendation: Conduct interviews and hiring practices as in the past, but with possible prior input from the Personnel Committee, much as we handle "Official Family" appointments, i.e., Grand Province Chief, Grand Chapter Advisor, etc.

J. Chapter Services Projects

In addition to NLC 1993, general Chapter Services operations, and continuing to advance the Province System, the staff will continue to work or be working on the following projects:

1. Complete the development and production of a Grand Chapter Advisor's Manual by summer. The President's Manual has been completed and was distributed to all chapters this fall. Feedback from the chapters was extremely positive.
2. Complete the development and production of a new Faculty Advisor's packet. This packet will be sent to new Faculty Advisors upon appointment. Currently, they receive only a letter of welcome and brief explanation from Executive Vice President Chaney.
3. Fill Grand Province Chief positions in Province II (Larry Philippi's former province) and Province VIII, and recruit Grand Chapter Advisors for chapters lacking them.
4. Assist the National Advisory Committee on Expansion to develop an expansion guide at their final meeting in January. This document will be used by the staff person responsible for expansion, and will provide him with general procedures and timelines for expanding to a campus.
5. Facilitate a follow-up Grand Province Chief Training session immediately prior to NLC 1993. This session would be used for evaluation of the past year's province activity results (with the new emphasis on relationships), follow-up from last year's unfinished business (e.g., job descriptions), provide some concrete training and offer plans and guidance for the academic year 1993-94.
6. Development of an annual January HSP/Grand Chapter Advisor Leadership Weekend, to be held in Columbus or Pittsburgh. This mid-year conference would be for HSPs and Grand Chapter Advisors only and would focus on issues more particular to these leaders of the chapter, such as leadership vs. management, vision for the chapter, goal-setting, confrontation skills, communication,

motivation, and the art of complimenting, for example. Some \$5,000 is proposed in the 1993-94 budget for this conference. Jeff Owens will attempt to bring a rough agenda for this program to the meeting.

K. Action Items from Other Grand Council Committees

II. STRATEGIC PLANNING/RECOMMENDATIONS

A. National Advisory Committees

The Undergraduate Operations Committee has the responsibility to review the National Advisory Committees on Expansion and Provinces & Volunteers. Progress reports on these committees are as follows:

1. National Advisory Committee on Expansion

Committee Structure. William F. "Biff" Matthews (Chair), Armando J. Rodriguez, Norman R. Hamilton, Alfred V. Garesche, D. Todd Harris, and the newest member Richard T. Ritter, Special Advisor on Expansion to the Grand Senior President. Mark D. Still and Jeffery S. Owens provide Grand Council and professional staff support.

Budget. The expansion expenses are approximately \$10,000 under the allotted budget, but the committee meeting in January will deplete much of that. Next year's proposed budget for expansion is \$21,000, not including personnel and one-time costs.

Overview of Plans. The committee wishes to wrap up their work with a meeting in January. In addition to bringing the committee members in, Rick Stonerook, past Expansion Director for Pi Kappa Alpha, and Jeff Hoffmann will be attending also. The group plans to develop an expansion guide at this meeting. As mentioned before, this document will be used by the staff person responsible for expansion, and will provide him with general procedures and timelines for expanding on a campus.

Staff Analysis. The committee was fairly inactive since the original ad hoc committee weekend until this past July, after the decision matrix was developed. Since then, the committee has talked a lot, but still little progress has been shown, partly because nobody on the committee knew what to do next and they were unsure of what they were supposed to be doing. So, the committee has gone ahead and focused on expansion to the Southeast and Midwest, based on projected growth across the country and location of our existing chapters, and is planning to do some matrix comparison among campuses in those regions.

Recommendation: Transition the expansion responsibilities to the staff, after the committees meeting in January. Constitutionally, an Expansion Chairman should be appointed and it is recommended that we appoint a volunteer as an Alumni Advisor to the staff who would work in tandem also with the Undergraduate Special Advisor on Expansion to the Grand Senior President.

2. National Advisory Committee on Provinces & Volunteers

Committee Structure. Owen G. McCulloch (Chair), after replacing (former Chair) Larry Philippi.

Budget. The provinces have expended \$1743 of their \$12,500 budget. This does not include the cost of the Grand Province Chief Orientation/Training program or a few unreimbursed expenses from the Province IX activity.

Overview of Plans. All provinces containing more than one active chapter, except Province VIII, have either held a province activity or have one planned for the spring. Specifically, Provinces VII and IX held activities this fall; Province IX plans to hold another activity this spring. The staff has attended both activities thus far, and plans to have representation at upcoming events also.

The staff will be sending a follow-up letter to all Grand Province Chiefs in January, informing them of the follow-up training session in August, and reiterating the decisions made last August regarding the focus and deadlines of province activities.

Unfinished goals from the original committee are a new province section for To Better the Man and the development of province programs focused on personal growth.

The staff is also looking to fill vacant Grand Province Chief positions for Province II and VIII. Dave Gatzke has expressed interest in the Province II position, and we are attempting to transition Mike Moyer, Assistant Grand Province Chief, into the Grand Province Chief position, and find a replacement for him. Mike McCann resigned as Grand Province Chief for Province VIII this fall.

Staff analysis. The recent transition of the leadership in this committee has caused it to stagnate over the past fall. The committee seems to be composed of just the chair, who has been involved with a career change and challenges facing his own chapter over the past several months.

Recommendations: 1) Replace the committee structure with a National Advisor on Provinces and Volunteers. 2) Designate the committee chair as the National Advisor on Provinces and Volunteers. 3) Empower Owen McCulloch as a Provinces & Volunteers advocate working in close concert with the professional staff.

B. Items for Discussion

The committee may wish to discuss and formulate subsequent recommendations on the following items:

1. Psi reactivation. (Enclosure R, page 91-102.)
2. Roadmap to Success revision. The committee previously received a memo concerning the consolidation of the current Roadmap

program to focus more heavily on dominant values, and to coincide with the Annual Chapter Report. The undergraduate chapters feel that two large reports in the spring time are redundant and excessive, and the staff feels that with eighteen standards in the Roadmap program, some tend to get "lost in the shuffle," and therefore are interested in revising the program to focus more on the Fraternity's dominant values. (Enclosure S, page 103.)

3. Mergers.
4. No-pledging/limited pledging. Over the past few years, some fraternities have addressed the issue of pledging vs. no-pledging and the pros and cons of both. Fraternities such as Phi Sigma Kappa, Alpha Gamma Rho, and Zeta Beta Tau have eliminated pledging as we know it altogether, and stand firm by their decisions, although they admit there have been some challenges and glitches to deal with along the way. Some student affairs professionals across the nation feel that pledging will be abolished in all fraternities in another five to ten years. Nonetheless, it is an issue that all fraternities must examine to determine its present value.

Based on conversations with the three fraternities mentioned above, here are some general pros and cons of a no-pledging program:

PROS

increased initiations
higher retention rate
improved integration in chapter
less hazing potential
rid unnecessary (overprogramming)
emphasizes year-round rush
expansion

CONS

tradition
alumni resistance
Constitutional changes
revision of fee structure
possible loss of chapters
campuses with closed rush
hard for members to
confront violators
extra staff attention
required

The bottom line is that the current, traditional program is simply not working successfully. Two-tiered memberships are not conducive to positive membership education, and leave an "open window" for hazing. Should Alpha Sigma Phi discuss its current program? A copy of our Position Statement on Positive Pledgeship is attached. (Enclosure T, page 104.)

5. Expansion quarterly goals/expectations.
6. Internal growth in chapter size.
7. Educational grants to support campus based programs.

8. Chartering standards.

The committee may wish to discuss revamping the current chartering standards to include more substantive, less administrative requirements.

C. Other

REPORT TO THE COMMITTEE ON ALUMNI OPERATIONS

I. CURRENT ISSUES/RECOMMENDATIONS

A. Capital Campaign

Since the summer 1992 meeting of the Grand Council and Trustees the major focus in preparing for the capital campaign has been the case for support, prospect identification and research, cultivation of leadership and major gifts.

1) Case for Support. This document is the Foundation's internal document for stating who we are and what, as an organization, we will say. At this point it needs to be a straightforward document that discusses the mission, goals, hopes and dreams for which Alpha Sigma Phi stands. Thoughts and comments about this document are continually welcomed.

Members of the campaign committee have taken two opportunities to provide input and feedback on the case for support. Enclosure A, pages 11-14 is the latest draft of the case for support.

2) Prospect Identification and Research. The area of prospect identification and research has made tremendous strides over the past year. Continually, alumni with leadership gift potential are identified and placed into our system to be visited when the next person travels to that location.

Three major accomplishments have been made in research in the past six months. First, all of the annual reports and lists of Trustees for all of the colleges and universities where Alpha Sigma Phi has had chapters were reviewed to locate names of Alpha Sigs. While the results are still being researched, confirmed, and rated, it appears that many new alumni who are top supporters at their alma mater have been identified.

Second, an interfraternal brother in Houston, TX has volunteered his time to hand-match and compare Alpha Sigma Phi's database to Who's Who in America. He believes he has identified 156 Alpha Sig alumni who have been listed. These "suspects" will be confirmed and researched this spring along with suspects identified through Grand Historian Robert W. Kutz's listing of prominent Alpha Sigs.

Finally, the Foundation received information which matched Alpha Sigma Phi's database with the top stockholders, directors and officers of public companies. The tangible information is extremely useful in identifying top prospects and their potential. Since this report was just recently received, the huge amount of information is still being processed.

In addition to these accomplishments, researcher Richard T. Ritter also developed and completed Alpha Sigma Phi's own Research Manual which will prove very helpful in maintaining the high quality of the Educational Foundation's research program.

With all of the information that has been compiled on prospects, the staff has selected those alumni who will be viewed as the top 100 prospects. These alumni are selected on the basis of their ability to give and their perceived interest in giving.

3) Cultivation of Leadership and Major Gifts. A great deal of resources have gone into the cultivation of those brothers who have been identified as top prospects. Generally these meetings have taken place in the form of personal visits with staff members. The objective of these personal visits is to meet the brothers, share with them our success stories of Alpha Sigma Phi, and learn of their interest in the Fraternity. These visits provide the basis for which to build a personal relationship with the brothers and build their interest into support.

Nearly every visit has gone very well and been well received by the alumni brothers. Many times this increased interest is reflected in their increased gifts to the Annual Loyalty Fund. From these visits, staff members have been able to ascertain whether or not the prospect should be included as a part of the top 100 group and a part of the feasibility study. These personal cultivation visits are the best way to develop our top prospects.

Additionally, potential future members of the capital campaign committee and potential future Trustees have been identified.

4) Feasibility Study. The focus for the feasibility study will be on \$10 million of needs. The necessary levels of support for a \$10 million capital campaign can be found in Enclosure B, page 15. Fifty prospects from the top 100 group will be used for the feasibility study which will determine the programs that the top supporters are interested in and at what levels they may be willing to provide support. As an organization, Alpha Sigma Phi must continually identify brothers who may be able to give at the top end of the gift table and involve these brothers in the work of Alpha Sigma Phi.

The staff plans to complete all top level prospect visits by April 15 so that these brothers may be included in the feasibility study. The study will confidentially interview the top fifty prospects in May, June, and July of 1993. The report will be ready for August 1993.

5) Budget. The committee last met in August in Charlotte, North Carolina to discuss a campaign budget. The result of the meeting was approval of the first year's capital campaign expenses with a strong request to keep the expenses as limited as possible. So far expenses appear to be under control and may even come in at 10-20% below expectations for the first year of the budget. Enclosure C, page 16 shows the proposed budget table with current expenditure figures.

6) Counsel Recommendations. This past fall, Bob Simonds of Ketchum, Inc. has met twice with staff. From these meetings the priorities that you read about here have been worked on extensively. Bob has forwarded a letter included as Enclosure D, pages 17-18 for your review.

7) Future Plans. The capital campaign committee is in the process of planning and conducting a telephone conference call. A detailed update from the call will be made at the Grand Council Meeting.

Along with completion of the recommendations of Bob Simonds, staff will be enlisting more help of Grand Council and Trustees, which is urgently needed, to visit alumni in different parts of the country. The Grand Council and Trustees should let a staff member know if there are any specific questions.

As a follow-up to previous groundwork, all board members received gray booklets that listed brothers from their own chapter. A few of these books have not yet been returned. These should be completed by February 15 so that any new information which may be discovered can be implemented immediately.

The campaign is moving along but momentum will quickly be picking up in the near future. More availability of board members will be important as well as feedback and input.

B. Annual Loyalty Fund

	<u># of Donors</u>	<u>Gross Receipts</u>	<u>Net Receipts</u>	<u>Average Gift</u>
1982-83	1,716 (+ 9%)	\$ 51,696 (+ 20%)	\$ 40,085 (+ 51%)	\$ 30.13 (+ 10%)
1983-84	2,116 (+ 23%)	83,435 (+ 61%)	59,228 (+ 48%)	39.43 (+ 31%)
1984-85	2,147 (+ 1%)	89,091 (+ 7%)	66,003 (+ 11%)	41.50 (+ 5%)
1985-86	3,101 (+ 44%)	136,936 (+ 54%)	90,389 (+ 37%)	44.16 (+ 6%)
1986-87	2,373 (- 31%)	128,238 (- 7%)	96,165 (+ 6%)	54.04 (+ 22%)
1987-88	2,766 (+ 17%)	136,561 (+ 7%)	107,339 (+ 12%)	49.37 (- 9%)
1988-89	2,390 (- 14%)	134,745 (- 1%)	88,934 (- 17%)	56.38 (+ 14%)
1989-90	3,142 (+ 31%)	166,780 (+ 24%)	93,842 (+ 6%)	53.08 (- 6%)
1990-91	2,787 (- 11%)	167,922 (0%)	97,137 (+ 4%)	60.25 (+ 14%)
1991-92	2,958 (+ 6%)	180,359 (+ 7%)	113,245 (+ 17%)	60.97 (+ 1%)
12/31/88	1,108	58,744	31,842	53.02
12/31/89	1,116 (+ 1%)	63,356 (+ 8%)	41,892 (+ 17%)	56.77 (+ 7%)
12/31/90	1,039 (- 7%)	53,992 (- 15%)	32,429 (- 23%)	51.96 (- 8%)
12/31/91	704 (- 33%)	50,811 (- 6%)	37,955 (+ 17%)	72.18 (+ 39%)
12/31/92	628 (- 11%)	46,205 (- 9%)	32,702 (- 14%)	73.57 (+ 2%)

A very decisive increase in total dollars was attained during fiscal year 1991-92. The main indicator of a successful Annual Loyalty Fund was achieved in the Net Receipts which rose 17%, the largest increase in six years. This year the Foundation is attempting new ways to increase the Annual Loyalty Fund. As more and more brothers continue to contribute to the Educational Foundation, it will become increasingly important to develop the current donors into larger contributors. This will be the biggest step in a growing Annual Loyalty Fund.

As you can see, the 12/31/92 figures reflect less than ideal returns on the Annual Loyalty Fund compared to this time last year. There may be two reasons why this has happened.

First, several major supporters who made their gifts early last year had not done so as of this report. Follow-up will certainly be made to ensure that these major supporters do not forget the impact that Alpha Sigma Phi has on the lives of many young men.

Second, in an effort to de-emphasize the appearance of always soliciting, the mid-fall mailing was skipped. This may have allowed some of our regular contributors to have slipped through so far.

Follow-up telephone calls will take place with these brothers during the annual phonothon. As can be expected, direct mail solicitations continue to lose their impact while phonothons continue to gain in importance.

The approach to the Annual Loyalty Fund this year was to go beyond our established strategy for increasing gifts from regular donors and re-enlisting lapsed donors by accomplishing the following:

Publication of four issues of The Tomahawk. The first issue of The Tomahawk actually was from fiscal year 1991-92. There will be three issues published in fiscal year 1992-93 which will actually total four issues in cost.

Implementation of the "Challenge Gift" concept. This is the first year for a challenge gift. The gift was created for two purposes, the first being to give an incentive for our general alumni to increase their contributions to the Annual Loyalty Fund. The volunteer leadership, consisting of the Grand Council and the Educational Foundation Trustees, has pledged to match the increase of donation from our donors. This pledge is to display to our alumni that the leaders of Alpha Sigma Phi are contributing significantly to the Foundation. The second purpose is to involve our Volunteer leadership in increasing their support. The second purpose is vital as Alpha Sigma Phi approaches her 150th year.

Implementation of "Senior to Alumnus" packet. This is the first year the Fraternity has created something special for the graduating seniors of Alpha Sigma Phi. The "Senior to Alumnus" packet was developed to educate the new alumnus to the fact that the fraternity experience will continue even after graduation.

Increased Trustee and Grand Council participation in the solicitation process of recruiting donors for the Charter Member Pinnacle Club, The Grand Senior Presidents Club, and the Founders Club. The process will increase with Trustee and Grand Council members becoming more involved with the Capital Campaign. The returns from these visits will have a great effect on the Capital Campaign as well as on the Annual Loyalty Fund.

Personal solicitation of volunteers by board members and staff. Little progress has been made in this area. These special solicitations will be the way to increase major gifts and average gifts from our brothers, requiring time from these volunteers.

Additional issues of the Foundation for Excellence newsletter. Two issues are planned for publishing between January 1993 and June 1993, providing an opportunity for donors to learn more about how their gifts are being used.

The Future. Over the past three years the Educational Foundation staff has worked considerably on enlisting brothers as donors. To increase this effort this year the Foundation is using the outside firm of InfoCision to increase our donor base at no risk and no cost to the Foundation. The Foundation has committed to using InfoCision this year to enlist the support of non-donors. By increasing the donor base now, Alpha Sigma Phi will have more brothers to solicit from in the future for both contributions and volunteer opportunities.

The strength of the Annual Loyalty Fund will also lie with renewing donors. From year to year, the Educational Foundation has been able to increase annual donor participation from 5% of our alumni ten years ago to 9% of the entire alumni base today. In each of the past three years, the Educational Foundation received nearly 1,000 new donors. This also means that nearly 1,000 donors did not renew from one year to the next.

The future of fundraising for the Educational Foundation needs to focus on renewing and upgrading current and lapsed donors. This will require further personal development, cultivation, and solicitation. The results should be an increase of participation at the upper giving levels as the Foundation attempts to get a better balance between larger and smaller contributions.

C. Kleinoeder Bequest

In July, \$250,000 arrived from the Kleinoeder Estate which was ear-marked for first year capital campaign expenses. An additional \$40,000 also arrived which was then added to the Educational Foundation Endowment.

It is believed that the Washington State portion of the Kleinoeder Estate is nearly depleted and will be closed momentarily. There remains the issue of the Florida ancillary proceedings which consist of one-third ownership of a horse farm valued between \$800,000 and \$1 million. There is a valid lease and option to buy the property which will remain valid until January, 1995, though there may be earlier resolution of this from either the lessee or from one of the other foundations taking an aggressive lead.

D. Alumni Development

Throughout the past year, senior staff and various members of the Grand Council and Educational Foundation Trustees have participated in various alumni development opportunities. They have ranged from personal calls and alumni meetings to regional meetings and receptions. The following is a summary of calendar year 1992:

Major donor prospects personally visited:	53
Total number of alumni personally visited:	168
Number of development events held:	19
Number of brothers participating in events:	300
(Not including staff or board members)	

Some of the areas that were visited in the last six months include: Atlanta 12/3; Boca Raton 12/9; Chicago 10/21 and 10/23; Cincinnati 12/10; Cleveland 10/9; Columbus 12/7; Dayton 12/9; Denver 11/7; Honolulu 11/20; Huntington Beach CA 11/17; Indianapolis 9/9; La Jolla CA 11/10; Naperville IL 10/21; Naples FL 12/8; New York City 12/8; Pittsburgh 10/25; Staten Island 12/9; Vero Beach 12/11; Washington D.C. 12/2.

There were also places that were visited but no events were held: New Mexico, Boston, Toledo, Detroit, North Carolina, Houston, Dallas, San Francisco, Seattle, St. Louis, and Arizona.

To increase the attendance in future events, we have found key alumni in each of the cities and areas visited. These brothers will act as the contact person and area "chairperson" to put together future events. They will coordinate the events and recruit other brothers to make some phone calls to others in the area. Enclosure E, page 19 is an example of this already taking place in Atlanta. This will free up the Director of Alumni Services and will empower the group to function in a capacity they feel will justify their time and efforts.

E. Foundation for Excellence

There are two issues planned for the period between January and May, 1993. The issues will focus on alumni spotlights to highlight some of our successful alumni. The second issue to be published in April will also contain an "Alumni Time, Talent & Needs" survey that will give us a better idea of what our alumni expect of the Fraternity Headquarters.

F. Chapter Newsletters

The Fraternity Headquarters has offered the Headquarters Newsletter Service since 1984-85 to assist chapters in increasing the quality and quantity of their contacts with alumni. The service began as a very low cost, no risk method of producing three newsletters per year if they agreed to complete three per year and raise money through the newsletter from alumni to help offset production costs. Chapters that did not utilize our service were encouraged to produce three newsletters per year on their own.

Effective with the 1991-92 academic year, the newsletter service stipulated that every chapter participating may produce two four-page issues of their newsletter at no cost. As our Standards of Excellence program requires each chapter to produce three issues annually, in February each chapter that had signed up for the service was sent a supplemental agreement for the spring issue which informed them of printing costs of that third issue.

This past year, more stipulations were put into the newsletter service. Each chapter must be in good financial standing to receive the free service. In addition, if a chapter fails to meet the deadline for the fall issue, the winter issue must be paid for by the chapter. This was done to encourage our chapters to produce the newsletters in a timely manner and to better help the National Headquarters with budgeting money for this service.

As of December 31, 1992, 26 chapters have participated in the service. We anticipate a similar response for the winter issues from the undergraduates.

Recommendation: To continue with this service as it is one of our best tools to get information to alumni of active chapters in a timely and useful manner.

G. Action Items from Other Grand Council Committees

II. LONG RANGE ISSUES/RECOMMENDATIONS

A. Educational Foundation Endowment

There is no revenue budgeted for endowment gifts for 1992-93 because Third Founding pledges have been cleared in preparation for the Capital Campaign and there are unknown factors regarding income from the Kleinoeder estate or any other gifts or bequests to the Educational Foundation.

As of 12/31/92, \$47,750 has been received by the endowment during fiscal year 1992-93. Of this, \$40,000 was received in September from the Kleinoeder estate, \$1,500 was cash gifts made to chapter endowment funds, \$6,000 was from unrestricted bequests and \$250 was for payment on Third Founding pledges.

The last \$11,630 in pledges outstanding to the Third Founding was written off as of 6/30/92. Follow ups are not specifically planned for the future as we probably will not receive the returns it would cost to do a follow up letter. The only follow-ups that may occur will come from staff members who may meet with some of the brothers during a visit.

<u>Endowment</u>	<u>Cash Pledges</u>	<u>Verified Bequests</u>
\$7,130,789	\$ 0	\$887,846

Chapter Endowments. Currently there are eight funds: California-Berkeley, Oregon State, Penn State, Westminster, U.C.L.A., Lehigh, Purdue, and Indiana. This is an increase of three new funds which were established through planned giving.

B. Planned Giving

Living membership in "The Manigault Society," our recognition "club" for brothers who have made planned gifts (bequest, insurance policy, or trust) to the Educational Foundation, now stands at 64 members. Thirty-five brothers have disclosed the amounts of these provisions, which total \$887,846.

We promoted "The Manigault Society" with an article on Brother Kleinoeder in the last issue of The Tomahawk and will continue to do further promotions in future issues. Internally, more follow-up will now be possible with computer tracking of those who have pledged gifts and those who are considering it. The staff will also do further promotion as we continue to meet more of our alumni during personal visits and at receptions.

As more of our key volunteers and official family continue to participate in this program, "The Manigault Society" will grow faster and help in recruiting other alumni into the society.

Recommendation: To more aggressively promote "The Manigault Society" the staff recommends using an outside service to develop a mail program to target the oldest segment of support to the Educational Foundation. This program would promote the planned giving opportunities of Alpha Sigma Phi in a non-threatening, soft sell manner.

C. The Tomahawk

Four issues of The Tomahawk are scheduled to be paid for during the 1992-93 year. Three of the issues have already been distributed with the fourth one currently in the production stage.

The next issue will be dropped in early March and will focus on chapter reports and alumni news. The featured article will be on "Canine for Companions" the Fraternity's new National Service Project.

There are several options in upgrading The Tomahawk. First, it may be printed on a higher grade of paper. In doing this, we maintain the format, information, and style as The Tomahawk is now.

Second, the Grand Council may wish to upgrade The Tomahawk to a magazine. The change in format and style would be obviously different, changing the current "newsy" style. Also, the amount of chapter news and alumni news notes would have to be limited or presented to our alumni in a different manner, i.e., separate insert with a lesser quality paper or in a Foundation for Excellence format.

A proposal for upgrading The Tomahawk from Jeff Hoffman is included as Enclosure F, pages 20-30. This proposal can be adopted in total, in part or gradually, if at all. The Grand Council might want to discuss accepting limited advertising to reduce the format upgrade costs.

While the proposed format is for 16 pages in magazine format, Jeff Hoffman advises us that the current procedures of including extensive alumni news/chapter news could be accomplished in a variety of ways, not internal to The Tomahawk.

D. National Alumni Awards

As of the summer Grand Council Meeting, the Alumni Operations committee assumed responsibility for all Alpha Sigma Phi alumni awards. Once the nomination forms are received the professional staff will process and forward them to the committee who will make the final decision.

A new Delta Beta Xi nomination form was created to better help with the nomination process and is shown as Enclosure G, page 31.

Recommendation: To adopt the new Delta Beta Xi nomination form.

Two additional awards of prominence are the Distinguished Service Award and the Distinguished Merit Award. These are the two top awards for service to the Fraternity and accomplishment in a profession. This process can serve to gather more information on potential recipients.

Recommendation: The staff recommends opening up the nomination process to the entire brotherhood. The nomination process can be promoted on The Tomahawk, The Old Gal Gazette, and the Foundation for Excellence.

Enclosure H, page 32 shows what a possible nomination form might look like.

Discussion in the past has been raised regarding the use of honorary titles such as Honorary Past Grand Senior President, Grand Chapter Advisor Emeritus, etc.

Recommendation: The staff recommends that this action not be taken.

E. National Advisory Committees

The Alumni Operation Committee has responsibility to review programs of the National Committee on Alumni Programs and Sesquicentennial Anniversary Committee. Respectively, the Committee Chairmen are Armando Rodriguez and Robert J. Shaw

1. National Advisory Committee on Alumni Programs

Committee Structure. This is the committee that is currently being lead by Armando Rodriguez. The main responsibility for Brother Rodriguez will be to act as an advisor to the Director of Alumni Services. He will offer ideas and recommendations to the Director of Alumni Services to develop the best Volunteer Alumni Conference.

Budget. \$2,000 (already included within alumni programs of the Educational Foundation.

Overview of Plans. The two main accomplishments of this committee during 1992 were the hiring of The Director of Alumni Services and the "Senior to Alumnus" package.

The "Senior to Alumnus" package transitions an undergraduate to alumni status. One month after graduation, they receive a letter from the Executive Vice President and a certificate acknowledging a major milestone in his life. Six weeks later the certificate a "Senior to Alumnus" packet is sent with a letter from the Director of Alumni Services explaining the opportunities the brother now has as an alumnus. Some of the materials include volunteer opportunities, Alpha Sig Connections career networking form, a personal information sheet, and merchandise flyers.

2. National Advisory Committee on the Sesquicentennial Anniversary

Committee Structure: The complete committee consists of Robert J. Shaw (Celebration Chairman), Robert W. Kutz (Editor and Historian), George B. Trubow (Honorary Chairman), Thomas E. Hale, Robert L. Denny,

John H. Luckenbill, Jack M. Merrill, Randall S. Lewis, Jeffrey L. Robb, Ralph F. Burns, Robert M. Sheehan, and all living Past Grand Senior Presidents. Professional staff support is provided by John R. Chaney.

Budget. The committee has established an initial budget of \$500.

Overview of Plans. Various articles are planned for The Tomahawk and the Foundation For Excellence newsletter in 1992-93. The editor and historian plan to coordinate the marketing plans for the history publication with the proponent of the time and talent survey. This will be helpful to the historian.

F. Long Range Plan

The Alpha Sigma Phi Educational Foundation ranks as one of the best financially supported foundations of any national fraternity. Caution must be advised so that the Fraternity and Foundation do not rest upon past accomplishments but look forward with great plans and a tremendous vision.

At the summer Grand Council Meeting, there were several questions discussed about the objectives of the alumni development program and strategies for accomplishing these objectives. Answering of those questions was deferred until the completion of the "Time, Talent and Needs Survey." At that point, we will look at the needs of the alumni and fulfilling those needs.

One question that must be able to be answered uniformly by all staff members and leaders alike at all times is in regards to the future of the Fraternity.

What is the vision of Alpha Sigma Phi?

Recommendation: The members of the Grand Council agree on this vision and how it will be concisely stated.

G. Other



Delta Beta Xi Award Nomination Form

Attachment G

Date: _____

Delta Beta Xi is awarded for sustained superior alumni service to the Fraternity. While potential criteria for the award are as varied as our brotherhood, general criteria include years of service, type of service, and significant achievements. This form is the primary tool by which the Grand Council will evaluate Delta Beta Xi nominees. Please be as thorough as possible when providing requested information. You are encouraged to attach a narrative justification to highlight the impact your nominee has had on Alpha Sigma Phi.

NOMINEE INFORMATION

Name _____
(Last) (First) (MI)

Chapter _____ University _____

Initiation Year _____ Roster # _____

ALUMNI POSITIONS HELD

DATES

Chapter Level:

_____	_____
_____	_____
_____	_____
_____	_____

Province Level:

_____	_____
-------	-------

National Level:

_____	_____
-------	-------

SIGNIFICANT CONTRIBUTIONS

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

NOMINATOR INFORMATION

Your Name _____
(Last) (First) (MI)

Chapter _____ University _____

Initiation Year _____ Roster # _____

Telephone () _____

Mail This Form By May 1, 1993 To:

The Grand Council
Alpha Sigma Phi Fraternity
P.O. Box 838
Delaware, OH 43015-0838

Distinguished Service Award Nomination

Date: _____

The Distinguished Service Award is presented to a previous Delta Beta Xi recipient for sustained superior alumni service to the Fraternity even above and beyond Delta Beta Xi. While potential criteria for the award are as varied as our brotherhood, general criteria include years of service, type of service, and significant achievements. This form is the primary tool by which the Grand Council will evaluate Distinguished Service Award nominees. Please be as thorough as possible when providing requested information. You are encouraged to attach a narrative justification to highlight the impact your nominee has had on Alpha Sigma Phi.

NOMINEE INFORMATION

Name _____
(Last) (First) (MI)

Chapter _____ University _____

Initiation Year _____ Roster # _____

ALUMNI POSITIONS HELD

DATES

Chapter Level:

_____	_____
_____	_____
_____	_____

Province Level:

_____	_____
-------	-------

National Level:

_____	_____
-------	-------

SIGNIFICANT CONTRIBUTIONS

_____	_____
_____	_____
_____	_____
_____	_____

NOMINATOR INFORMATION

Your Name _____
(Last) (First) (MI)

Chapter _____ University _____

Initiation Year _____ Roster # _____

Telephone () _____

Mail This Form By May 1, 1993 To:

The Grand Council
Alpha Sigma Phi Fraternity
P.O. Box 838
Delaware, OH 43015-0838

REPORT TO THE COMMITTEE ON FINANCE

I. CURRENT ISSUES/RECOMMENDATIONS

A. 1992-93 Budget Review

During the time when we are endeavoring to provide increased services and programs, our membership based revenues seem to be declining! While not granted an increase in dues and fees at the 1992 Convention, the delegates did mandate that we provide an aggressive expansion program, but did not either want current services or programs cut, but seemed to feel that we would somehow find \$40,000 in our budgets to support this effort. With this paradox, we must operate and succeed.

To counter-balance the lack of fees increase and our desire not to reduce current level programs or services, we fell back to the undergraduate driven plan of funding the expansion increase by internally increasing chapter size by five initiates during the current academic year. While this increase was not correspondingly reflected in our current year budget (and was only increased at one-half of the five initiates sought per chapter in the 1993-94 budget), the staff feels it is indicative that we are going through an unplanned and yet undiagnosed internal down-sizing, not a growth that would support our current expenditures, nor our 1993-94 plans. Certainly, without some strong programming and reinforcement of the requirement to grow internally, we cannot continue to operate our budget as planned.

Through December 31, 1992, the following comments are noteworthy:

1. Revenues. Initiation and Pledge Fees are down, while undergraduate dues are up. This would be somewhat surprising except that Executive Vice President Chaney has tightly controlled this last item by carefully working on membership loss control. It also appears that our merchandising efforts are beginning to pay off, though certainly not at the level they may be in future years as we get continually more aggressive in a pursuit for non-member generated income.
2. Expenses. We are generally on target with our projections. Telephone expenses, while running ahead of normal, should be brought back into line with a recent change in long-distance carriers.

It is anticipated that the end of year results should show an essentially balanced budget, though there will be some line items that may be higher or lower than originally forecast. The Fraternity and Educational Foundation Comparative Operating Statements and Budget Analysis are contained in Enclosure A, pages 13-22.

Recommendations: 1) Consider implementing a mid-year adjusted budget. While this is not technically required, the Grand Council may want to formally adopt such. 2) Adopt 1993-94 budget or discuss in long-range topics. 3) Increase chapter services support, staff and Grand Council

interest in working with undergraduate chapters to stop the downward turn in membership and show a strong growth in pledges and initiates at year's end.

B. Accounts Receivable Overview

Chapter Dues and Fees. Without including insurance receivables, dues and fees payable by chapters are up to \$90,290 from \$30,600 as compared to December 31 of last year! While that is a significant increase and cause for concern, it is probably a function of the intense negotiations between the chapters and the general fraternity over membership figures and the chapters waiting until the figures were established instead of paying the preliminary invoice. At present the professional staff has mounted an aggressive collection effort.

Of the receivables figure, \$14,925 is old debt (prior to current academic year) with some dating back as far as 1987-88. Director of Administrative Services Bev Moody continues to direct our collection efforts by following procedures developed in 1988. At present, she is working to establish promissory notes with all chapters with delinquent accounts. Bev is working on the preparation of an "aging" receivables report that will be introduced within the next year as a tool to aid in our collection efforts.

A re-cap of significant (over \$500 total) accounts receivable follows:

<u>Chapter</u>	<u>Chapter Account</u>	<u>Insurance</u>	<u>Unpaid Invoice</u>	<u>Remarks</u>
American	\$ 3,016	321	\$ 750	(1)
Barton	1,546	420*	35	(2)
Bethany	350	\$ 60	200	
California	660		350	
Davis & Elkins	1,070	1,253		
Delaware		2,450		(1)
East Carolina	1,756			
Findlay	2,416			
Hartwick	3,076			
Illinois	4,713	1,000	50	
Illinois State	2,890		350	(1)(2)
Indiana	6,400		110	
Iowa State	2,216			
Lock Haven	2,626			
Longwood	2,445	1,620		(1)
Loyola	2,411		50	
Lycoming	876			
Marietta	4,710			(1)(2)
Miami	1,816	410		
Missouri	2,382	13,347*	260	
Missouri Valley	3,301		800	
NJIT	3,616		90	
Ohio Northern	110		226	
Oklahoma		4,151*		
Oregon State	5,031			(2)(3)
SUNY-Plattsburgh	965			
Presbyterian	2,090	330	208	(1)(2)
Radford	3,016			

<u>Chapter</u>	<u>Chapter Account</u>	<u>Insurance</u>	<u>Unpaid Invoice</u>	<u>Remarks</u>
Rutgers	330		224	
Slippery Rock	1,500			
Stevens Tech	1,396		350	
Stockton State	2,836			
Toledo	1,670			
Tri-State	140			
Wake Forest	2,567		275	
Widener	2,696	1,500	3,714*	(1)(2)
William Paterson	<u>2,816</u>			
TOTALS	\$90,290	\$27,045	\$8,233	
(Does NOT add.)				

* Alumni assumed debt

(1) Financial red flag! This routinely indicates a debt believed to be too large for current chapter size/situation.

(2) No current promissory note.

(3) Will secure with lien against property plus any future insurance charges.

Recommendation: As a staff initiative, beginning in September 1993-94, chapters will have their preliminary invoices in hand upon return to school instead of mid-October as has been the case for several years. From that, they may negotiate membership figures instead of having that occur throughout the fall semester.

Possible additional recommendations include: 1) Continue present policy of not allowing chapters to invoice items or publish chapter newsletters until debts are settled in full or a promissory note and re-payment schedule is established. 2) Direct chapter services personnel to work more closely with chapters and appendant alumni groups to solve delinquent matters. 3) Direct the professional staff to re-allocate priorities to support aggressive tracking of our delinquent financial situations.

The following are additional significant situations that deserve amplification:

Missouri. The chapter's alumni corporation currently owes \$13,347.88 for property insurance charges dating back to 1988-89. While we do not insure the alumni any longer, efforts continue underway to secure this loan with a lien against "the castle" property. During the past six months, efforts were made to secure the services of an attorney in Missouri to handle the lien situation. Of the more than a dozen known non-Alpha Theta Chapter Alpha Sigs contacted, none responded to our written inquiries. During the past four years, the situation has not changed—we are still the creditor to be paid last by the alumni. This fall, the Executive Vice President met with the principal owners of the house, James I. Reid, Missouri '36, and James S. Reid, Tulane '68, and tried to press for some repayment. Because of continued low membership and chapter house occupancy, they felt they could not pay us. The size situation seems to be improving,

solely because of a staff initiated effort to have an unaffiliated interest group join our chapter.

Recommendation: Follow through on the proposal to secure a lien against the chapter real estate in Columbia, even if it means hiring an attorney.

Oklahoma. The A-S-P Corporation's second mortgage loan made to the chapter alumni corporation in 1978 remains delinquent (\$22,165.08 principal base; \$9,742.28 is delinquent interest). The chapter closed in 1987 and the alumni rent the house to students. Due to the abundance of campus rentals, the property only produces sufficient income to pay basic expenses and interest on the first mortgage loan. The alumni do not desire to use the facility to re-open our Alpha Alpha Chapter, but seem to be engaged in an effort to swap this facility with the administration for standard fraternity housing on the other side of the campus. We were advised that this could be two years in the works. This time-table seems to coincide with the administration's plans for us to re-colonize (currently we are third in line). Executive Vice President Chaney will visit with the first mortgage holder and many Alpha Alpha alumni on his development trip to Oklahoma immediately following the Grand Council meetings in Dallas.

Recommendation: Continue to work with the alumni and ensure that the debts do not increase. Also, because of our real estate interest here, we might want to consider re-colonizing immediately after we can secure more appropriate housing, regardless of the established "order."

Oregon State. The chapter owes \$5,031.15, some of this dating back to 1990-91. Interestingly, this is down slightly from last year when the chapter was "active." Based on our recent telephone conference call, we will be securing this debt with a lien against the property owned by the alumni. It is felt that a non-member attorney must be secured to accomplish this due to the lack of response to our earlier requests for attorney support.

Recommendations: 1) Hire an attorney and secure a lien against the property for debts owed and for future property insurance payments made to keep the principal lender from foreclosing. 2) Continue to work with the alumni and encourage them not to lose the chapter house, but to work for a loan restructuring agreement, an interest only loan situation or a massive fund raising campaign in order that we may know that we will have a house to use and then immediately re-colonize and begin undergraduate operations.

Widener. No payments have been received in almost a year. Dave Mason resigned from the position and there was a period where nobody was in charge. Currently the main alumnus is Matt Herman, a recent alum who talks a good story, but is faced with loan repayments, taxes, utility costs and a diminished house capacity (city fire marshall closed the third floor in mid-semester, after we had just received a state fire marshall certificate to occupy).

As a way of explanation, the current agreement was for the chapter alumni to pay \$1,667.00 per month with one-half being applied to rent and one-half to be applied to reducing the balance owed. Payments generally were on time and in full through February 1991. The housing corporation

then began to "slip" in their payments. Initially, they were not seriously behind. However, that situation has changed and they currently are \$49,261.70 overall and \$28,339 on current payment plan in default. That is over and above the \$3,714.79 for last year's delinquent tax bill which was paid by the Fraternity to halt an impending sheriff's property sale.

The lack of adequate income was part of the problem and the alumni corporation has also been faced with fire code violations and has contracted and paid for some \$10,000 in improvements so the chapter could open the doors in the fall. This, in a large part, has created the delinquency problem.

We had the property appraised in August 1991 for \$70,000. I feel this is a "forced sale" price. The local economy and housing situation is currently depressed. Brother W. David Eckard, Widener '63, was contacted in his role as Widener University Vice President for Administration and Finance. Dave was positive that the university would like to work out a proposal with the President and Dean of Students. Dave did say that Widener "certainly would not want it sold outside of the university family" and he cautioned about speculators who had acquired such desired property in the past. He also went on to say that if Widener purchases it, the chapter would have to relocate while it was brought up to university dormitory code requirements. If the house was sold soon, the chapter probably would be forced into various dorms for a year while the property is renovated. Dave did indicate that it was not nearly as bad as he originally thought, that it was not a safety problem and that university code upgrades were not difficult for this property. A constant concern with Widener officials is short and long term collective chapter housing.

Executive Vice President Chaney met with Matt Herman; Rob Fessler, chapter HSP; and W. David Eckard, Widener Vice President for Administration and Finance in the fall in an endeavor to resume payments to the Fraternity and to expedite the sale of the property either to the alums or the University. While Brother Eckard promised that Widener wanted to purchase the property and would have a price for us to look at, it never arrived as promised. When followed up, we were promised to have this prior to mid-January. When that was not met, I used an Alpha Sig attorney in the West Chester area and requested he find us a broker to sell the property. (Enclosure B, page 23.)

Recommendation: Continue plans to sell the property

C. Cash Flow Analysis

Cash flow continues to be an extremely critical area for us. Routinely, our lack of income during the period May through October from chapter based sources is the challenge. This year, the situation will be exacerbated by the following additional challenges to our cash situation:

- 1) Payment of capital campaign expenses. Fortunately, we received a check for \$250,000 from the Kleinoeder estate in early July that allowed us to fund Year One of the campaign.

- 2) Slow payment of fall invoices from the chapters. Again, fortunately, we are able to rely on the sale of our former real estate in Delaware to support our cash flow requirements.
- 3) Decreased earnings on the endowment's investment have resulted in funds available for use as educational grants to be much lower than in previous years and arriving at a much later date, if at all.

D. Risk Management and Insurance Program

1. Risk Management. Our current risk management policy is sound and is based on the foundation of FIPG guidelines. John Chaney continues to serve that association as Secretary-Treasurer.

Recommendation: Send a request for chapters that have not certified they have conducted the required annual risk management training for their chapter and their chapter officers statement of responsibility to immediately comply. Those failing to do so—add a five percent surcharge to the current liability insurance allocation.

2. Insurance. The National Insurance Program is now being consolidated through the brokerage of James R. Favor & Company. Our property insurance and liability insurance programs were renewed with them as of January 15, 1993. Our desire for programs that run concurrently is now a reality as well as for a true national liability insurance program where all chapters receive liability insurance from a sole source.

Lloyds continues to be very impressed with our attitude toward risk management, loss control and overall program. They want us to realize that this is a long-term commitment and that we should be much more concerned with loss control than on premium dollars. I will be endeavoring to have our Lloyds syndicate leader, John Tay, at the summer Grand Council Meetings and our National Leadership Conference to gain a further appreciation for our programs.

I know that our decision to go with Lloyds was especially prudent since the market has again turned "hard." Most recent loss records for New Hampshire, our former underwriter, showed that they lost approximately \$25M and losses for their program are still being developed. Generali, who picked up most of the fraternity liability business when New Hampshire departed, quoted prices at 20 percent less than New Hampshire! As predicted in our last Grand Council reports, Generali left the market after the first year! Reason: They were pursuing premium dollars and they obviously did not have fully developed loss records (according to Lloyds those take some two or more years). Other general fraternities are now paying significantly more than we are for much inferior coverage and have no opportunity to retain their deductible!

Information on the liability insurance program and the allocation matrix has been previously provided. As a matter of explanation, the liability program costs went up \$5.00 per man and our deductible went

up to \$47,000, though through some arrangement and negotiated concessions with our broker/underwriter we were not required to report our entire membership, though we did invoice for several more who legitimately could have been charged for by the underwriter.

In the past two weeks, Favor and Company invoices for the property and liability and/or property insurance went out with a memo of explanation from the Executive Vice President to the various insurance points of contact. Chapters will clearly see the various costs of insurance as well as an immediate call for payment though we did not share the allocation matrix with them. Chapters also will see on their invoice that Workmen's Compensation Insurance is not covered and that they are required to maintain local coverage.

Our underwriter's material is contained as Enclosure C, pages 24-31. Please note the request not to share this information to outside sources.

Recommendations: 1) Follow through on the plan to immediately cancel a chapter's coverage and notify the host institution for failure to pay the liability insurance premium by the due date. We then should propose suspension of their charter in order to avoid complacency on our behalf. 2) Continue to aggressively follow-up on chapters securing local Workmen's Compensation Insurance coverage by either providing proof of policy with a 30 day notification clause prior to cancellation or request for relief from this requirement by an attorney or an insurance agent. Interestingly, Executive Vice President Chaney recently discovered that the California chapter was again deficient in this WIC matter, though they had only recently repaid the \$16,000 emergency loan we granted them last year for this very reason and circumstances from the last incident were nearly identical! Our broker continues to remind us that Workmen's Compensation liability is our most vulnerable area! 3) That the Fraternity not purchase additional umbrella liability insurance coverage above the present \$1M/\$5M policy. As discussed last year, this is a conscious decision that we should make annually. The cost for this would be some \$7,000 for the first additional \$1M, \$3,500 for the second additional \$1M and correspondingly down until the fourth \$1M would cost \$1,500, with that figure holding for each additional \$1M coverage.

E. Merchandising

We have been very aggressive in sportswear and jewelry marketing this year. In addition to the inserts and clip coupons in The Tomahawk, chapter officers and members receive these in mail packets and through our Chapter Leadership Consultant visits. Additionally, this year, we will be making a post-holiday mailing to undergraduate parents and new alumni to offer in-house tie and jewelry offers to complement the usual Balfour and Ihling inserts. A National Leadership Conference "gift certificate" will also be offered to parents for their sons.

In the next year, look for us to get much more aggressive by adding Balfour-Spirit as a sportswear vendor to complement our current offerings. We are

planning to have this firm which will market as "Alpha Sig Spirit" take over the in-house sale of ties/jewelry.

At the present time, we are offering Diamond-Brostrom lamps as our feature item, replacing the Seiko watch offer.

F. VISA Affinity Card

As previously noted, this program was conceived and projected to return some \$35,000 per year as an income item. Last year, we cleared approximately \$5,000. Milton Cerny advises we have an Unrelated Business Income Tax (UBIT) liability issue on this venture as it is presently constructed. In the past few weeks, Milt has advised us to accept the UBIT liability and pay the necessary taxes instead of his previous counsel of having us avoid UBIT by accepting a flat annual royalty payment for use of our logo instead of a percentage based on use and annual renewal fees.

At the present time, we have a contract for renewal from Coverdell and Company who markets our current First Tennessee Bank VISA Classic Affinity Card. That contract expired on January 15, 1993, but it is our understanding that the current contract will remain in force until a new one is signed. Currently, we are waiting for two other VISA proposals to arrive before selecting the one we will sign. Whatever contract is signed, the card will be much more aggressively marketed via the telemarketing concepts we agree to support. We now have less than 1,000 cardholders and the program has been very passive since its inception.

G. Sale of Fraternity Headquarters Building and Property

The accountants overview for our taxable situation resulting from the sale of our former property in Delaware, Ohio and the proposed sale of the Widener property is contained as Enclosure D, pages 32-36.

H. Action Items from Other Grand Council Committees

II. LONG RANGE ISSUES/RECOMMENDATIONS

A. 1993-94 Budget Preview

Copies of the proposed 1993-94 budgets of the Fraternity and the Educational Foundation are attached as Enclosures E, pages 37-43. These tentative budgets were developed in close concert with our various National Advisory Committee Chairmen, our Grand Council Committee Chairmen, various Grand Council and Educational Foundation Trustee members, past ad hoc and advisory committee reports, our strategic plans, Grand Council meeting minutes and the professional staff input. The budgets represent the best estimate of our 1992-93 operations and programs.

Certain assumptions had to be made in the development of these budgets. These include:

- 1) The fact that the capital campaign budget will be funded in Year Two primarily by fund appreciation.

- 2) The continuation of the current practice of allowing a full five percent of the endowment's value to be used to operate the Foundation (less capital campaign) and be used for bona fide educational grants as requested by the Fraternity. The value of the endowment for this exercise was again "set" at \$7M resulting in \$350,000 in available earned income funds. A reduction from the \$350,000 figure would significantly affect programs throughout the Fraternity and the Foundation.
- 3) Minimum inflation, but increased travel and program costs in both the Foundation and capital campaign budgets.
- 4) The growth of revenues from the Annual Loyalty Fund with no corresponding increase in operating expenses and the continued Annual Loyalty Fund availability for use by the Fraternity from the Foundation.
- 5) That fixed expenses will increase in cost with increasing salaries up to six percent and that we will add a full-time staff professional to aggressively work our expansion program.
- 6) That current program costs will not be eliminated or reduced and that staffing for these will remain at current levels except for noted changes or additions as identified in the "comments" section of the proposed budgets.
- 7) The Fraternity will not suffer significant losses in undergraduate member and chapter dues and fees, though that might be occurring in our current Fiscal Year.
- 8) Addition of an HSP/Grand Chapter Advisor mid-year training program.
- 9) The undergraduate chapters will pay liability insurance payments in time to fund any portion of the \$47,000 deductible as may be needed.
- 10) No catastrophes or emergencies exist beyond the available capital to pay for same. Collection efforts will not result in excessive uncollectible account situations.
- 11) No major changes in The Tomahawk.
- 12) The required republication of To Better The Man during the year will be spread over a four-five year period for payment as per our past contract.

B. Desk Top Publishing Capability

Grand Treasurer Garvey requested that we include this as a discussion topic.

C. Standardized "Look"

Grand Treasurer Garvey requested that we include this as a discussion topic and follow-up to some of the materials that were previewed at the fall Grand Council retreat.

D. Other Affinity Programs

1. Travel. Program will be briefed by Ted Kocher.
2. Long Distance. Two programs will be briefed by John Chaney unless Brother Bill Tschirhardt is available at the last minute, to brief his company's proposal. (Enclosure F, pages 44-65.)
3. Other programs/concepts. Discussion prior to adoption of the corporate sponsorship program for the National Leadership Conference. Initial thoughts are to offer National Leadership Conference corporate sponsorship to such groups as Balfour; Ihling Brothers; Diamond-Brostrom; Coverdell (or successor); Marriott (or hotel being used); SCI Capital Group, Pittsburgh National Bank; Investment Managers, Inc.; Delaware vendors (Quick Print, etc.); and selected Alpha Sigs who might control corporate advertising budgets.

E. Risk Management and Insurance Program

Some slight modifications may be desired in future year program direction.

Recommendations: 1) Automatically include the required risk management training and officers statement of responsibility on the premium allocation matrix. 2) Automatically include chapters with Little Sister programs or chapter dogs as factors on the premium allocation matrix. 3) Automatically include chapters without appointed undergraduate and alumni risk management officers as factors on the premium allocation matrix. 4) Include/increase the involvement of the Chapter Leadership Consultants in risk management at the chapter level. This would include not only training chapter personnel, but educating members and having various reference materials for disbursement. This might also include the Chapter Leadership Consultants assisting the local chapter officers with performing risk management inspections of their own facilities or events. 5) Initiate a program to invoice liability insurance for all members on the rolls as of November 1 each year. Currently, we only invoice for members on the roster as of October 1. Our insurance broker/underwriter will allow us to continue to be invoiced for the lower number, but by charging for new members acquired during the fall this will allow us to fund the deductible/self-insured reserve without raising the premiums each year.

F. Dues and Fees Increases

The Finance Committee might want to thoroughly discuss our undergraduate dues and fees scenario. It is felt that proposing such increases this year, while constitutionally entitled to do so, might appear to be "strong arming" by the Fraternity leadership. As a matter of information, the Grand Treasurer's request for input from the chapters has resulted in only 17 being returned, with none being returned since December 28. This plan was

conceived to make the chapters provide input upon which we may base future budgets.

With an average chapter size of 45, as compared to the national chapter average size of 54, our chapters could contribute considerably more undergraduate driven income without an increase in chapter dues and fees just by pledging/initiating more men per chapter. It might be time to correspondingly re-look our undergraduate dues and fees program and bring them into line with other national fraternities. According to the 1990-91 FEA survey our initiation fee (\$110) is much lower than the national average (\$149) and provides many items (badge, shingle, card and lifetime magazine that others do not include. We have not raised initiation fees or chapter fee (\$236) since 1982 and pledge fees (\$50) and undergraduate dues (\$60) since 1990.

Recommendation: That we form a Task Force on this issue, meet and present our various options for consideration and recommendation to the delegates.

G. Expense Reduction Proposals

Recommendations: 1) We may want to consider a philosophical change in funding for the National Leadership Conference. At present, we are probably the only men's general fraternity that does not consider the (annual) national meeting (either convention and/or leadership school) as a "profit center." 2) We may want to consider reduction of the National Leadership Conference from five days, four nights. 3) We may want to consider hosting events in conjunction with other fraternal groups. 4) Return to more austere facilities. 5) Elimination of summer National Leadership Conference (and possibly replace with expanded mid-year Grand Senior President/Grand Chapter Advisor or Province Leadership opportunities. 6) We may want to consider hosting our National Leadership Conference as a weekend event, with our primary curriculum based Friday night through Sunday afternoon with optional pre- and/or post-conference events. 7) Elimination of an annual video, as proposed. NOTE: As a step in the National Leadership Conference expense reduction process, National Leadership Conference 1993 will find conferees paying for their rooms and conference fees/meals separately.

H. Foundation of Excellence Update

At the request of Grand Treasurer Garvey, we solicited input from a score of NIC member fraternity foundations in order to update our ten plus year old Foundation of Excellence, the document we used for our Third Founding and the reference source for many of our educational grants. After receiving several responses, we have determined that while our document is outdated, we at least have a reference to quote!

Recommendation: Search for a foundation expert or grant writer to assist in bringing Foundation of Excellence up to contemporary standards though it might be necessary to pay for this upgrade.

I. National Advisory Committee on Undergraduate Housing

Committee Structure. John B. Gibson, Jr. (Chairman), Robert L. Denny, Geoffrey C. Grimes, James D. Schrader and Gregory A. Sinise. Additionally

Stan G. Thurston and John R. Chaney are respectively providing Grand Council and professional staff support.

Budget. The budget was reduced as the initial work of this advisory committee comes to a close. The budget reflects representation at the NIC Housing Symposium and other minor expenses.

Overview of Plans. A committee member is representing the Fraternity the weekend of January 22-24, 1993 at the NIC Housing Symposium in St. Louis. A housing survey was compiled by the committee and distributed by the staff to our chapters and colonies. Results from approximately half of our groups were forwarded for information and analysis by the Committee. The entire committee met this fall in Indiana to work on the housing manual. The Committee Chair routinely visits the Fraternity Headquarters in conjunction with his duties, most recently earlier this month to initiate work on a new Fraternity Headquarters concept.

Recommendations: 1) Complete work, publish housing manuals and allow Chapter Leadership Consultants to continue to provide input as requested by the committee chair and supported by the Director of Chapter Services. 2) Do not support our plans for a Director of Housing at this time, but keep the Committee Chair on board so as not to lose program continuity and impetus and to allow him to facilitate the planning for our new Fraternity Headquarters, thus facilitating the request of the Educational Foundation Trustees for such initiation of activity in this area.

J. Other

ALPHA SIGMA PHI FRATERNITY, INC.

Comparative Operating Statement & Budget Analysis

	7/1/91- 12/31/91	7/1/92- 12/31/92	Actual 1991-92	Budget 1992-93	Proposed Budget 1993-94
<u>REVENUES</u>					
1. Initiation Fees	\$ 31,020.00	\$ 27,170.00	\$ 82,335.00	\$ 81,000.00	\$ 81,000.00
2. Pledge Fees	23,585.00	18,390.00	41,925.00	46,000.00	49,400.00
3. Chapter Fees	11,800.00	11,564.00	11,800.00	12,036.00	12,508.00
4. Undergraduate Dues	101,378.50	118,800.00	103,943.50	102,500.00	102,500.00
5. Educ. Foundation Grants	85,000.00	60,000.00	175,000.00	208,400.00	220,600.00
6. Lease Income & Capital Campaign Office Exp.	-	10,450.00	-	20,900.00	20,900.00
7. Merchandise (Net)	3,496.07	5,254.16	8,642.60	10,500.00	10,500.00
8. Investments and Interest	1,318.74	3,299.58	3,019.06	5,000.00	5,000.00
9. Parking Rentals	660.00	60.00	1,200.00	-	-
10. Services to Organizations	1,800.00	-	-	7,200.00	-
11. Miscellaneous	1,941.18	3,031.16	6,409.42	6,500.00	7,000.00
12. Reimbursed Rent and Utility	4,500.00	-	9,000.00	-	-
13. National Meeting	20,400.00	26,683.15	20,400.00	33,500.00	18,610.00
14. Insurance (Net)	<u>(6,857.00)</u>	<u>(1,482.48)</u>	<u>17,487.34</u>	<u>9,506.00</u>	<u>17,000.00</u>
TOTAL REVENUE:	\$ 280,042.49	\$ 283,219.57	\$ 481,161.92	\$ 543,042.00	\$ 545,018.00
TOTAL EXPENSES:	<u>238,286.75</u>	<u>283,942.86</u>	<u>479,817.89</u>	<u>542,847.00</u>	<u>542,710.00</u>
EXCESS REVENUE OVER EXPENSES (LOSS)	\$ 41,755.74	\$ (723.29)	\$ 1,344.03	\$ 195.00	\$ 2,308.00
<u>Special Notes</u>					
Annual Loyalty Fund (net)	\$ 37,954.97	\$ 32,701.99	\$ 113,244.65	\$ -	\$ -
Available Cash, 12-31-92:	\$ 86,483.03	\$ 119,619.75	\$ 32,480.92		

February 10, 1993

ALPHA SIGMA PHI FRATERNITY, INC.

Comparative Operating Statement & Budget Analysis

<u>EXPENSES</u>	<u>7/1/91- 12/31/91</u>	<u>7/1/92- 12/31/92</u>	<u>Actual 1991-92</u>	<u>Budget 1992-93</u>	<u>Proposed Budget 1993-94</u>
1. Personnel Costs	\$ 88,010.73	\$ 89,922.29	\$ 174,555.75	\$ 174,000.00	\$ 203,600.00
2. Lease and Moving Expenses	-	16,980.00	-	35,500.00	35,500.00
3. Utilities, Bldg., Maint. & Prop. Taxes	2,046.16	1,205.40	5,219.56	500.00	500.00
4. Telephone	6,983.22	9,834.45	16,167.13	15,500.00	17,000.00
5. Postage	8,678.38	3,483.56	16,443.28	20,000.00	17,000.00
6. Office Supplies, Printing & Furnishings	10,557.61	7,588.30	15,206.23	17,000.00	16,000.00
7. Computer Service	(1,234.26)	(312.27)	(2,619.52)	1,300.00	1,300.00
8. Conf. & Exec. Meetings	10,726.09	7,257.26	19,646.01	15,000.00	16,500.00
9. Miscellaneous	954.53	484.43	2,506.76	3,500.00	3,000.00
10. Audit & Legal	5,000.00	5,350.00	5,000.00	7,000.00	7,000.00
11. Publications					
a. Tomahawk	28,843.94	28,210.26	50,527.20	39,000.00	43,000.00
b. To Better The Man	390.41	(116.40)	7,128.13	6,000.00	11,000.00
12. Interfraternity					
a. Dues & Prof. Develop.	55.00	55.00	2,345.00	3,900.00	2,700.00
b. Travel & Meetings	3,974.15	2,461.62	8,882.62	7,000.00	6,000.00
13. Chapter Services					
a. Exec. V.P. Travel	3,713.23	1,745.96	4,911.33	4,000.00	2,000.00
b. Dir. Chap. Serv. Travel	2,629.01	1,034.37	3,845.77	5,000.00	5,000.00
c. Chapter Cons. Travel	13,598.68	12,808.93	23,182.04	24,000.00	24,000.00
d. G.C., Others Travel	713.20	612.20	1,773.37	2,000.00	2,000.00
e. Prog. Costs & Gen. Op.					
1. Provinces	987.99	1,891.69	2,794.52	12,500.00	10,000.00
2. Service	-	600.27	-	1,500.00	500.00
3. Housing	-	777.40	202.86	1,000.00	-
4. Prog. & Operations	8,055.67	10,674.24	13,535.65	19,500.00	24,500.00
5. Alumni	-	208.90	-	-	-
f. Newsletter Service	7,004.66	6,718.23	18,592.68	20,000.00	8,500.00
g. Staff Housing	-	-	-	-	-
14. Expansion					
a. Travel and Program Costs/General Op.	1,645.72	627.03	3,189.16	4,000.00	10,000.00
b. Others Travel	1,255.82	-	2,098.39	2,000.00	2,000.00
c. Program & General Operations	1,092.97	2,099.11	4,110.44	7,000.00	9,000.00
15. Sesquicentennial Celebration	-	-	325.79	500.00	-
16. National Leadership Conference	30,056.61	68,377.74	68,488.11	80,147.00	50,610.00
17. Insignia	2,547.23	3,362.89	11,759.63	13,500.00	13,500.00
18. Doubtful Accounts	-	-	-	1,000.00	1,000.00
TOTAL EXPENSES:	\$ 238,286.75	\$ 283,942.86	\$ 479,817.89	\$ 542,847.00	\$ 542,710.00

February 10, 1993

ALPHA SIGMA PHI EDUCATIONAL FOUNDATION
Comparative Operating Statement & Budget Analysis

<u>REVENUES</u>	<u>7/1/91- 12-31-91</u>	<u>7/1/92- 12/31/92</u>	<u>Actual 1991-92</u>	<u>1992-93 Budget</u>	<u>Proposed Budget 1993-94</u>
1. Spendable Endowment Income	\$ 160,000.00	\$ 51,000.00	\$ 338,649.88	\$ 350,000.00	\$ 350,000.00
2. Annual Loyalty Fund	50,810.99	46,205.22	180,359.38	201,000.00	210,000.00
3. Computer Fees	612.50	650.00	1,225.00	1,300.00	1,300.00
4. Endowment Gifts	-	-	-	-	-
5. Investment Income (net)	-	-	-	-	-
6. Investment Sale Gain	-	-	-	-	-
TOTAL REVENUES	\$ 211,423.49	\$ 97,855.22	\$ 520,234.26	\$ 552,300.00	\$ 561,300.00
NON-EXPENDABLE REVENUES/ENDOWMENT	-	-	-	-	-
TOTAL EXPENDITURES	\$ 216,631.87	\$ 196,741.30	\$ 507,555.79	\$ 552,300.00	\$ 561,300.00
EXPENDABLE EXCESS OVER EXPENSE	\$ (5,208.38)	\$ (98,886.08)	\$ 12,678.47	\$ -	\$ -
Available Cash on 12-31-92	\$ 28,030.44	\$ 194,828.88			
Realized Educational Grant Shortfall:	\$ 81,168.00	(1990-91)			
Anticipated Educational Grant Shortfall:	75,925.00	(1991-92)			
Anticipated Educational Grant Shortfall:	60,100.00	(1992-93)			

January 6, 1993

ALPHA SIGMA PHI EDUCATIONAL FOUNDATION

Comparative Operating Statement & Budget Analysis

<u>EXPENSES</u>	<u>7/1/91- 12-31-91</u>	<u>7/1/92- 12/31/92</u>	<u>Actual 1991-92</u>	<u>1992-93 Budget</u>	<u>Proposed Budget 1993-94</u>
1. Personnel Costs	\$ 61,796.66	\$ 57,679.28	\$ 139,344.97	\$ 124,500.00	\$ 132,000.00
2. Rent/Lease and Moving Expenses	4,500.00	4,950.00	10,221.75	10,000.00	10,000.00
3. Telephone	1,200.00	183.17	2,454.79	2,400.00	2,500.00
4. Postage	290.82	595.47	702.15	1,000.00	1,000.00
5. Office Supplies & Furnishings	2,533.05	3,380.39	6,492.37	6,500.00	6,500.00
6. Conferences & Meetings	1,874.84	3,922.36	6,641.25	7,500.00	7,000.00
7. Miscellaneous	463.65	569.50	1,601.81	1,000.00	1,200.00
8. Equipment Maintenance	2,808.78	6,300.96	8,287.56	6,000.00	8,000.00
9. Equipment Depreciation	-	-	18,490.08	20,000.00	18,500.00
10. Professional Services	12,962.26	10,863.77	15,382.62	15,000.00	13,000.00
11. Publications					
a. Foundations for Excellence	4,731.54	843.23	13,895.24	15,000.00	15,000.00
12. Interfraternity Foundation					
a. Dues	25.00	-	295.00	500.00	500.00
b. Travel & Meetings	1,453.92	1,597.32	1,885.00	2,000.00	2,000.00
13. Annual Loyalty Fund Expenses	12,856.02	13,503.23	67,114.73	80,000.00	80,000.00
14. Foundation Management/Development					
a. Staff Travel	4,815.25	5,145.05	8,349.17	4,500.00	4,500.00
b. Trustees, Others Travel	614.40	-	1,697.90	1,000.00	1,000.00
c. Alumni Program Cost & Gen. Op.					
1. Alumni Development	9,127.38	13,422.62	12,790.84	29,000.00	19,000.00
2. Planned Giving	578.30	-	1,569.56	2,000.00	2,000.00
15. Educational Grants					
(Individual & Chapter)					
a. Scholarships & Grants	9,000.00	13,434.95	13,839.00	16,000.00	17,000.00
b. National Leadership Conference	-	-	35,000.00	43,700.00	45,000.00
c. Educational Grants	85,000.00	60,000.00	140,000.00	164,700.00	175,600.00
d. Other Grants	-	350.00	1,500.00	-	-
TOTAL EXPENDITURES	\$ 216,631.87	\$ 196,741.30	\$ 507,555.79	\$ 552,300.00	\$ 561,300.00

January 6, 1993

**ALPHA SIGMA PHI EDUCATIONAL FOUNDATION
1992-93 CAPITAL CAMPAIGN BUDGET**

<u>REVENUES</u>	<u>7/1/92- 12/31/92</u>	<u>1992-93 Budget</u>	<u>Proposed 1993-94 Budget</u>
1. Use of 1992 Kleinoeder Estate receipts		\$ 250,000.00	
2. Appreciation/Fund Gain			\$ 206,500.00

<u>EXPENSES</u>	<u>7/1/92- 12/31/92</u>	<u>1992-93 Budget</u>	<u>Proposed 1993-94 Budget</u>
1. Personnel Costs	\$ 25,439.74	\$ 48,000.00	\$ 71,000.00
2. Lease & Office Expenses	5,500.00	11,000.00	11,000.00
3. Meetings & Events	1,968.57	15,000.00	15,000.00
4. Miscellaneous	1,427.95	5,000.00	5,000.00
5. Travel	4,579.63	15,000.00	25,000.00
6. Administration	919.19	12,000.00	9,500.00
7. Promotion, Publicity	11,300.00	35,000.00	20,000.00
8. Professional Fees	6,130.26	15,000.00	15,000.00
9. Computer Equipment	35.40	35,000.00	5,000.00
10. Solicitation Sweep	-	-	-
11. Alumni Needs Survey	-	15,000.00	-
12. Planning Study	-	31,000.00	-
13. Electronic Screening	8,045.00	10,000.00	-
14. Fees to Plan Building	-	-	<u>30,000.00</u>
TOTALS	\$ 65,345.74	\$ 247,000.00	\$ 206,500.00

NOTE: Revenues over expenses are retained in the endowment.

January 7, 1993

ALPHA SIGMA PHI FRATERNITY

February 2, 1993



NATIONAL HEADQUARTERS
12 LEXINGTON BOULEVARD
P.O. BOX 838
DELAWARE, OHIO 43015-0838

614-363-1911/FAX: 614-369-1845

Mr. W. David Eckard III
Vice President for Administration and Finance
Widener University
Chester, PA 19013

Dear Dave,

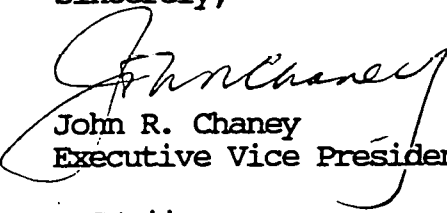
Thank you for your letter of January 19, 1993 regarding the offer to purchase our property at 13th and Potter Streets in Chester, Pennsylvania. The letter arrived just in time to be ferried to Dallas for consideration by our leadership.

After reviewing your offer of \$85,000 on an "as is" and cash at settlement basis, I want to let you know that we have a general understanding and agreement, but that we will need to see a contract offer on the property. Of course, there are two major issues with us that should be included in the contract.

1. Arrangement for long-term collective housing for the Gamma Xi Chapter and some type of assurance that they will be included in any "fraternity row" concept which may be developed.
2. Time is of the essence as we are endeavoring to close A-S-P Corporation, the owner of the property, by June 30, 1993. To that end, and in conjunction with our understanding that May 22, 1993 is your commencement ceremony, we would propose closing within seven days either side of that event.

I look forward to hearing from you soon and receiving a contract for sale of the property.

Sincerely,



John R. Chaney

Executive Vice President and A-S-P Corporation Secretary-Treasurer

JRC/sjj

cc: Dr. Dennis R. Parks, Grand Senior President and A-S-P Corporation
President
Stan G. Thurston, Grand Junior President and A-S-P Corporation Vice
President
Grand Council
John Shearburn, Attorney-at-Law
William D. Rogers, CPA, Wolf, Rogers, Dickey & Company

Widener University

Vice President
for Administration
and Finance

Chester, Pennsylvania 19013 (215) 499-4151

Delaware Campus
P.O. Box 7139, Concord Pike
Wilmington, Delaware 19803

Harrisburg Campus
3800 Vartan Way
Harrisburg, PA 17110-9450

January 19, 1993

Mr. John R. Chaney
Executive Vice President
Alpha Sigma Phi Fraternity
12 Lexington Boulevard
Delaware, Ohio 43015-0836

RECEIVED

JAN 21 1993

Alpha Sigma Phi Fraternity, Inc.

Dear John:

Thank you for your patience in awaiting a formal offer for Widener University's purchase of the property at 13th and Potter Streets. As we have discussed on a number of occasions, the issue is not limited directly to Alpha Sigma Phi since the entire "fraternity row" is of a concern to Widener and its constituent greek organizations. That notwithstanding, I know the importance of your being able to move ahead.

This letter is to confirm Widener's offer to purchase property owned by Alpha Sigma Phi with a closing to take place at the conclusion of this academic semester, i.e. when all students have vacated the house. As we discussed when we met last fall, it is neither in our nor in Gamma Xi's best interest to have a transition during the current academic year.

As we also discussed when we met, it is difficult for us or for you to assign a value to the property given the limitations which exist. Also, this situation is somewhat unusual since the seller would typically be listing a property at an asking price. Having considered all factors, Widener University's offered purchase price for the property on an "as is" basis is \$85,000, cash at settlement. When you have an opportunity, I would like to discuss this with you and, if it is unacceptable, would like to have the opportunity to negotiate with you before any other action is taken.

I will look forward to hearing from you.

Sincerely,



W. David Eckard, III
Vice President for
Administration and Finance

**MINUTES OF GRAND COUNCIL TELEPHONE CONFERENCE CALL
ALPHA SIGMA PHI FRATERNITY, INC.**

**February 5, 1993
Delaware, Ohio**

26. A scheduled telephone conference call meeting of the Grand Council was held at 10:30 a.m. on Friday, February 5, 1993. The following participated: Grand Senior President Dr. Dennis R. Parks, Grand Junior President Stan G. Thurston, Grand Secretary Dr. Larry G. Spees, Grand Marshal Mark D. Still, Grand Councilor Larry D. Philippi and Grand Councilor Stuart A. Spisak. Grand Treasurer Kevin J. Garvey and Undergraduate Representatives to the Grand Council Richard G. Buss (Alumni Operations), Gregory M. Kroencke (Finance), Michael J. Moran (Undergraduate Operations) and Undergraduate Special Advisor on Expansion to the Grand Senior President Richard T. Ritter were unable to participate. Executive Vice President John R. Chaney, Vice President for Development Steven V. Zizzo and Vice President for Administration Beverly J. Moody of the Fraternity Headquarters professional staff also participated.

27. DISCUSSION ITEMS:

- A. Epsilon Chapter. Executive Vice President Chaney requested feedback concerning the Epsilon Chapter. It was the sense of the Grand Council that there would be no pledge fees or colonization period prior to initiation and chartering though this would allow them to join at a much lower fee than usual. Executive Vice President Chaney stated that the research on whether we had suspended or withdrawn the Epsilon charter in the 1970s was inconclusive. Grand Senior President Parks reiterated that there would be an official announcement to all Epsilon Chapter alums, plus special attention paid to significant donors and our interfraternal friends and the AFA.
- B. The Finance Committee was reported to have held a conference call with the Psi Chapter alumni on January 28, 1993. As a follow-up to this, Grand Treasurer Kevin Garvey had prepared a letter to them outlining our understanding of the situation. Executive Vice President Chaney announced that Owen McCulloch would be visiting the Fraternity Headquarters on February 20 to finalize some of the plans and to accomplish some items required of him as the Chairman of the National Advisory Committee on Provinces and Volunteers.
- C. Chapter newsletters, as funded in the proposed 1993-94 Fraternity budget, might have to be readdressed. At present, the concept is to allow the chapter to pay for the first issue, then receive the second one free. The amount budgeted for this is now thought to be excessive as many chapters will probably not be entitled to the free issue as originally planned.
- D. The sense of the Grand Council was to hold the summer 1993 meeting on the weekend of June 24-27. The plan was to conclude the Grand

Council retreat and development of the mission statement in conjunction with the weekend.


- E. Grand Senior President Parks reported on his recent development trip to Florida with Vice President for Development Zizzo. Grand Senior President Parks reiterated that the professional staff would be working with the Grand Council members to assist in the cultivation and development of donor prospects before the feasibility study. The weekend of September 25, 1993 is the forecasted date that Ketchum would present the results of the feasibility study.
- F. Grand Senior President Parks reported that he recently had a conversation with the Theta Xi Fraternity National President concerning a possible merger.
- G. Grand Senior President Parks appointed a committee to study the future of our chapter services program. The committee will consist of Grand Secretary Dr. Larry G. Spees, Chairman; Grand Councilor Larry Philippi; Undergraduate Representatives Michael J. Moran and Richard T. Ritter; and Executive Vice President John Chaney, ex-officio member. The committee will generally discuss where to go with chapter services, focusing on chapter size, number of chapters, a need to grow, how to provide service and the review of other models for chapter service.

28. ADJOURNMENT

The telephone conference call was adjourned at 11:10 a.m.

Respectfully submitted,


Larry G. Spees
Grand Secretary


John R. Chaney
Executive Vice President

**MINUTES OF GRAND COUNCIL TELEPHONE CONFERENCE CALL
ALPHA SIGMA PHI FRATERNITY, INC.**

**March 5, 1993
Delaware, Ohio**

29. A scheduled telephone conference call meeting of the Grand Council was held at 10:30 a.m. on Friday, March 5, 1993. The following participated: Grand Senior President Dr. Dennis R. Parks, Grand Junior President Stan G. Thurston, Grand Secretary Dr. Larry G. Spees, Grand Treasurer Kevin J. Garvey, Grand Councilor Larry D. Philippi, Grand Councilor Stuart A. Spisak and Undergraduate Special Advisor to the Grand Senior President on Expansion Richard T. Ritter. Grand Marshal Mark D. Still and Undergraduate Representatives to the Grand Council Richard G. Buss (Alumni Operations), Gregory M. Kroencke (Finance) and Michael J. Moran (Undergraduate Operations) were unable to participate. Executive Vice President John R. Chaney and Vice President for Development Steven V. Zizzo of the Fraternity Headquarters professional staff also participated.
30. ACTION/DISCUSSION ITEMS:
- A. Widener Property Update. Executive Vice President Chaney reported on the status of the sale of the Widener property. The contract currently is for \$85,000 in an "as is" condition. There are some encumbrances to receiving the certificate of occupancy that might have to be overcome.
 - B. Oregon State/Psi Chapter. Brothers Garvey and Spisak reported on the financial developments regarding this chapter's situation. Brother Spisak reported on his meeting with the Psi Association officers and members in Oregon on February 15 and Brother Chaney reported on Owen McCulloch's visit to the Fraternity Headquarters on February 20. A copy of the Psi Association's plan for re-opening their operations was disseminated to the Grand Council for review. Brother Chaney reported that since that document was received, he had requested a change to obtain a Trust Deed to secure any loans and past debts and that the Chapter Services staff was re-working the rush plans. After discussion, it was moved by Brother Thurston, seconded by Brother Spees and unanimously passed, to loan the Psi Chapter Association up to \$1,500 per month for a period not to exceed seven months with the situation evaluated on a monthly basis.
 - C. Revenues. Brother Garvey reported that the financial statements indicate we are running behind in reported initiations and pledgings. Brother Chaney reported that closely tied to this was the \$65,000 in accounts receivable from our chapters. Brother Parks requested that the Fraternity Headquarters staff draft memorandum be prepared for him to send to the delinquent chapters.
 - D. Marietta/Delta Chapter. Brother Spees discussed his visit to Marietta with Jeff Owens and Mark Winston on March 3. The chapter will have a membership review on March 24 and the chapter house


will be closed with the members scattered throughout the dormitories on campus, though the charter will remain at Marietta.

- E. Ohio Wesleyan/Epsilon Chapter. Brother Chaney reported that the 12 fraternity chapters currently on campus average 36 including pledges, with the nine located "on the hill" averaging 33. The B.O.S.S. group currently has 42 members and is the fourth largest group among the chapters. It was moved by Brother Spees, seconded by Brother Garvey and unanimously approved, to install the Epsilon Chapter at the earliest possible time.
- F. Personnel Handbook. Brother Chaney reported that the personnel handbook would be mailed to the Personnel Committee for review by Monday, March 8.
- G. To Better The Man. Brother Chaney reported that our membership manual, To Better The Man, was being updated and that input from the Grand Council was desired, but that it needed to be received by April 1. It was reported that the current Fourth Edition would only be revised and updated prior to reprinting and that the complete expanded edition would be produced as part of our Sesquicentennial activities.
- H. Brother Spees reported that his committee had begun to work on studying our chapter services program so that appropriate recommendations could be developed. He stated that the report to the Grand Senior President might not be possible by June 1, as the study will be very comprehensive.
- I. Brother Spisak reported on the conference call he had on March 2 with Brothers Jeff Hoffman and John Chaney concerning the "standardized look" program and the communications audit. A cost estimate for this is \$2,000.


31. ADJOURNMENT

The telephone conference call was adjourned at 11:15 a.m.

Respectfully submitted,



Larry G. Spees
Grand Secretary



John R. Chaney
Executive Vice President

**MINUTES OF GRAND COUNCIL TELEPHONE CONFERENCE CALL
ALPHA SIGMA PHI FRATERNITY, INC.**

**April 2, 1993
Delaware, Ohio**

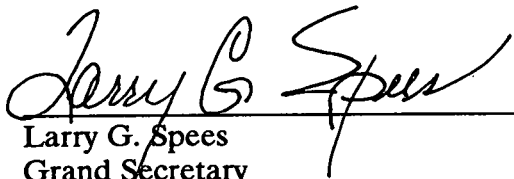
32. A scheduled telephone conference call meeting of the Grand Council was held at 10:47 a.m. on Friday, April 2, 1993. The following participated: Grand Senior President Dr. Dennis R. Parks, Grand Secretary Dr. Larry G. Spees, Grand Councilor Larry D. Philippi, Grand Councilor Stuart A. Spisak and Undergraduate Special Advisor to the Grand Senior President on Expansion Richard T. Ritter. Grand Junior President Stan G. Thurston, Grand Treasurer Kevin J. Garvey, Grand Marshal Mark D. Still and Undergraduate Representatives to the Grand Council Richard G. Buss (Alumni Operations), Gregory M. Kroencke (Finance) and Michael J. Moran (Undergraduate Operations) were unable to participate. Executive Vice President John R. Chaney, Vice President for Administration Beverly J. Moody and Director of Chapter Services Jeffery S. Owens of the Fraternity Headquarters professional staff also participated.
33. ACTION/DISCUSSION ITEMS:
- A. Pledge and Initiation Statistics. Brother Owens reported that our pledge and initiation figures are between five and ten percent below last year's pledge and initiate figures for a comparable period. Brother Chaney stated that the austerity budget that Brother Garvey and he had presented would be more on track with these lower figures. Brother Chaney reported that the austerity budget would not cut programs and services, but expense shifts should be considered as a realignment based on our current spending rate. The austerity budget would also allow for payment of an additional issue of The Tomahawk in the current fiscal year.
 - B. Petition of Coastal Carolina Colony. Brother Owens reported that we now have confirmation that the Colony exceeds the all campus fraternity average for size and is qualified to charter. It was moved by Brother Spees, seconded by Brother Philippi and unanimously passed that we charter the Coastal Carolina Colony. (Administrative Note: Although the discussion of the petition of the Coastal Carolina Colony occurred before similar discussion on the petition of the Central Michigan Colony, the vote to approve the chartering of the Central Michigan Colony occurred prior to the vote to approve the Coastal Carolina Colony.)
 - C. Petition of Central Michigan Colony. Brother Owens reported they are some 45 members in size and the campus average is 50. Their request for a charter is endorsed by Brother Cabello and the host institution's Greek Advisor and Vice President for Student Affairs. The Colony requests April 30, 1993 as their chartering date. It was moved by Brother Spees, seconded by Brother Philippi and unanimously passed that based on successful receipt of the letter from the Vice President for Student Affairs, that we approve the Colony's request for chartering.
 - D. Psi Chapter Update. Brother Chaney reported that the Oregon State plans were on track. The only default so far has been that the Psi Alumni Association has not yet executed the lien against their property as we requested. An overview of the chapter services support to re-open the chapter was provided.

- E. Delta Chapter Update. Brother Owens reported on the membership review conducted by Brothers Spees, Garvey and himself plus the College's Greek Advisor on March 24. It was noted that 11 chapter members were suspended, but that four of these might subsequently be re-instated.
- F. The Grand Council agreed to meet in a conference call on Friday, April 23, at 11:00 a.m. Eastern Daylight Time to discuss the SUNY-Binghamton Colony and the emerging situation at Gamma Alpha (Ohio Northern University) Chapter.


34. ADJOURNMENT

The telephone conference call was adjourned at 11:22 a.m.

Respectfully submitted,



Larry G. Spees
Grand Secretary



John R. Chaney
Executive Vice President

**MINUTES OF GRAND COUNCIL TELEPHONE CONFERENCE CALL
ALPHA SIGMA PHI FRATERNITY, INC.**

**April 23, 1993
Delaware, Ohio**

35. A planned telephone conference call meeting of the Grand Council was held at 11:00 a.m. on Friday, April 23, 1993. The following participated: Grand Junior President Stan G. Thurston, Grand Secretary Dr. Larry G. Spees, Grand Treasurer Kevin J. Garvey, Grand Councilor Larry D. Philippi, Grand Councilor Stuart A. Spisak and Undergraduate Special Advisor to the Grand Senior President on Expansion Richard T. Ritter. Grand Senior President Dr. Dennis R. Parks, Grand Marshal Mark D. Still and Undergraduate Representatives to the Grand Council Richard G. Buss (Alumni Operations), Gregory M. Kroencke (Finance) and Michael J. Moran (Undergraduate Operations) were unable to participate. Executive Vice President John R. Chaney and Vice President for Development Steven V. Zizzo of the Fraternity Headquarters professional staff also participated.
36. ACTION/DISCUSSION ITEMS:
- A. Central Washington University. The sense of the Grand Council was that we would encourage a petition from an interest group at Central Washington. Certainly, we did not want to discourage them from seeking affiliation with us, though that may stretch the ability of the professional staff to support the group in the fall.
 - B. SUNY-Binghamton Colony. The request for chartering is still on hold.
 - C. Virginia Polytechnic Institute & State University (Virginia Tech) Interest Group. It was moved by Brother Spees, seconded by Brother Garvey and unanimously passed that we accept the colony petition of the Virginia Tech Interest Group.
 - D. Ohio Northern University. Based on long-term challenges with the Gamma Alpha Chapter and most recently, serious behavior incidents which have resulted in the administration's call for the temporary removal of the undergraduate chapter, Executive Vice President Chaney requested permission to negotiate terms and close the Gamma Alpha Chapter. The request was moved by Brother Garvey, seconded by Brother Spees and unanimously passed.
 - E. Lindenwood College. Based on a request by the College President and because the college has a new Greek system and we do not want our members at a disadvantage with other already initiated members of other groups on campus, it was moved by Brother Spees, seconded by Brother Garvey and unanimously passed that we authorize the initiation of a minimum of 10 core members of the Lindenwood College Interest Group as Members-at-Large provided that in advance they submit a successful petition for colonization

MINUTES OF GRAND COUNCIL TELEPHONE CONFERENCE CALL
ALPHA SIGMA PHI FRATERNITY, INC.

April 23, 1993
Delaware, Ohio

35. A planned telephone conference call meeting of the Grand Council was held at 11:00 a.m. on Friday, April 23, 1993. The following participated: Grand Junior President Stan G. Thurston, Grand Secretary Dr. Larry G. Spees, Grand Treasurer Kevin J. Garvey, Grand Councilor Larry D. Philippi, Grand Councilor Stuart A. Spisak and Undergraduate Special Advisor to the Grand Senior President on Expansion Richard T. Ritter. Grand Senior President Dr. Dennis R. Parks, Grand Marshal Mark D. Still and Undergraduate Representatives to the Grand Council Richard G. Buss (Alumni Operations), Gregory M. Kroencke (Finance) and Michael J. Moran (Undergraduate Operations) were unable to participate. Executive Vice President John R. Chaney and Vice President for Development Steven V. Zizzo of the Fraternity Headquarters professional staff also participated.

36. ACTION/DISCUSSION ITEMS:

- A. Central Washington University. The sense of the Grand Council was that we would not encourage a petition from an interest group at Central Washington. Certainly, we did not want to discourage them from seeking affiliation with us, though that may stretch the ability of the professional staff to support the group in the fall.
- B. SUNY-Binghamton Colony. The request for chartering is still on hold.
- C. Virginia Polytechnic Institute & State University (Virginia Tech) Interest Group. It was moved by Brother Spees, seconded by Brother Garvey and unanimously passed that we accept the colony petition of the Virginia Tech Interest Group.
- D. Ohio Northern University. Based on long-term challenges with the Gamma Alpha Chapter and most recently, serious behavior incidents which have resulted in the administration's call for the temporary removal of the undergraduate chapter, Executive Vice President Chaney requested permission to negotiate terms and close the Gamma Alpha Chapter. The request was moved by Brother Garvey, seconded by Brother Spees and unanimously passed.
- E. Lindenwood College. Based on a request by the College President and because the college has a new Greek system and we do not want our members at a disadvantage with other already initiated members of other groups on campus, it was moved by Brother Spees, seconded by Brother Garvey and unanimously passed that we authorize the initiation of a minimum of 10 core members of the Lindenwood College Interest Group as Members-at-Large provided that in advance they submit a successful petition for colonization

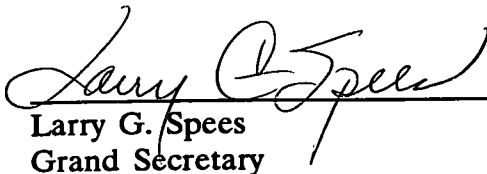
along with payment of pledge fees for a minimum of 25 members and initiation fees for the core group. The interest group also had to commit to sending at least two additional members to the 1993 National Leadership Conference, in addition to any free attendees they receive as an interest group.

- F. PAL. PAL will be discussed at the May conference call when the financial arrangements are available.
- G. Upcoming Meeting. It was announced that the Grand Council summer committees and meeting would be during the weekend of June 24-27, 1993 at the Hyatt Regency, Oak Brook, IL. The Grand Council members will arrive mid-day on Thursday, June 24, and use that day to complete the retreat that was begun in September 1992 in Pittsburgh. On Friday, the Grand Council Committees will begin meeting and we will hold an area alumni reception. On Saturday, the Grand Council committee meeting will continue and a late afternoon Grand Council session will be held. It was announced that the Educational Foundation Trustees will be joining us as the weekend progresses and that their annual meeting will be on Sunday morning. All members of both bodies will be interviewed by a member of the Ketchum staff as part of our planning study. All participants should anticipate a departure by noon, Sunday, June 27.

37. ADJOURNMENT

The telephone conference call was adjourned at 11:47 a.m.

Respectfully submitted,


Larry G. Spees
Grand Secretary

John R. Chaney
Executive Vice President


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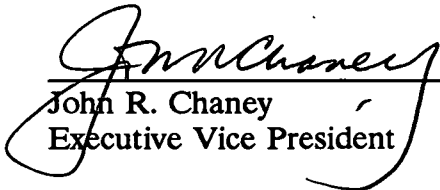
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Respectfully submitted,



Larry G. Spees
Grand Secretary



John R. Chaney
Executive Vice President

**MINUTES OF GRAND COUNCIL TELEPHONE CONFERENCE CALL
ALPHA SIGMA PHI FRATERNITY, INC.**

**May 7, 1993
Delaware, Ohio**

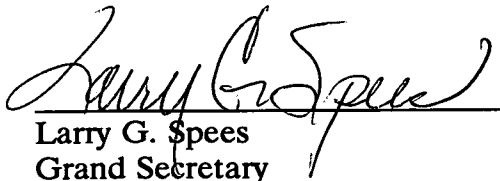
38. A scheduled telephone conference call meeting of the Grand Council was held at 11:00 a.m. on Friday, May 7, 1993. The following participated: Grand Senior President Dr. Dennis R. Parks, Grand Junior President Stan G. Thurston, Grand Secretary Dr. Larry G. Spees, Grand Treasurer Kevin J. Garvey, Grand Councilor Larry D. Philippi, Grand Councilor Stuart A. Spisak and Undergraduate Special Advisor to the Grand Senior President on Expansion Richard T. Ritter. Grand Marshal Mark D. Still and Undergraduate Representatives to the Grand Council Richard G. Buss (Alumni Operations), Gregory M. Kroencke (Finance) and Michael J. Moran (Undergraduate Operations) were unable to participate. Executive Vice President John R. Chaney of the Fraternity Headquarters professional staff also participated.
39. ACTION/DISCUSSION ITEMS:
- A. It was moved by Brother Spees, seconded by Brother Spisak and unanimously passed to adopt the resolution attached as Enclosure One as having been the action of the Grand Council.
 - B. It was moved by Brother Thurston, seconded by Brother Parks and unanimously to adopt the resolution attached as Enclosure Two as having been the action of the Directors and Officers of the A-S-P Corporation.
 - C. It was the sense of the Grand Council to wait until the Widener property sale was closed before proceeding to "pierce the veil" of the Gamma Xi Chapter Alumni Corporation.
 - D. The report of Chuck Vohs' Mission Statement Committee will be presented at the summer Grand Council meetings. The Committee's works are complete and a report will be presented by the Committee in person during the retreat portion of the weekend.
 - E. Brother Chaney reported that early reports concerning the Psi Chapter reorganization were very encouraging, though the alumni had not yet followed through on the deed guarantee requirement.
 - F. Brother Chaney announced that in accordance with the request of the SUNY-Binghamton Colony, that we had ceased Colony operations and would be initiating members at large.

- G. Brother Chaney announced that the anticipated closure of the Gamma Alpha Chapter at Ohio Northern University had not yet occurred. The Chapter Advisory Team and the Executive Vice President will meet on May 12, 1993 to attempt to resolve issues precluding the chapter's temporary closure.
- H. Reports on the Epsilon Chapter chartering at Ohio Wesleyan and Delta Rho chartering at Central Michigan were given along with updated information concerning the Coastal Carolina Colony and Lindenwood Interest Group.
- I. Brother Chaney reported that Director of Chapter Services Jeffery S. Owens would be mailing the details of the financial situations being proposed to eliminate "old debt" for the Missouri and Marietta chapters.
- J. Brother Chaney reported on the proposed Presidential Academy for Leadership (PAL) program. It was reported that through the realignment of funds for the provinces and those within the chapter services line that, if we had a \$100 per chapter user fee, the PAL concept would work. It was the sense of the Grand Council to proceed with PAL, but to have a comprehensive overview report and amended 1993-94 budget available at the June meeting.
- K. Brother Parks announced that he was appointing Brothers Thurston and Spisak to join with Brother Jeff Hoffman and the professional staff on "the look" and our publications and our communications time lines. Brother Chaney was requested to ask Educational Foundation Trustee Wise to work on this committee.

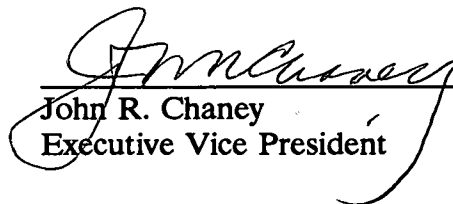
40. ADJOURNMENT

The telephone conference call was adjourned at 11:44 a.m.

Respectfully submitted,



Larry G. Spees
Grand Secretary



John R. Chaney
Executive Vice President

**MINUTES OF GRAND COUNCIL TELEPHONE CONFERENCE CALL
ALPHA SIGMA PHI FRATERNITY, INC.**

**May 7, 1993
Delaware, Ohio**

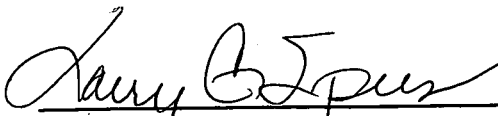
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- A. It was moved by Brother Spees, seconded by Brother Spisak and unanimously passed to adopt the resolution attached as Enclosure One as having been the action of the Grand Council.
 - B. It was moved by Brother Thurston, seconded by Brother Parks and passed to adopt the resolution attached as Enclosure Two as having been the action of the Directors and Officers of the A-S-P Corporation.
 - C. It was the sense of the Grand Council to wait until the Widener property sale was closed before proceeding to "pierce the veil" of the Gamma Xi Chapter Alumni Corporation.
 - D. The report of Chuck Vohs' Mission Statement Committee will be presented at the summer Grand Council meetings. The Committee's works are complete and a report will be presented by the Committee in person during the retreat portion of the weekend.
 - E. Brother Chaney reported that early reports concerning the Psi Chapter reorganization were very encouraging, though the alumni had not yet followed through on the deed guarantee requirement.
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- K. Brother Parks announced that he was appointing Brothers Thurston and Spisak to join with Brother Jeff Hoffman and the professional staff on "the look" and our publications and our communications time lines. Brother Chaney was requested to ask Educational Foundation Trustee Wise to work on this committee.

40. ADJOURNMENT

The telephone conference call was adjourned at 11:44 a.m.

Respectfully submitted,



Larry G. Spees
Grand Secretary

John R. Chaney
Executive Vice President

ALPHA SIGMA PHI FRATERNITY, INC.**CONSENT IN LIEU OF A MEETING OF THE
GRAND COUNCIL PURSUANT TO SECTION 708 OF THE
NOT-FOR-PROFIT CORPORATION LAW OF NEW YORK**

Pursuant to the authority set forth in Section 708 of the Not-For-Profit Corporation Law of the State of New York, we, the undersigned, constituting all the members of the Grand Council of Alpha Sigma Phi Fraternity, Inc., a New York Corporation (the "Corporation"), hereby consent to the adoption of and do hereby adopt the following resolutions and declare them to be in full force and effect as if they were unanimously adopted at a regularly scheduled meeting of the Grand Council of the Corporation:

WHEREAS, the Corporation owns A-S-P Corporation ("A-S-P"), a non-profit corporation organized under the General Corporation Law of the State of Delaware; and

WHEREAS, A-S-P owns certain property (the "Property") located as 1238 Potter Street, in the City of Chester, Delaware County, Pennsylvania; and

WHEREAS, A-S-P desires to sell the Property to Widener University, Inc. and Widener University, Inc. desires to purchase the Property;

NOW THEREFORE, IT IS HEREBY

RESOLVED that this Corporation authorizes A-S-P to sell the Property owned by A-S-P to Widener University, Inc.; and

RESOLVED, FURTHER, that the contract for the sale of the Property by A-S-P to Widener University, Inc., a copy of which is attached hereto as Exhibit A, be, and it hereby is, in all respects ratified, confirmed and approved, and the acts of the officer or officers of A-S-P who executed the same be, and they hereby are, ratified, confirmed and approved; and

RESOLVED, FURTHER, that the officers of this Corporation be, and each hereby is, authorized and directed to take all such steps as shall be necessary or appropriate to carry out the intents and purposes of the preceding resolutions, their taking such actions and executing and delivering such documents and instruments being deemed to be evidence of their appropriateness and necessity; and

RESOLVED, FURTHER, that John R. Chaney, Executive Vice President of this Corporation, be, and he hereby is, authorized to take all such action and execute and deliver all such documents and instruments, including, but not limited to, deeds and conveyances, as may be necessary or appropriate to carry into effect the intents and purposes of the preceding resolutions, his taking such actions and executing and delivering such documents and instruments being deemed to be evidence of their appropriateness or necessity; and

RESOLVED, FURTHER, that this **CONSENT** may be executed in multiple original counterparts, which taken together, shall constitute the original hereof.

DATED, this day of May, 1993.

ATTEST:

ALPHA SIGMA PHI FRATERNITY, INC.

John R. Chaney, Executive Vice President

Dr. Dennis R. Parks, Grand Senior President

Stan G. Thurston, Grand Junior President

Dr. Larry G. Spees, Grand Secretary

Kevin J. Garvey, Grand Treasurer

Mark D. Still, Grand Marshal

Larry D. Philippi, Grand Councilor

Stuart A. Spisak, Grand Councilor

A-S-P CORPORATION**CONSENT IN LIEU OF A MEETING OF THE
DIRECTORS OF A-S-P CORPORATION PURSUANT
TO THE GENERAL CORPORATION LAW OF DELAWARE**

Pursuant to the authority set forth in the General Corporation Law of Delaware, we, the undersigned, constituting all the Directors of A-S-P Corporation ("A-S-P"), a Delaware non-profit corporation, hereby consent to the adoption of and do hereby adopt the following resolutions and declare them to be in full force and effect as if they were unanimously adopted at a regularly scheduled meeting of the Directors of A-S-P:

WHEREAS, A-S-P owns certain property (the "Property") located as 1238 Potter Street, in the City of Chester, Delaware County, Pennsylvania; and

WHEREAS, A-S-P desires to sell the Property to Widener University, Inc. and Widener University, Inc. desires to purchase the Property;

NOW THEREFORE, IT IS HEREBY

RESOLVED that A-S-P sell the Property owned by A-S-P to Widener University, Inc.; and

RESOLVED, FURTHER, that the contract for the sale of the Property by A-S-P to Widener University, Inc., a copy of which is attached hereto as Exhibit A, be, and it hereby is, in all respects ratified, confirmed and approved, and the acts of the officer or officers of A-S-P who executed the same be, and they hereby are, ratified, confirmed and approved; and

RESOLVED, FURTHER, that the officers of A-S-P be, and each hereby is, authorized and directed to take all such steps as shall be necessary or appropriate to carry out the intents and purposes of the foregoing resolutions, their taking such actions and executing and delivering such documents and instruments being evidence of their appropriateness and necessity; and

RESOLVED, FURTHER, that John R. Chaney, Secretary-Treasurer of A-S-P, be, and he hereby is, authorized to take all such action and execute and deliver all such documents and instruments, including, but not limited to, deeds and conveyances, as may be necessary or appropriate to carry into effect the intents and purposes of the preceding resolutions, his taking such actions and executing and delivering such documents and instruments being deemed to be evidence of their appropriateness or necessity; and

RESOLVED, FURTHER, that John L. Shearburn, Esquire, be, and he hereby is, appointed as attorney-in-fact for A-S-P for the limited purpose only of taking all such action and executing and delivering all such documents and instruments, including but not limited to, deeds and conveyances, as may be necessary or appropriate to carry into effect the intents and purposes of the preceding resolutions, his taking such actions and executing and delivering such documents and instruments being deemed to be evidence of their appropriateness or necessity; and

RESOLVED, FURTHER, that this **CONSENT** may be executed in multiple original counterparts, which taken together, shall constitute the original hereof.

DATED, this day of May, 1993.

ATTEST:

A-S-P CORPORATION

John R. Chaney
Secretary-Treasurer and Director

Dr. Dennis R. Parks
President and Director

Stan G. Thurston
Vice President and Director

John R. Chaney
Secretary-Treasurer and Director

**MINUTES OF GRAND COUNCIL TELEPHONE CONFERENCE CALL
MINUTES OF A-S-P CORPORATION TELEPHONE CONFERENCE CALL
ALPHA SIGMA PHI FRATERNITY, INC.**

**June 4, 1993
Delaware, Ohio**

41. A scheduled telephone conference call meeting of the Grand Council and A-S-P Corporation was held at 11:00 a.m. on Friday, June 4, 1993. The following participated: Grand Senior President Dr. Dennis R. Parks, Grand Junior President Stan G. Thurston, Grand Secretary Dr. Larry G. Spees, Grand Treasurer Kevin J. Garvey, Grand Councilor Larry D. Philippi and Grand Councilor Stuart A. Spisak. Grand Marshal Mark D. Still and Undergraduate Representatives to the Grand Council Richard G. Buss (Alumni Operations), Gregory M. Kroencke (Finance) Michael J. Moran (Undergraduate Operations) and Undergraduate Special Advisor to the Grand Senior President on Expansion Richard T. Ritter were unable to participate. Executive Vice President John R. Chaney of the Fraternity Headquarters professional staff also participated.
42. A-S-P CORPORATION ACTION ITEM:

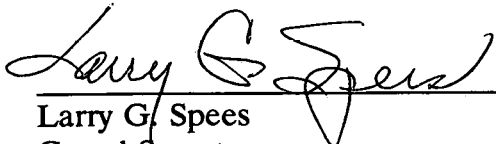
It was moved by President and Director Parks, seconded by Vice President and Director Thurston, and unanimously passed to dissolve the A-S-P Corporation not later than June 30, 1993 and transfer remaining assets to Alpha Sigma Phi Fraternity, Inc.
43. DISCUSSION/ACTION ITEMS:
 - A. It was moved by Brother Spees, seconded by Brother Garvey and unanimously passed to authorize, if necessary, the closure of the A-S-P Corporation not later than June 30, 1993 and to accept the remaining assets as property of Alpha Sigma Phi Fraternity, Inc.
 - B. Executive Vice President Chaney reported that the Oklahoma Alumni Corporation was in the process of selling their former chapter house and were going to bid on a vacant sorority house in an attempt to re-activate the undergraduate Alpha Alpha Chapter. The Grand Council was informed that while we were informed two years ago that we could re-colonize at Oklahoma at any time, apparently we are now number three. Based on that understanding, Brother Chaney reported that he had made a moral commitment of staff resources to the Alpha Alpha alumni whenever they are successful in securing adequate housing. The Grand Council requested to discuss the issue further in Chicago.

- C. Executive Vice President Chaney requested authority to initiate Jim Cunningham of Canine Companions for Independence at the National Leadership Conference. There was no disagreement with this plan, though a brief biographical sketch or resume would be distributed to the Grand Council.
- D. Executive Vice President Chaney requested input into the direction that should be pursued concerning piercing the corporate veil of the Gamma Xi (Widener) Alumni Corporation. After discussion, it was agreed to ask the attorney who handled our Widener purported sale to give us some guidance as to the actual costs to be incurred to collect the accrued debt.
- E. Executive Vice President Chaney reported that the Gamma Alpha Chapter had officially been closed as authorized earlier and that the agreement that was discussed earlier with the administration was still in force.
- F. Executive Vice President Chaney made a report on the Oregon State situation. The sense of the Grand Council was to withhold future checks until the Psi Alumni Association made good on their agreement to provide us with security in the chapter property.

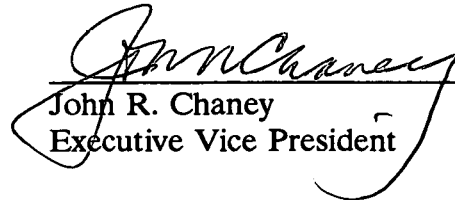
44. ADJOURNMENT

The telephone conference call was adjourned at 11:38 a.m.

Respectfully submitted,



Larry G. Spees
Grand Secretary



John R. Chaney
Executive Vice President

**MINUTES OF GRAND COUNCIL MEETING
ALPHA SIGMA PHI FRATERNITY, INC.**

**June 25 - 26, 1993
Oak Brook, Illinois**

45. CALL TO ORDER

Grand Senior President Parks called the Grand Council meeting to order and welcomed those present at 1:00 p.m. on Friday, June 25, 1993.

46. ROLL CALL

Members of the Grand Council in attendance during the meeting were: Dr. Dennis R. Parks, Grand Senior President; Stan G. Thurston, Grand Junior President; Dr. Larry G. Spees, Grand Secretary; Kevin J. Garvey, Grand Treasurer; Mark D. Still, Grand Marshal; Larry D. Philippi, Grand Councilor and Stuart A. Spisak, Grand Councilor. Grand Historian Robert Kutz was also in attendance as were Undergraduate Representatives to the Grand Council Richard G. Buss (Alumni Operations), Michael J. Moran (Undergraduate Operations), Gregory M. Kroencke (Finance) and Richard T. Ritter (Special Advisor on Expansion to the Grand Senior President). Educational Foundation Trustees Dr. Robert E. Miller, Milton Cerny, Richard R. Gibbs, Charles J. Vohs, Thomas C. Wajnert and Alfred B. Wise were also in attendance. Professional staff members in attendance included Executive Vice President John R. Chaney, Vice President for Development Steven V. Zizzo, Vice President for Administration Beverly J. Moody, Director of Chapter Services Jeffrey S. Owens and Director of Alumni Services Theodore R. Kocher. Others present included Executive Secretary Emeritus Ralph F. Burns, Jeffrey R. Hoffman and G. Scott Grissom.

47. APPROVAL OF MEETING MINUTES

It was moved by Brother Spees, seconded by Brother Garvey and passed unanimously to approve the minutes of the June 4, April 2, March 5 and February 5, 1993 telephone conference call meetings and the minutes of the January 23, 1992 meeting as written and the minutes of May 7 and April 23, 1993 as amended. (Attachment A)

48. APPROVAL OF MAIL VOTES

It was moved by Brother Thurston, seconded by Brother Spees and unanimously approved to accept as accurate the Constitutional Amendment Certifications dated April 1, 1993 and February 1, 1993. (Attachment B)

49. UNFINISHED BUSINESS

There was no unfinished business brought before the Grand Council.

50. NEW BUSINESS

The following were discussed and action taken on items as indicated:

A. COMMITTEE ON UNDERGRADUATE OPERATIONS (Attachment C)

1. It was moved by Brother Philippi, seconded by Brother Still and unanimously passed to accept the membership review panel recommendation to suspend the six Alpha Psi brothers. (Attachment D)
2. It was moved by Brother Philippi, seconded by Brother Still and unanimously passed to temporarily suspend undergraduate operations at Marietta College.
3. It was moved by Brother Philippi, seconded by Brother Garvey and unanimously passed to use any means possible to recover the two Civil War swords and outstanding debt owed by the undergraduate chapter at Marietta College to the Fraternity.
4. It was moved by Brother Philippi, seconded by Brother Still and unanimously passed to temporarily suspend undergraduate operations at Ohio Northern University.
5. It was moved by Brother Philippi, seconded by Brother Still and unanimously passed to accept the Lindenwood College Interest Group petition for colonization.
6. It was moved by Brother Still, seconded by Brother Philippi and unanimously passed to accept the report submitted by the Committee on Expansion and to thank the committee for their contributions. The Grand Council then directed that the report be sent to the Assistant Director of Chapter Services-Expansion for his review and comments, and request that he prepare an updated report for presentation at the next Grand Council session.
7. It was moved by Brother Still, seconded by Brother Thurston, and unanimously passed to approve the staff recommendation to hold the 1994 National Leadership Conference & Convention at the Chicago Marriott O'Hare Hotel.
8. It was moved by Brother Philippi, seconded by Brother Still and unanimously passed to temporarily suspend the operations of the province system.

Dates?

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What about
just the money?

50. NEW BUSINESS

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3. It was moved by Brother Philippi, seconded by Brother Garvey and unanimously passed to use any means possible to recover the two Civil War swords and outstanding debt owed by the undergraduate chapter at Marietta College to the Fraternity.
4. It was moved by Brother Philippi, seconded by Brother Still and unanimously passed to temporarily suspend undergraduate operations at Ohio Northern University.
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8. It was moved by Brother Philippi, seconded by Brother Still and unanimously passed to temporarily suspend the operations of the province system.

B. COMMITTEE ON PERSONNEL (Attachment E)

1. It was moved by Brother Garvey, seconded by Brother Spees and unanimously passed to approve the aggregate salary increase of 4.4% for exempt and non-exempt employees.
2. It was moved by Brother Spees, seconded by Brother Garvey and unanimously passed that the Chairman of the Personnel Committee will develop an addendum to the Employee Handbook in lieu of an employment contract for John Chaney. Addendum to be presented to the Grand Council for approval by mail vote.
3. It was moved by Brother Spees, seconded by Brother Garvey, and unanimously passed to approve the Employee Handbook as amended. Those amendments were:
 - a. Remove Director of Housing from Organization Chart.
 - b. Change mission statement to align itself with Fraternity mission statement and include copies or synopsis of the Code of Conduct, Reasons for Being, Position Statements, and Risk Management Policies and Procedures to communicate character of Fraternity/Foundation and expectations of behavior.
 - c. Delete reference to casual overtime.
 - d. Section on harassment to be reviewed by an attorney in state of Ohio.
 - e. Reference to salary range reviews should be changed to "periodically" versus "annually."
 - f. Health insurance deductible pay-back program of up to \$250 to be terminated immediately.
 - g. Sick leave to accrue at the rate of one day per month with a cap of 90 days. Limit will then coincide with commencement of long term disability coverage.
 - h. Vacation time may be taken as it is accrued, regardless of length of employment.
 - i. Maximum vacation time permitted to be rolled over to next fiscal year is 1.5 times authorized (earnable) vacation for previous fiscal year.

- j. The option for employees to sell back vacation time must be exercised by June 30, 1994, and from that point on there will be no buyout option.
 - k. Official holidays to be reduced by two effective fiscal year 1993-94.
 - l. Define specific time frames for probationary periods.
 - m. Include a severance pay policy which will be included after approval by the Grand Council.
4. It was moved by Brother Spees, seconded by Brother Garvey, and unanimously passed to defer any further activity on developing a cafeteria plan for employee benefits.
5. The Grand Council went on record to:
- a. Fully support the continued efforts by the staff to secure better (more efficient and effective) group insurance.
 - b. Enthusiastically support the efforts of the staff to adopt Total Quality Management (TQM) principles into Headquarters operations.
 - c. Support initiatives to provide appropriate training and motivational seminars and materials for staff employees.
6. It was moved by Brother Garvey, seconded by Brother Spees, and unanimously passed to add Brother Dan E. Andrew, Illinois '37, to the list of approved Trustee candidates.
7. It was moved by Brother Still, seconded by Brother Garvey and unanimously passed that a letter expressing the gratitude of the Grand Council for the excellent progress made to date on our national service project, Canine Companions for Independence, be prepared and transmitted to Brother Alan Breedlove, Chairman of our National Service Program.

C. COMMITTEE ON FINANCE (Attachment F)

- 1. It was moved by Brother Philippi, seconded by Brother Spisak and unanimously passed to adopt the proposed 1993-94 Fraternity, Educational Foundation, Capital Campaign budgets and the accompanying Request for Educational Grants with the exception of deleting the proposed "transfer from Reserve Fund" revenue item

and the deleting expense item 13e1 for Provinces on the Fraternity, Inc. budget. (Attachment G)

2. It was moved by Brother Philippi, seconded by Brother Spisak and unanimously passed to create balance sheet named funds called Canine Companions for Independence Fund and Headquarters Building Fund.
3. It was moved by Brother Spisak, seconded by Brother Philippi and unanimously passed to allocate from the budgeted six percent increase in the personnel cost, sufficient funds to pay employees for accrued vacation time.

D. COMMITTEE ON ALUMNI OPERATIONS (Attachment H)

1. It was moved by Brother Spees, seconded by Brother Spisak and unanimously passed to recommend to the steering committee that the money needed for the standardized look be funded by the capital campaign budget.
2. It was moved by Brother Garvey, seconded by Brother Spisak and unanimously passed to accept the following position statement as a guideline in matters of the use of Honorary Titles:

Position Statement: Use of Honorary Titles

- * The Constitution and By-Laws of Alpha Sigma Phi do not authorize use by an alumnus of the title of an office or position in Alpha Sigma Phi to which the alumnus was not duly elected by Convention or appointed by the Grand Council. Neither the Grand Council nor the Conventions of Alpha Sigma Phi have authorized "Honorary" alumni titles to offices to which an alumnus was not duly elected nor appointed.
- * The Grand Council or Convention may confer on a past office or staff member the authorization to use the office name and designation "emeritus" for long periods of distinguished service in an office, e.g., Grand Historian Emeritus Krebs, Executive Secretary Emeritus Burns, Grand Senior President Emeritus Musgrave. Requests for such entitlement may be made through the National Headquarters.
- * All past Grand office holders and staff position holders are entitled to use the term "Immediate Past _____" in the term following completion of their service and "Past _____" thereafter.

E. OTHER

1. It was moved by Brother Philippi and seconded by Brother Garvey and unanimously passed to renew the authority which allows the Grand Council and Fraternity officers to transact business in the name of Alpha Sigma Phi Fraternity, Inc.
2. It was agreed to hold monthly Grand Council conference call meetings on the first Tuesday of each month at 4:30 p.m. Eastern Standard Time.
3. The Grand Council heard Executive Vice President Chaney report that the A-S-P Corporation had officially ceased operation on June 22, 1993.
4. It was moved by Brother Spees, seconded by Brother Philippi and unanimously passed to adopt the Fraternity's new mission statement: "To Create and Perpetuate Brotherhood". (Attachment I)
5. Executive Session. In executive session, the Grand Council reviewed recommendations for various alumni awards. As a result of that review, it was moved by Brother Thurston, seconded by Brother Spisak and passed unanimously to present the Delta Beta Xi Award, Class of 1993 to Brothers Edward S. Gallagher, Lehigh '34; Dr. Larry E. Grimes, Bethany '61; Luther M. Hays, Purdue '55; Richard L. Jackson, Ohio Wesleyan '50; Richard G. Kahler, Radford '82; Kieran Kreiss, SUNY-Buffalo '51; William L. Prickett, Presbyterian '62; Allen R. Stallings, Barton '73; Paul A. Stockert, RPI '80; and J. Randy Van Dyne, Ohio Northern '72, and the Distinguished Service Award to G. Alan Sternbergh, Westminster '48. The Grand Council also stated that they would consider a recommendation for the Distinguished Merit Award at a monthly conference call.

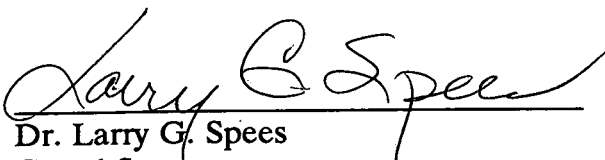
52. COMMENTS FOR THE GOOD OF THE SOCIETY

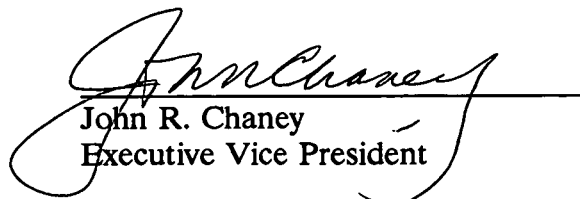
Executive Secretary Ralph F. Burns discussed the circumstances which led to the 1993 re-chartering of Epsilon Chapter at Ohio Wesleyan University.

53. ADJOURNMENT

The meeting was adjourned at 4:10 p.m., June 26, 1993.

Respectfully submitted,


Dr. Larry G. Spees
Grand Secretary


John R. Chaney
Executive Vice President

AMENDED

**MINUTES OF GRAND COUNCIL TELEPHONE CONFERENCE CALL
ALPHA SIGMA PHI FRATERNITY, INC.**

**May 7, 1993
Delaware, Ohio**

38. A scheduled telephone conference call meeting of the Grand Council was held at 11:00 a.m. on Friday, May 7, 1993. The following participated: Grand Senior President Dr. Dennis R. Parks, Grand Junior President Stan G. Thurston, Grand Secretary Dr. Larry G. Spees, Grand Treasurer Kevin J. Garvey, Grand Councilor Larry D. Philippi, Grand Councilor Stuart A. Spisak and Undergraduate Special Advisor to the Grand Senior President on Expansion Richard T. Ritter. Grand Marshal Mark D. Still and Undergraduate Representatives to the Grand Council Richard G. Buss (Alumni Operations), Gregory M. Kroencke (Finance) and Michael J. Moran (Undergraduate Operations) were unable to participate. Executive Vice President John R. Chaney of the Fraternity Headquarters professional staff also participated.
39. ACTION/DISCUSSION ITEMS:
- A. It was moved by Brother Spees, seconded by Brother Spisak and unanimously passed to adopt the resolution attached as Enclosure One as having been the action of the Grand Council.
 - B. It was moved by Brother Thurston, seconded by Brother Parks and passed to adopt the resolution attached as Enclosure Two as having been the action of the Directors and Officers of the A-S-P Corporation.
 - C. It was the sense of the Grand Council to wait until the Widener property sale was closed before proceeding to "pierce the veil" of the Gamma Xi Chapter Alumni Corporation.
 - D. The report of Chuck Vohs' Mission Statement Committee will be presented at the summer Grand Council meetings. The Committee's works are complete and a report will be presented by the Committee in person during the retreat portion of the weekend.
 - E. Brother Chaney reported that early reports concerning the Psi Chapter reorganization were very encouraging, though the alumni had not yet followed through on the deed guarantee requirement.
 - F. Brother Chaney announced that in accordance with the request of the SUNY-Binghamton Colony, that we had ceased Colony operations and would be initiating members at large.

- G. Brother Chaney announced that the anticipated closure of the Gamma Alpha Chapter at Ohio Northern University had not yet occurred. The Chapter Advisory Team and the Executive Vice President will meet on May 12, 1993 to attempt to resolve issues precluding the chapter's temporary closure.
- H. Reports on the Epsilon Chapter chartering at Ohio Wesleyan and Delta Rho chartering at Central Michigan were given along with updated information concerning the Coastal Carolina Colony and Lindenwood Interest Group.
- I. Brother Chaney reported that Director of Chapter Services Jeffery S. Owens would be mailing the details of the financial situations being proposed to eliminate "old debt" for the Missouri and Marietta chapters.
- J. Brother Chaney reported on the proposed Presidential Academy for Leadership (PAL) program. It was reported that through the realignment of funds for the provinces and those within the chapter services line that, if we had a \$100 per chapter user fee, the PAL concept would work. It was the sense of the Grand Council to proceed with PAL, but to have a comprehensive overview report and amended 1993-94 budget available at the June meeting.
- K. Brother Parks announced that he was appointing Brothers Thurston and Spisak to join with Brother Jeff Hoffman and the professional staff on "the look" and our publications and our communications time lines. Brother Chaney was requested to ask Educational Foundation Trustee Wise to work on this committee.

40. ADJOURNMENT

The telephone conference call was adjourned at 11:44 a.m.

Respectfully submitted,

Larry G. Spees
Grand Secretary

John R. Chaney
Executive Vice President

MINUTES OF GRAND COUNCIL TELEPHONE CONFERENCE CALL
ALPHA SIGMA PHI FRATERNITY, INC.

April 23, 1993
Delaware, Ohio

35. A planned telephone conference call meeting of the Grand Council was held at 11:00 a.m. on Friday, April 23, 1993. The following participated: Grand Junior President Stan G. Thurston, Grand Secretary Dr. Larry G. Spees, Grand Treasurer Kevin J. Garvey, Grand Councilor Larry D. Philippi, Grand Councilor Stuart A. Spisak and Undergraduate Special Advisor to the Grand Senior President on Expansion Richard T. Ritter. Grand Senior President Dr. Dennis R. Parks, Grand Marshal Mark D. Still and Undergraduate Representatives to the Grand Council Richard G. Buss (Alumni Operations), Gregory M. Kroencke (Finance) and Michael J. Moran (Undergraduate Operations) were unable to participate. Executive Vice President John R. Chaney and Vice President for Development Steven V. Zizzo of the Fraternity Headquarters professional staff also participated.
36. ACTION/DISCUSSION ITEMS:
 - A. Central Washington University. The sense of the Grand Council was that we would not encourage a petition from an interest group at Central Washington. Certainly, we did not want to discourage them from seeking affiliation with us, though that may stretch the ability of the professional staff to support the group in the fall.
 - B. SUNY-Binghamton Colony. The request for chartering is still on hold.
 - C. Virginia Polytechnic Institute & State University (Virginia Tech) Interest Group. It was moved by Brother Spees, seconded by Brother Garvey and unanimously passed that we accept the colony petition of the Virginia Tech Interest Group.
 - D. Ohio Northern University. Based on long-term challenges with the Gamma Alpha Chapter and most recently, serious behavior incidents which have resulted in the administration's call for the temporary removal of the undergraduate chapter, Executive Vice President Chaney requested permission to negotiate terms and close the Gamma Alpha Chapter. The request was moved by Brother Garvey, seconded by Brother Spees and unanimously passed.
 - E. Lindenwood College. Based on a request by the College President and because the college has a new Greek system and we do not want our members at a disadvantage with other already initiated members of other groups on campus, it was moved by Brother Spees, seconded by Brother Garvey and unanimously passed that we authorize the initiation of a minimum of 10 core members of the Lindenwood College Interest Group as Members-at-Large provided that in advance they submit a successful petition for colonization

along with payment of pledge fees for a minimum of 25 members and initiation fees for the core group. The interest group also had to commit to sending at least two additional members to the 1993 National Leadership Conference, in addition to any free attendees they receive as an interest group.

F. PAL. PAL will be discussed at the May conference call when the financial arrangements are available.

G. Upcoming Meeting. It was announced that the Grand Council summer committees and meeting would be during the weekend of June 24-27, 1993 at the Hyatt Regency, Oak Brook, IL. The Grand Council members will arrive mid-day on Thursday, June 24, and use that day to complete the retreat that was begun in September 1992 in Pittsburgh. On Friday, the Grand Council Committees will begin meeting and we will hold an area alumni reception. On Saturday, the Grand Council committee meeting will continue and a late afternoon Grand Council session will be held. It was announced that the Educational Foundation Trustees will be joining us as the weekend progresses and that their annual meeting will be on Sunday morning. All members of both bodies will be interviewed by a member of the Ketchum staff as part of our planning study. All participants should anticipate a departure by noon, Sunday, June 27.

37. ADJOURNMENT

The telephone conference call was adjourned at 11:47 a.m.

Respectfully submitted,

Larry G. Spees
Grand Secretary

John R. Chaney
Executive Vice President

ALPHA SIGMA PHI FRATERNITY



NATIONAL HEADQUARTERS
12 LEXINGTON BOULEVARD
P.O. BOX 838
DELAWARE, OHIO 43015-0838

614-363-1911/FAX: 614-369-1845

CERTIFICATION

DATE: April 1, 1993

This is to certify that the following proposed amendment to the Constitution of Alpha Sigma Phi Fraternity amending Article VI, Section 2, **has been approved and is in effect:**

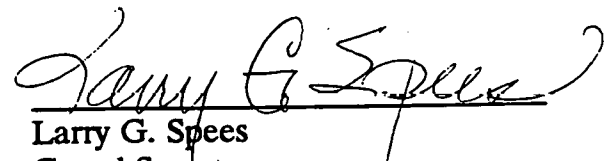
Each Chapter shall choose from among its undergraduate members one delegate and one alternate delegate to the National Convention and certify such election to the Grand Council under the hand of its secretary attested by its president. If a Chapter is not represented by a delegate, the Chapter HSP shall attend or select another alternate.

The vote for this amendment as counted in Article VI, Section 4 of the Constitution was:

67 Affirmative

6 Negative

I hereby certify that the above information is correct.


Larry G. Spees
Grand Secretary

JRC/sjj

cc: Grand Council
Educational Foundation Trustees
Past Grand Senior Presidents
Chartered Alumni Councils
Colony Presidents
Interest Group Presidents
John R. Chaney, Executive Vice President



NATIONAL HEADQUARTERS
12 LEXINGTON BOULEVARD
P.O. BOX 838
DELAWARE, OHIO 43015-0838

614-363-1911/FAX: 614-369-1845

CERTIFICATION

DATE: February 1, 1993

This is to certify that the proposed amendment to the Constitution of Alpha Sigma Phi Fraternity renaming Article II, Section 2 (D); Article II, Section 2 (E) and to insert as Section 2 (D), the following which has been approved and is in effect:

D. Members-at-Large: After investigation and approval by the Grand Council, a member of a former colony or interest group of Alpha Sigma Phi, or of a local fraternity which had petitioned for colony status, or a former pledge of a chapter of Alpha Sigma Phi who left the college and chapter in good standing, may be initiated by direction of the Grand Council as members-at-large of Alpha Sigma Phi. Members-at-large shall have the same rights, privileges and obligations as alumni members. Members-at-large qualifying by undergraduate work at a college where Alpha Sigma Phi has an active or inactive chapter may be enrolled on the roster of the chapter with consent of the chapter, if active, the alumni board of an inactive chapter, if active, or by direction of the Grand Council if there is no active chapter or alumni group.

The vote for this amendment as counted in Article VI, Section 4 of the Constitution was:

68 Affirmative

5 Negative

I hereby certify that the above information is correct.


Larry G. Spees
Grand Secretary

JRC/sjj

cc: Grand Council
Educational Foundation Trustees
Past Grand Senior Presidents
Chartered Alumni Councils
Colony Presidents
Interest Group Presidents
John R. Chaney, Executive Vice President

REPORT TO THE COMMITTEE ON UNDERGRADUATE OPERATIONS

Dr. Larry G. Spees, Chairman
Mark D. Still
Larry D. Philippi
Michael J. Moran, Undergraduate Representative
Dr. Dennis R. Parks, Ex-Officio

Jeffery S. Owens, Director of Chapter Services/Expansion

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REPORT TO THE COMMITTEE ON UNDERGRADUATE OPERATIONS

I. CURRENT ISSUES/RECOMMENDATIONS

A. Membership Strength and Status

1992-93 Status: 50 Chapters
 1 Colony
 2 Interest Groups

Note: 1992-93 figures are through 5/31/93, while all other figures are through 6/30.

Number of Chapters/Colonies Previous Years:

1986-87	57
1987-88	56
1988-89	57
1989-90	56
1990-91	54
1991-92	55

Year	Pledges		Per Existing Chapter/Colony		Initiates		Per Existing Chapter	
1985-86	1049	-23%	17.08	+8%	810	+13%	15.28	+21%
1986-87	969	-8%	16.77	-2%	751	-7%	13.78	-10%
1987-88	994	+3%	18.40	+10%	904	+21%	14.49	+5%
1988-89	981	-1%	17.65	-4%	749	-17%	13.77	-5%
1989-90	951	-3%	16.68	-5%	808	+8%	15.25	+11%
1990-91	954	NC	17.66	+6%	766	-5%	15.02	-2%
1991-92	878	-8%	16.26	-8%	750	-2%	14.71	-2%
1992-93	829	-6%	16.25	NC	748	NC	14.64	NC

Excluding new chapters and colonies, either year, the above figures would be:

	Pledges:	Initiates:
1991-92	807	712
1992-93	720	564

Average Chapter/Colony Size	Size	Projected Number Initiates/Pledges	Returning
1986-87	43	1987-88	1,690
1987-88	44	1988-89	1,733
1988-89	44	1989-90	1,780
1989-90	44	1990-91	1,863
1990-91	45	1991-92	1,816
1991-92	45	1992-93	1,767
1992-93	43	1993-94	1,846

B. Chapters of Concern

Illinois State. They came closer to reaching the mandated goal of thirty members by pledging 13 and initiating 16 this academic year. Five members graduated this spring to put their returning size at 19 for the fall. (Enclosure A, pages 13-16.)

Recommendations:

1. Continue sanctions.
2. Support this group (and other Midwestern area chapters) by assisting with plans for a Chicago area rush event this summer.
3. Visit early in the fall to assist with rush.

Loyola. The chapter has been very quiet since neighbors filed noise complaints against them last summer and again in the fall. They took five pledges in the spring, but were not allowed to pledge in the fall due to their probation. Their probation with the school runs through December 1993. The Greek Advisor seemed positive in the Annual Chapter Report he submitted to us. The chapter needs continued assistance in recruitment and retention.

Recommendations:

1. Continue sanctions.
2. Support them with the summer rush event in Chicago.
3. Continue frequent communication with chapter leaders and alumni.
4. Visit early in the fall to assist with rush.

Lycoming. The chapter lost its floor for next year due to insufficient numbers. They needed 28 but only have 25-26 returning this fall. They also seem to be very directionless. As a result of their floor loss, they damaged it before leaving school for the summer. At the time of this report, investigations of the incident were occurring. (Enclosure B, pages 17-24.)

Recommendations:

1. Hold a retreat conducted by Chapter Services early in the fall for the entire chapter and advisors.
2. Aggressively recruit advisors.

Missouri. Their debt has dwindled to approximately \$1,370. Only \$203 of this debt is "old" (from 1988-89 newsletter default). Membership remains low with 17 men returning in the fall. Securing a good Grand Chapter Advisor in the immediate area has been challenging, with the small number of alumni in the area.

Recommendations:

1. Find a local advisor for the chapter, even if he/she is a non-member.
2. Consider basing a Chapter Leadership Consultant at a midwest location such as Missouri, at least periodically.

Ohio State. They will end the year with fourteen members, with all returning next fall. Shaun Sizemore recently attended a few meetings and met all the men.

Recommendations:

1. Assist the chapter with Fall Formal Rush.
2. Develop Shaun Sizemore as Grand Chapter Advisor.
3. Develop a Chapter Advisory Team.

Presbyterian. The chapter pledged and initiated nine men last year, their highest total in years. But, they encountered some internal chapter conflict with the newer members. On March 17, 1993, a membership review was facilitated by Jeff Owens, Dean of Students Joseph Nixon, and Assistant Grand Province Chief James Brown. Six members were recommended for suspension. They are appealing the charges. (Enclosure C, pages 25-39.) Additional correspondence is included in Enclosure C.

Recommendations:

1. Follow through on recommendations for suspension.
2. Hold a retreat early in the fall with the "new" chapter.

R.P.I. With five graduating and two members taking co-op this fall, they will return to school with 12 men. They recruited three of these in the spring. John Drummond and GCA Paul Stockert have been helpful to the chapter by acting as advisors. They obviously have not met the 25-man goal, but have submitted rush reports. (Enclosure D, pages 40-49.)

Recommendations:

1. Continue to follow through on Grand Council motion requiring chapter size of 25 men.
2. Assist them with the development of a new Membership Education program that incorporates rush training into the program.
3. Consider basing a Chapter Leadership Consultant in the northeast.

Rutgers. The chapter failed to show for their annual evaluation process, and consequently received a Category 4 Rating from Rutgers, a drop from Category 1 just a year ago. (Enclosure E, pages 50-56.) The chapter has also exhibited poor leadership and recruitment over the last two years. They will graduate 20 this year and return with 30 in the fall.

Recommendation:

1. Send a staff member before Fall Formal Rush.
2. Recruit a CAT for them this fall.

Stevens Tech. They ended the year with 24-25 members, and are projected to return this fall with 17-18. They have not met the mandated 30-man chapter size, but rush report is enclosed. (Enclosure F, pages 57-62.)

Recommendations:

1. Continue to follow through on Grand Council motion of requiring 30-man chapter.
2. Recruit a CAT for them this fall.

Tri-State. The chapter pledged four and initiated eleven this year, but they still fell slightly short of the Grand Council mandated size of 25 men. Their rush report is enclosed. (Enclosure G, page 63-66.)

Recommendation:

1. Once they reach 25 men, remove them from suspension.
2. Continue to request rush reports until they reach 25 men.

C. Chapters with Violations/Suspensions

American. As the chapter was enjoying the occupancy of their chapter house for the last year, they decided their farewell would include vandalism to the structure. At the time of this report, investigations are underway examining the cause and magnitude of the damage. Allegedly, damages were caused by members of another fraternity and some Beta Chi alumni. This comes after they had been recently removed from probation for a risk management violation. (Enclosure H, pages 67-75.)

Recommendation: Based on the input we received from the students and alumni, levy appropriate charges to the chapter. Appropriate charges may include development of CAT, community services, and/or Code of Conduct programming.

Illinois. The chapter submitted their report to the Grand Council, covering the areas of Pledge Education, Chapter Management, and Alcohol Awareness, by the deadline given. (Enclosure I, pages 76-87.) They still are required to hire a live-in advisor to begin fall 1994.

Recommendations:

1. Follow through on the live-in advisor requirement.
2. Acknowledge their work on the report with a positive letter.

Lehigh. The chapter was removed from probation at the last Grand Council meeting, but was immediately placed back on when they were found guilty of hazing again and of a risk management violation. (Enclosure J, pages 88-96.)

Recommendation: Follow through on already imposed sanctions.

Marietta. The chapter has been temporarily closed and efforts are underway to secure the two swords and the \$6,900 debt owed. (Enclosure K, page 97.)

Missouri Valley. The chapter allegedly hazed a pledge during Pinnacle Week. No substantial evidence was uncovered, but the staff still has concerns with their pledge education program and lack of alumni advisement. They will be holding retreats facilitated by a Fraternity Headquarters staff member in the fall and spring next year, developing a new pledge education program, and the staff will be recruiting at least one more advisor for them to begin this school year. (Enclosure L, pages 98-107.)

Recommendation: Follow through on already imposed requirements.

Ohio Northern. The chapter has been temporarily closed. (Enclosure M, pages 108-110.)

UCLA. The chapter was found guilty of having a "brotherhood" keg. They have appointed an advisor knowledgeable in risk management policies, as recommended at the last Grand Council meeting. (Enclosure N, pages 111-112.)

Recommendation: No further action.

D. Colony/Interest Group Update

SUNY-Binghamton. The group voted to disband the colony and to initiate as members-at-large. Twenty-seven undergraduates and alumni were initiated on May 8, 1993. A letter of good standing will be sent to all those who could not be in attendance at the initiation ceremony.

Recommendation: No further action.

Coastal Carolina. The group was previously approved for chartering and will hold their banquet tentatively during the first weekend in September.

Recommendation: Have at least one Grand Councilor attend the Formal Chartering Ceremonies.

Lindenwood. They have submitted a petition for colonization which will be available at the meeting. Their group consists of 27 men. The entire Greek community is progressing slowly. We are initiating a Greek Leadership Conference for the campus this fall, with the assistance from the other fraternities represented on campus. There was concern about Jim Reid as advisor, (and still is). He was asked to relook at his commitment to the Fraternity's policies and standards, if he still wanted to act as advisor.

Recommendations:

1. Approve the colony petition.
2. Continue to support Jim Reid, but utilize other alumni assistance in area.
3. Implement Greek Leadership Conference for campus in fall.
4. Continue to assist with rush.

Virginia Tech. Their colonization petition was approved on the April 23 Grand Council conference call. The group ended the year with momentum and will be returning with over 25 men. They will hold their Colonization Reception on August 29 in Blacksburg.

Recommendations:

1. Develop CAT for them so they begin with good habits.
2. Have at least one Grand Councilor present at their Colonization Reception.

E. Expansion

The expansion responsibilities have been transitioned to newly-hired Assistant Director of Chapter Services-Expansion Todd Harris. While Jeff remains on staff, Todd will report directly to him. Todd will officially join the staff in September, though he is currently operating as a part-time unpaid volunteer.

Also, the National Advisory Committee on Expansion held their final meeting in January and produced their final report to the Grand Council (Enclosure O, pages 113-130.)

From the report, the committee recommends focusing on the Southeastern United States and the Midwest, and primarily on what they called Tier I, or flagship institutions. They also advocate a six-week plan for expansion efforts, with the Assistant Director of Chapter Services-Expansion getting assistance from one of the Chapter Leadership Consultants for approximately half of this time.

Our best possibilities for upcoming expansions exist at the following institutions: Wagner, Villanova, Oklahoma, and possibly Baldwin-Wallace, Shawnee State, and Central Washington. We will continue to offer NLC scholarships to local groups who have shown interest in AΣΦ as an expansion tool. John Chaney continues to serve as chairman of the Moderate-Size Fraternity Association's expansion "clearinghouse."

The committee may wish to discuss the possibilities of expanding at Oklahoma this fall. The Alpha Alpha alumni are examining the possibility of buying a house on campus. If they are successful in securing a suitable house, Alpha Sigma Phi needs to examine their role in re-establishing Alpha Alpha Chapter.

We will be working closely with Ted Kocher to develop regional alumni programs to support expansion plans and also to support reactivation plans at temporarily closed chapters.

Recommendations:

1. Discuss returning to former public institution locations such as Oklahoma to support housing initiative though we may not be next in order for expansion.
2. Discuss expansion at institutions such as UNC-Greensboro which has no official approval policy; or Central Washington which desires no Greek system.

F. National Leadership Conference, 1993

This year's conference will be held at the Somerset Marriott Hotel in Somerset, NJ, near Rutgers University, from August 4-8. Ed Lenane is Conference Director, assisted by Assistant Director Bev Moody. The Volunteer Alumni Conference will be held from August 6-8, and will be directed this year by Director of Alumni Services Ted Kocher. Stuart Spisak is consultant to the Volunteer Alumni Conference.

This year's conference offers some exciting and innovative new changes, including the Societies; an event with our new national philanthropic organization, CCI; and some cutting-edge programming on recruitment, brotherhood development, and relationships.

Please see the enclosed conference schedule for more information regarding this year's program. (Enclosure P, pages 131-140.)

As a follow-up to a Grand Council request for information, investigation of why chapters do not participate in national meetings revealed that the most common reasons were related to time and money. Most students felt they could not take off work that early in August because they would not be able to return to the same job after the conference since it is late in the summer. Also, some students felt they could not afford to lose the money they would be making if they worked during the week of the conference.

Recommendation: That next year's National Leadership Conference & Convention be held from August 17-21, and to continue to offer scholarships to those who cannot afford to attend on their own.

G. National Leadership Conference & Convention 1994

At the time of this report, the staff is leaning towards Chicago's Marriott O'Hare Hotel. Jeff Owens will be visiting the hotel on Thursday, June 23, to determine the possibility of working with them. The hotel has ample space, free parking, free shuttle service, and competitive rates for Chicago.

Recommendation: That the staff continue to work toward securing a hotel for the 1994 National Leadership Conference & Convention.

H. Chapter Services Projects

In addition to NLC 1993, the staff will continue to begin work on the following projects:

1. Complete the development and production of a Grand Chapter Advisor's Manual by summer. In addition to producing the manual, the staff is examining possibilities for regional chapter advisor training at chapter houses during academic year weekends.
2. Complete the development and production of a new Faculty Advisors packet. This packet will be sent to new Faculty Advisors upon appointment. Currently, they receive only a letter of welcome and a brief description of duties from Executive Vice President Chaney.
3. Developing specific guidelines for Chapter Advisory Teams (CATs), and begin recruiting them for target chapters.
4. Facilitating a follow-up Grand Province Chief training session on the morning of August 4, before NLC 1993 starts. This session would be used for evaluation of the past year's province activity results (with the new emphasis on relationships), and provide new direction for the Grand Province Chiefs. Province Presidents will also be in attendance.
5. PAL (President's Academy of Leadership). (Enclosure Q, pages 141-145.)
6. Per the directive to develop a reporting device not to exceed two pages to replace the Annual Chapter report has been completed. The new Chapter Report format contains two separate sections: One is sent to the chapter HSP to summarize the chapter's past year's performance in areas such as leadership development, character development and brotherhood development; the other section sent to the university Greek Advisor to provide membership statistics, scholarship statistics and a chapter evaluation. (Enclosure R, pages 146-147.)

Recommendation: That the staff continue with these projects.

I. Action Items from other Grand Council Committees

II. LONG RANGE PLANNING/RECOMMENDATIONS

A. Committees

The Undergraduate Operations Committee has the responsibility to review the National Advisory Committees on Expansion and Provinces & Volunteers. Progress reports on these committees are as follows:

1. National Advisory Committee on Expansion

Committee Structure. William F. "Biff" Matthews (Chairman), Armando J. Rodriguez, D. Todd Harris, Jeff Hoffman, and Richard T. Ritter. Mark D. Still and Jeffery S. Owens provide Grand Council and professional staff support.

Budget. Not applicable.

Recommendation: Send a letter of appreciation to the Chairman and committee members thanking them for their work and report and discharge the committee.

2. National Advisory Committee on Provinces & Volunteers

Committee Structure. Owen G. McCulloch, Oregon State '86, is presently the National Advisor on Provinces & Volunteers. Ed Lenane, Plattsburgh '88, has been hired as Senior Chapter Leadership Consultant and will act as the constitutionally-required Director of Provinces according to his job description.

Current Province Volunteers:

Province I	Owen McCulloch, Oregon State '86
Province II	(Possible GPC nomination of Dave Gatzke, UCLA '89 or Glenn Gesell, Washington '89)
Province III	Charles McCaffrey, Illinois '82
	Assistant Chief, Thomas R. Hinkley, Indiana '84
Province IV	Edward G. Leedom, Bowling Green '86
	Assistant Chief, John V. Kim, Illinois '86
Province V	Armando J. Rodriguez, Jr. Miami '82
Province VI	Mark A. Williams, Rio Grande '79
	Assistant Chief Jeffery Lewis, Rio Grande '77
Province VII	Richard G. Kahler, Radford '82
	Assistant Chief Bernice F. Bullard III, Barton '84
	Assistant Chief Jim J. Brown, UNCC '86
	Assistant Chief Bernie Schultz, Radford '92
Province VIII	(Possible GPC nomination of Steve Marcinek, Rutgers '89)
	Assistant Chief Michael W. Moyer, Lock Haven '87
Province IX	Craig Snyder, Penn State '85
	Assistant Chief James Comerford, NJIT '84
Province X	Eric J. Kirleis, Plattsburgh '88
	Assistant Chief John Drummond III, Illinois State '88
	Assistant Chief Michael VanValkenburgh, Plattsburgh '88

Budget. To date, the provinces have spent \$2,794.52 of their \$12,500.00 budget. The staff would like to see money used out of the current province budget to fund the attendance of the newly-elected province presidents at this summer's NLC. Estimated attendance will be five province presidents at a total of \$1,000. It should also be realized that the proposed budget shows a projected decrease of \$5,500 in the province budget in order to partially fund PAL. This could be construed to be degradation of our strategic plan for provinces and volunteers!

Overview of Plans. In the 1992-93 scholastic year, province functions which included substantial programming were held only in Provinces V (Miami only), IV, and IX (hosted two conclaves), and at least one of those would have benefitted from better programming. Provinces II and VII held social gatherings. Province X held what amounted to a Plattsburgh chapter retreat. Provinces III and VI cancelled their programs. Provinces I and VIII have not attempted anything.

The staff is planning a GPC Orientation II session for Wednesday morning, August 4, 1993 from 8:30 a.m. to 12:00 noon. We will be bringing in newly elected province presidents for the orientation session. To date, only Provinces IV, VI, IX, X have elected new province presidents. The focus of the orientation session will be to evaluate this past year's activities. Some restructuring will be taking place. The intent of the restructuring will be to maximize the use of Fraternity resources to provide direct and substantial benefit to as many members as possible, while simultaneously increasing the effectiveness and impact of province events.

Staff Analysis. A new paradigm for province functions is absolutely necessary. The current system is not working—and this is in a year where we funded each province chief to come to a one-day orientation. If we are truly committed to a productive province system, we must bring control of the programming under the domain of staff functions. We need to give our volunteers clearly articulated outlines of their responsibilities in creating province programs, and we need to give them responsibilities they can handle. Most volunteers do not have the expertise to design the program for a leadership weekend. That is a function which can be handled by the staff. What we can have province presidents and chiefs do is: choose a host chapter, and assist that chapter in reserving appropriate facilities; coordinate attendance from chapters in the region; and locate alumni participants. The volunteers will benefit from a clearer direction for their efforts, and expectations which are more in line with their expertise and resources available.

The staff, then, takes responsibility for actually designing and conducting the program. These programs would focus on different personal development topics (i.e., communication, leadership, wellness, image, etc.).

Recommendations:

1. Significantly reduce the 1993-1994 budget for the province system to allow for re-allocation of funds for other programs.
2. Develop specific responsibilities and accountability procedures for Owen G. McCulloch as National Advisor on Provinces & Volunteers.
3. Allow the Fraternity staff to take responsibility for actually designing and conducting the leadership weekends while allowing the grand province chiefs and province presidents to handle scheduling, logistics and undergraduate and alumni attendance.
4. Allow current year province money to be allocated to allow province president's attendance at this summer's GPC orientation session and NLC, estimated cost: \$1,000.00.

3. Committee on Scholarship

Committee Structure. Mark A. Williams (Chairman and Scholarship Director), Dr. John Blackburn, G. Alan Sternbergh and Chris Witteman. Dr. Larry Spees and John R. Chaney are respectively providing Grand Council and professional staff support to this committee.

Budget. The committee chair had requested that \$20,000 in scholarships be included in the 1992-93 budget. Due to financial limitations, \$16,000 was allocated for individual scholarships and grants-in-aid. The same figure is budgeted for 1993-94 though our long-range plan was to have \$25,000 in place for this program.

Overview of Plans. This is the first time that scholarship has fallen under the purview of the Undergraduate Operations Committee. We believe this committee is 100 percent on target! The committee chair has submitted a draft scholarship program and various manuals and booklets which are pending publication. This was the only committee that updated their section for To Better The Man. At present, the staff is working on a cover sheet to simplify the committee's review of scholarship applications.

Staff Analysis. There is a concern about overloading Mark Williams. In addition to his duties with this committee, he is a Grand Province Chief. Also of concern is that we were not able to fund the Scholarship Committee at the 1993-94 level requested.

Recommendations:

1. That we continue to attempt annual support increases in the scholarship budget.
2. That Mark Williams' recommendations for 1993-94 Scholarship and Grants-in-Aid be approved up to the maximum amount in any 1993-94 adopted budget.
3. That scholarship checks be authorized upon receipt for payment of academic fees. Should fees be paid completely or partially by another source, our Scholarship/Grant-in-Aid Awards will be accompanied by a Form 1099 reflecting the amount over true academic fees.

B. Items for Discussion

The committee may wish to discuss the following items:

1. Future of Chapter Services. Questions that the Larry Spees' special committee may consider: What will the future of Chapter Services look like, or other association models? Will it still be titled, "Chapter Services" or will it become "Undergraduate Services?" What will future consultation visits look like? Will we eliminate our traditional three-day visit? Can we accurately forecast volunteers and key staff to support our "good" chapters and allow our traditional services to be concentrated on other more challenging situations. What if we only visited chapters who requested a visit? This committee may also wish to meet further at a convenient time during the weekend.
2. Psi reactivation. Currently, the group has nine committed members. Also, the Psi Association has not yet secured the loan, paid for initial pledgings of new group, or given us an accounting of upcoming expenses. The July \$1500 check will be withheld until their loan is secured. (Enclosure S, pages 148-151.)
3. Mergers. Bob Cabello has been given the opportunity to discuss acquisition with Phi Sigma Phi. The Grand Council may want to review their thoughts on mergers and/or acquisitions. Frequently it is said in FEA and NIC circles that five or more fraternities will merge or fold in the next few years. It is vitally important that if we are going to be in a receptive mood, that those targets of opportunity know Alpha Sigma Phi is anxious to talk with them.
4. Financial incentives for chapters that surpass last year's initiation totals by five or more men.

C. Other

ALPHA SIGMA PHI FRATERNITY



NATIONAL HEADQUARTERS
12 LEXINGTON BOULEVARD
P.O. BOX 838
DELAWARE, OHIO 43015-0838

614-363-1911/FAX: 614-369-1845

The following six Brothers from the Alpha Psi Chapter at Presbyterian College were recommended for suspension:

Ted Carmichael
Jason Bundrick
James Bouknight
David Arthur
Brad Williams
Eric Robinson

REPORT TO THE COMMITTEE ON PERSONNEL

Mark D. Still, Chairman
Dr. Larry G. Spees
Kevin J. Garvey
Dr. Dennis R. Parks, Ex Officio

Dr. Robert E. Miller
Milton Cerny
Charles J. Vohs
Educational Foundation Trustee Liaisons

Beverly J. Moody, Vice President for Administration

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REPORT TO THE COMMITTEE ON PERSONNEL

I. CURRENT ISSUES/RECOMMENDATIONS

A. Job Performance and Salary Review

The Job Performance Appraisal and Salary Management system implemented in July 1992 has now been used for one complete year. All full-time employees, with the exception of the departing chapter leadership consultants, participated in this formal review process, with all reviews being completed by June 1.

Under separate cover, individual salary reviews have been provided to the Personnel Committee for their approval. The 1993-94 proposed budgets for both Inc. and the Foundation were planned to allow a six percent across the board increase for the fiscal year. While it is realized that the Grand Council may decide to continue targeting pay raises as recommended by the Executive Vice President, the six percent figure allows sufficient flexibility to include "perks" formerly excluded from the travelling staff's base, with a one-time tax differential to compensate for the additional income.

A complete review of salary ranges will be accomplished within the next few months and will be included in the January 1994 report to the Personnel Committee. The data we are using now are based on a 1989 survey done by the Fraternity Executives Association for management positions, and 1990 information from the National Nonprofit Wage & Benefits Survey for the administrative staff positions.

For the 1993-94 fiscal year, ranges were increased by a three percent cost of living adjustment for the administrative staff. In the case of the Vice President for Administration, that range was increased by ten percent over the position range established for the Director of Administrative Services.

As mentioned above, in the case of all other exempt positions, the ranges were increased by a three percent cost of living adjustment, plus a one-time adjustment to include subsidies that previously had not been reported as wages. These include housing allowance, reimbursement for automobile insurance and AAA membership. These inclusions, plus personal allowance and meals during office stays were factored in the range for chapter leadership consultants for 1993-94. These ranges also include a fifteen percent tax differential on the former perks so as not to penalize those employees who had not formerly paid taxes on these subsidies.

Although not included in the review process, salary information has been included for Michael Macfarlane and Warren Smith to detail the increase in the wage range from \$8,000 to \$12,700. As has been the case for some time, the consultants will receive an automatic semi-annual \$1,500 increase at January 1, 1994, bringing their salaries to \$14,200. A similar philosophy was used to develop the initial compensation package

for Todd Harris, who will join the staff in early fall as Assistant Director of Chapter Services-Expansion.

Other items that need to be considered as income will be reported on a Form 1099 at the tax year end. These include deductibles on health insurance if used, and dental, vision and tuition reimbursement, if applicable.

Recommendation: That the salary adjustments and other compensation matters as discussed herein be approved.

B. Employment Agreement

A sample employment contract for the Executive Vice President has been previously circulated to both the Grand Council and Educational Foundation Trustees for their comments. Further discussion of this was to have occurred during a Personnel Committee conference call prior to the meeting.

Recommendation: That the Personnel Committee report on the status of the contract and make appropriate recommendations. The committee may also wish to discuss if similar contracts for other Fraternity Headquarters personnel would be appropriate.

C. Employee Handbook

A draft of the Alpha Sigma Phi Headquarters Employee Handbook was forwarded to the Personnel Committee on March 10 and is included herein as Enclosure A, pages 7-40. Discussion of the handbook was also on the agenda of the Personnel Committee conference call mentioned above.

Recommendation: That the Personnel Committee report on any suggested revisions to the handbook and that the handbook then be adopted as the policy document for employment at Alpha Sigma Phi Fraternity and Educational Foundation.

D. Employee Benefits

1. As stated in the covering Employee Handbook memo to the Personnel Committee on March 10, while there is much value in providing employees with a needs-responsive benefits package, we are concerned that the advantages could be buried by the cost of administration in time, as well as money, because each type of flexible benefits program is covered by specific rules. Plus each program also falls under general flex plan requirements--IRS rules, federal regulations, testing procedures, etc. Kevin Garvey has reported that Westminster College investigated a cafeteria plan for their employees and determined that it was too costly.

Recommendation: That a flexible benefits plan be put aside until such time that Headquarters administration feels it is financially and administratively beneficial

to undertake. The Headquarters should also be instructed to investigate if "outsourcing" of the administration of such a benefits package is possible and affordable.

2. We are continually looking for better, less costly group insurance. In that regard, we have a proposal in-house that will be sent to Stan Miller, our group insurance advisor. On the surface, the plan looks like it would provide good coverage at less cost. Our present plan through the American Society of Association Executives (ASAE) is sufficient and considerably less costly than previous coverage, but carries with it annual increases.

Recommendation: That the Grand Council support the effort of the Headquarters staff to continue to search for better group insurance plans.

E. Total Quality Management

At the request of the Educational Foundation Trustees, the Grand Council asked the Fraternity Headquarters staff to investigate Total Quality Management (TQM) for possible implementation within the staff. Following that, Executive Vice President Chaney attended a weekend TQM introductory course offered through our membership in the American Society of Association Executives (ASAE).

That training resulted in a staff overview on TQM plus the formulation of a quality committee to study and make changes in our undergraduate report of membership input system which drives our undergraduate membership database. The committee has met four times and drastically changed the way we operate this system. While no additional committee meetings on this issue are scheduled until fall, we will have additional committees formed to study other issues and survey our various customers.

TQM will be the major agenda item for our annual staff retreat scheduled for August 18-19 in Delaware. We have an outside presenter scheduled who will provide an introduction and comprehensive training to the entire staff. The other major thrust of the retreat will be for the staff to identify and prioritize the "drivers," so in essence, the retreat will be nearly all TQM-related.

Recommendation: To continue to support the Fraternity Headquarters' plans to implement TQM and to encourage training of TQM for volunteers and chapters, where appropriate.

F. Staff Education

The Headquarters staff has uniformly expressed continued interest in attending seminars and obtaining additional training as a function of their employment. This year we have sent staff members to various seminars and interfraternal meetings.

The administrative staff has been represented at the Columbus Postal Customer Council and "The Exceptional Assistant." The Educational Foundation staff has

participated in the Fraternity Executives Association (FEA) meeting; the Foundations Seminar, Fundraising 101, and participated in and presented at the National Society of Fund Raising Executives National Convention. The Chapter Services staff has taken and facilitated Dale Carnegie courses, attended the Interfraternity Institute and facilitated sessions at the Undergraduate Interfraternity Institute. The Vice President for Administration attended CFEA (College Fraternity Editors Association) as managing editor of *The Tomahawk*. The Executive Vice President attended an introductory seminar on TQM and attended the convention and training opportunities of the National Association of Student Personnel Administrators.

In addition to outside training, the administrative staff has listened to motivational tapes on stress management and is now listening to a series on self-empowerment. The administrative staff holds weekly meetings to set priorities and exchange work related information. A motivational tape is listened to during the last half of each of these meetings.

Recommendation: That we continually provide access to appropriate training and motivational seminars and materials.

G. Trustees Job Descriptions and Duties of Board

The job description for Trustees of the Educational Foundation which was previously adopted is being forwarded to the Trustees for their consideration. (Enclosure B, page 41.) Also, a draft of a job description for the collective Board of Trustees which the Grand Council had previously requested the staff to prepare is attached as Enclosure C, page 42.

Recommendation: That the draft of the Collective Board of Trustees job description be reviewed, making necessary changes, and that the same be adopted by Grand Council action and forwarded to the Educational Foundation Trustees for their consideration/adoption.

H. Compliance Document for Official Family Volunteers

At the request of the Grand Council a draft document was developed for Official Family volunteers to sign to certify their agreement to comply with the Ritual, Constitution and By-Laws, Code of Conduct, Reasons for Being, Position Statements, and Risk Management Policies and Procedures. (Enclosure D, page 43.)

Recommendation: That the Grand Council review the compliance document, make necessary changes, and adopt the same.

I. Action Items from other Grand Council Committees

II. LONG RANGE ISSUES/RECOMMENDATIONS

A. Future Educational Foundation Trustees

Previously, Grand Council action has authorized the approval of Brothers Denman, Dollens, Hamilton, Kauffman, MacDonald, Sandwen, and Wajnert to become Trustees of the Educational Foundation should that body desire to add them to their board of 14 members, plus the interlocking Grand Council. Subsequent to this, Brother Wajnert has been invited to a position and has accepted. Brother Kauffman has similarly been asked to join and is considering the opportunity. Brother Denman indicated that he would decline an opportunity to join due to the time commitment. Brother Hamilton has not been approached about a Trustee position but is serving on the Capital Campaign steering committee. The others have not been approached. Also, the staff adds Dan E. Andrew, Illinois '37, as a top candidate for the position. (See Enclosure E, page 44.)

Recommendation: That we continue to work on the present opportunities and add Dan E. Andrew to the pre-approved list of potential Trustees.

B. Changes in Current Staffing

With the pending loss of Jeff Owens (not later than summer 1994), we may be at a critical stage where we need a true organizational number two staff person. This is envisioned to be a true professional position, one that would probably be filled from an established member of the work force. We need to provide some essential back-up to Executive Vice President Chaney to handle the day-to-day operations, especially during the Capital Campaign.

At a time when we need to increase our oversight in Chapter Services and increase administrative details with the Foundation, this position becomes essential. Among the duties envisioned for this person would be those outlined for the Director of Housing, in areas of risk management and insurance, and additional duties. An alternative discussion might lead to the eventual development of a separate executive for our Educational Foundation, a philosophy adopted by many associations.

The cost would be considerably more than that of a consultant-turned-director but our organization has grown to support the increased requirement.

Recommendation: The Committee should discuss making an upgraded staff position opportunity available. Specifically, request discussion on either hiring an Assistant Executive Director or hiring an Assistant Executive Director/Director of Chapter Services.

C. Director of Chapter Services

When Jeff Owens departs staff, Executive Vice President Chaney plans to temporarily appoint Senior Chapter Leadership Consultant Ed Lenane as Acting

Director of Chapter Services. Ed would continue to travel and handle the administrative duties while on the road. Prior to naming a permanent replacement, we will extensively recruit to fill the position, similar to the way we handled the Director of Alumni Services position. It is felt that the position might require more leadership and management skills than a background as a chapter leadership consultant or intimate knowledge of our organization. To attract a highly qualified candidate would require a restructuring of our current compensation program.

Recommendation: The committee should discuss these areas and make appropriate recommendations.

D. Wage Range Survey and Job Description Updates

It is planned, as mentioned earlier in this report, to provide data for wage range updates at mid-year committee meetings. At that time we will also submit updated job descriptions for all present positions.

E. National Service Committee

At our last session, the Service Committee essentially ceased operations though Alan Breedlove was appointed as Chairman of our National Service Program. Alan has served admirably as the advocate for our program and as primary liaison with Canine Companions for Independence. At present, he is working on the service manual and an awards structure for chapters. This should be completed by fall. Canine Companions for Independence will be a major inclusion in this summer's National Leadership Conference program through their active participation. A demonstration is planned along with the initiation of one of their regional directors. An actual service project will be on the program as an alternative to the traditional Saturday free time.

Recommendation: Continue to encourage and support Alan Breedlove.

F. Other

REPORT TO THE COMMITTEE ON FINANCE

Kevin J. Garvey, Chairman
Larry D. Philippi
Stuart J. Spisak
Gregory M. Kroencke, Undergraduate Representative
Dr. Dennis R. Parks, Ex Officio

Richard R. Gibbs
Stan G. Thurston
Educational Foundation Trustee Liaisons

John R. Chaney, Executive Vice President

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REPORT TO THE COMMITTEE ON FINANCE

I. CURRENT ISSUES/RECOMMENDATIONS

A. 1992-93 Budget Review

In a year when we worked with our undergraduate chapters to increase their initiated figures by five, our undergraduate revenues were stagnant. This effort to increase undergraduate figures was a compromise at the 1992 National Leadership Conference & Convention to avoid a dues and fees increase while still supporting an aggressive expansion program yet not reducing or eliminating other programs or services provided. In fact, the undergraduate revenues would have actually declined across the board had it not been for new groups being colonized and chartered during the year. Even with that, pledge fees were down substantially.

While it appears that our revenues over the first eleven months of the current fiscal year are up and most line items are on track, it should be remembered that much of the revenues have been "booked" but are still on accounts receivable. Some chapters who had failed to respond to our earlier requests are now attempting to negotiate their membership figures downward and requesting that we reduce their invoices accordingly. While we have sympathy for their situation, we cannot wait until year's end to make our decisions about membership strength which drives undergraduate dues and insurance fees invoices. The Fraternity Headquarters staff is working aggressively to eliminate this annual situation, but part of the issues include Constitutional obligations and the traditional way we have handled the membership situations.

One error that had been perpetuated throughout the year in our budgeting was the inclusion of a \$7,200 revenue from services to organizations. Formerly we had used that to artificially manufacture income to reflect costs associated with operating the A-S-P Corporation. Early in the year in a meeting with our accountant, we agreed to eliminate this because of its dubious nature and the fact we were attempting to close A-S-P, but somehow we never translated that into action with regards to the actual budget. In addition to that, expenses for the personnel, telephone and chapter leadership consultant travel line items, plus a Sesquicentennial Task Force planning meeting earlier this month (originally planned to be a campaign expense), and this current Grand Council meeting, will push those several expense line items over their original projections.

A significant concern for this and our future year's budgets is in the expense line item amount we use for doubtful accounts. This has traditionally been \$1,000 and we are finding out that is ludicrous. This year with our loss of Delta Chapter alone, we face a \$6,900 expense (though we are working aggressively to "group collect" from Marietta College). The significant accounts receivable issue also looms as a major potential as a doubtful account.

It is anticipated that the end of year results should show an essentially balanced budget, though factors above could change that at audit time. Another important factor could be a significant decline in Annual Loyalty Fund revenues.

The Fraternity and Educational Foundation and Campaign Comparative Operating Statements and Budget Analysis through May 31, 1993 are contained in Enclosure A, pages 13-19. The balance sheets for the Fraternity are Enclosure B, pages 20-21. The balance sheet for the Educational Foundation will be distributed in Chicago. Beginning next year, these balance sheets also will be comparative with the previous year's figures.

Recommendations:

1. Review and discuss the 1992-93 budget. After August 7 when the auditor's report is completed, we will need to formally accept it.
2. Discuss the doubtful accounts situation for possible inclusion in future year's budget.
3. Increase commitment to address undergraduate membership revenue and membership issues at each opportunity.
4. Analyze and discuss the five additional initiated members per chapter situation and develop a strategy to make this work.

B. 1993-94 Budget Approval

The 1993-94 budget has not changed substantially since we first previewed it at the January 1993 meeting in Dallas. If you will remember, we had difficulty then making it balance and did so essentially by reducing most line items to the leanest possible amount and significantly under funding our expansion effort based on the reality that we could not accurately forecast anticipated expansion income next year which must occur. To that, we have added the President's Academy of Leadership (PAL) program costing more than \$23,000.

To get the budget balanced with PAL added, Chapter Services cut further into their operations and the provinces budget. Some of the rationale for that is included on the information sheet as Enclosure C, pages 22-23. Still we came up nearly \$3,000 short from making the budget balance. While Chapter Services had envisioned this to be covered by a \$100 per chapter user fee, we, along with Kevin Garvey, elected to remove that option since the chapters had not requested this program and for many of them it would only increase their amount of debt to the general Fraternity and not produce the required cash flow. To avoid presenting a deficit budget and to avoid making arbitrary cuts in established strategic programs and services, a line revenue item was created to bring sufficient dollars from the Fraternity reserves to balance the budget. A possible alternative source of funding could come from the savings realized if Jeff Owens were to depart staff earlier than summer 1994 and that is highly probable.

In addition to under-funding expansion and the PAL situation, it should also be noted that we could be faced with loss of revenues from the loss of traditionally

decent sized chapters at Marietta and Ohio Northern. Our recent charterings might offset some of this loss, but we must focus on expansion to significantly bring in additional revenues to make our current projections actually work; at least until there is a change in our undergraduate dues and fees charges or structure.

Recommendations:

1. Discuss the methodology used to fund the PAL program including the reduction in the province budget, one of our major strategic programs.
2. Discuss and adopt a 1993-94 balanced budget.

C. Accounts Receivable Overview

In previous reports we had only compared the accounts receivable for our various chapters' dues and fees and had excluded liability insurance receivables. When comparing the December 31, 1993 receivables in that manner our current receivables have declined from \$90,290 to \$65,511, during the past five months. Still that is not an acceptable amount to be owed to us.

When you look at the overall picture which includes insurance, unpaid invoices and other (exclusively alumni corporation) miscellaneous amounts, it exceeds \$200,000. While that amount is probably higher than in the past, even former figures would have been shocking if displayed in the composite manner used below.

The overall accounts receivable situation continues to be a function of chapters failing to respond or negotiate membership figures in a timely manner. Without their input, chapters were probably invoiced for too many members and too high of an insurance premium. After many months of trying to work with them, the figures were "locked in" and that probably is why a chapter, such as NJIT, who say they have only 26 members has such high receivables. For instance, on October 1, they had more than 60 members on their roster and when they failed to adequately remove those members who had graduated, transferred, failed to return, etc., from their rolls, we had to accurately forecast how many men came back. We removed all those we felt we could not successfully defend and came up with a roster in the 40s, the minimum we felt they could have. Still, they failed to submit materials to remove those men so we figured our totals, which we locked in. Thus they are probably paying for 15-25 more men at \$60/man (\$900-\$1,500) and similarly for liability insurance (\$1,050-\$1,750) or a total of \$1,950-\$3,250 more than they should. Therefore, they ignore the entire invoice until we start to get tough.

The "old debt" (prior to the current academic year) with some dating back to 1987 is \$16,003 as compared to \$14,925 of a year ago. This does include substantial old debt for Marietta and Oregon State.

The professional staff under the leadership of Bev Moody has mounted an aggressive collection effort. Accounts receivable are her highest priority and responsibility. Bev continues to direct our collection efforts by following procedures developed in 1988. At present, she is working to establish promissory notes with all chapters with delinquent accounts as indicated in the remarks section below.

A re-cap of significant (over \$1,000) total accounts receivable follows:

<u>Chapter</u>	<u>Chapter Account</u>	<u>Insurance</u>	<u>Unpaid Invoice</u>	<u>Other</u>	<u>Totals</u>	<u>Remarks</u>
American	\$ 4,690	\$ 5,881	\$ 754		\$ 11,325	(1)(2)
Barton	1,690	1,610	35		3,335	
California (Alumni)				\$ 18,095	18,094	
Davis & Elkins	871	1,710			2,580	(2)
Delaware		2,380			2,380	
East Carolina		1,570			1,570	(2)
Hartwick	2,980	2,380			5,359	
Illinois	580	1,000	750		2,329	(2)
Illinois State	2,460		3		2,462	
Longwood	3,105	1,783			4,888	(1)
Loyola	2,235		300		2,534	(1)(2)
Marietta	4,534	2,457			7,056	(4)
Marshall	1,590				1,590	
Miami	1,604	840			2,443	(2)
Missouri	1,173		200		1,373	
Missouri (Alumni)		13,649			13,649	(3)
Missouri Valley	3,675	2,330	1,150		7,154	(1)(2)
NJIT	3,700	2,926	90		6,715	(1)(2)
Ohio State	1,504				1,504	
Oklahoma (Alumni)		9,720		26,646	36,365	(5)
Oregon State	10,279	1,200			11,478	(4)
Penn State	890		869		1,758	
Presbyterian	1,939	330			2,269	
Rutgers	880		224		1,104	
Slippery Rock	1,500	575	100		2,175	(2)
Stockton State	2,860				2,860	
SUNY-Plattsburgh	1,448		150		1,598	(2)
Washington	6,917		67		6,983	(1)
Westminster	530	539	50		1,119	
Widener	1,520	6,728	150		8,397	(1)(2)
Widener (Alumni)				53,310	56,310	(2)
TOTALS	\$ 65,511	\$ 60,528	\$ 10,603	\$ 74,405	\$ 231,063	

(Does NOT necessarily add either horizontally or vertically.)

- (1) Financial red flag! This routinely indicates a debt believed to be too large for current chapter size/situation.
- (2) No current promissory note/defaulted note. (Used only where our collection may be difficult.)
- (3) Will secure with lien against property plus any future insurance charges.
- (4) Chapter closed. Pursuing debt collection. Could be a doubtful account.
- (5) See below for Oklahoma situation.

Recommendations:

1. Discuss the accounts receivables issue and make recommendations for implementation.
2. Request that the Fraternity Headquarters invoice chapters in September with payments for undergraduate dues payable immediately and invoices for liability insurance payable on December 1, 1993.
3. Direct Chapter Services personnel to work more closely with chapters and appendant alumni groups to solve delinquent financial and administrative matters. It should be realized that with key volunteers assuming some traditional services for "non challenging" chapters, this could fall on members of the Grand Council.
4. Direct the professional staff to re-allocate priorities to support aggressive tracking of our delinquent financial situations.
5. Give all chapters proper notice and a reasonable amount of time to pay or establish a valid promissory note and if they fail to do so, suspend the charter until it occurs.

The following are additional significant situations that deserve amplification:

Missouri. The chapter's alumni corporation currently owes \$13,648.96 for property insurance charges dating back to 1988-89. While we do not insure the alumni any longer, efforts to secure this loan with a lien against "The Castle" property have not proven successful. During the past ten months, two mailing efforts were made to secure the services of an attorney in Missouri to handle the lien situation. Of the more than a dozen known non-Alpha Theta Chapter Alpha Sigs and three local non-member attorneys recommended to us, none responded! During the past four years, the situation has not changed—we are still the creditor to be paid last by the alumni. If you will recall, we met with the principal owners of the house, James I. Reid, Missouri '36, and James S. Reid, Tulane '68, and tried to press for some repayment. Because of continued low membership and chapter house occupancy, they felt they could not pay us. The undergraduate chapter size seems to be improving, though it is not acceptable and the alumni again continue to press us for increased rush assistance to solve their situation.

Recommendation: Follow through on the proposal to secure a lien against the chapter real estate in Columbia, even if it means hiring an attorney.

Oklahoma. The A-S-P Corporation's second mortgage loan made to the chapter alumni corporation in 1978 remains delinquent (\$26,645.52 principal base; \$9,835.24 is delinquent interest). The chapter closed in 1987 and the alumni rent the apartment style house to students, though due to neglect some of the facility is vacant and alumni revenues have been diminished this year. Coupled with an abundance of campus rentals, the property only produces sufficient income to pay basic expenses and interest on the first mortgage loan. After our visit to Oklahoma in January, the alumni decided to attempt to sell the current property. To their amazement, there was quite a market for their property and they should, after repayment of debts show a modest gain. A more complete report concerning the Oklahoma situation may be found in the Undergraduate Operations Report. An updated report on their attempts to secure a chapter facility costing in the range of \$500,000-750,000 has been requested from Oklahoma alumni Scott Grissom and Jim Slayton. Brother Richard Gibbs and Executive Vice President Chaney also have updated information.

Recommendation: Continue to work with the alumni and ensure that the debts do not increase. Also, because of our real estate interest here, we might want to consider re-colonizing immediately after we can secure more appropriate housing, regardless of the established "order."

Oregon State. The alumni essentially assumed all debts including some dating back to 1990-91. We have been loaning the Psi Association alumni some \$1,500 a month through September in order to meet their basic requirements until sufficient numbers of undergraduates reoccupy the chapter house. Based on our recent telephone conference call, we have sent a demand to Allen Stonewall that until they appropriately secure the loan, no additional funds will be forthcoming. Also, the alumni were to be forwarding their anticipated debt each month so we could match

the check with their requirements instead of a base \$1,500. That, too, has not been forthcoming nor has any undergraduate pledge fees for new members.

Recommendations:

1. Follow through on requirements for loan and back debt security.
2. Continue to work with the alumni and encourage them not to lose the chapter house, though realizing after September, there are not many additional funds that we will be able to contribute to their cause.

Widener. Even though we closed on the chapter house property (Enclosure D, pages 24-25), we had received no payments in the preceding year and a half, since Dave Mason resigned from the alumni corporation position. There was a period when we had no corporate officers listed, but Matt Herman took over officially some time ago. To date, the alumni corporation owes \$56,310.49, not including some costs on the settlement sheet that they are responsible for. Initial actions have been taken to investigate our various options including "piercing the corporate veil."

As a way of explanation, the contractual agreement was for the chapter alumni to pay \$1,667.00 per month with one-half being applied to rent and one-half to be applied to reducing the balance owed. The alumni always said they had insufficient undergraduate income to make necessary tax payments and substantial capital improvements which were required by our agreement. While we saw some \$10,000 or so in essential capital improvements, they have made no real tax payments since the late 1980s. Assuming they received undergraduate rent payment, we cannot logically understand where all their money went. We also do not feel they can adequately defend their financial situation. Even with the sale and some impending actions, W. David Eckard, Widener '63, Widener University Vice President for Administration and Finance, made a moral commitment for both short and long-range collective housing for the Gamma Xi Chapter. While that was not received prior to the closing, We will continue to press for it and will certainly "memorialize" it in a certified letter to Eckard.

Recommendation: Continue plans to investigate our options and press for the moral commitment letter to provide short and long-term housing for the Gamma Xi Chapter.

D. Cash Flow Analysis

The cash flow situation this year was a drastic contrast to previous years. Even though our budget continued to expand and our accounts receivable were up, this is probably the first time in a long time (ever?) that we were in a good cash situation. This was caused by the sale of our property at 24 West William Street early in the fiscal year. This allowed us to operate without the normal early and frequent infusion of educational grant money from the Educational Foundation. As a side note, we will follow through and accrue the maximum amount of educational grants as a year-end exercise.

E. Risk Management and Insurance Program

1. **Risk Management.** Our current risk management policy is sound and is based on the foundation of FIPG guidelines. John Chaney will continue to serve that association as Secretary-Treasurer for one more year prior to leaving the FIPG board.

Recommendation: As part of our overall program of liability insurance premium allocations, we have established a very comprehensive list of risk management factors. To that list, we asked the outgoing Chapter Leadership Consultants to assist with the assessment of the chapters based on their recent visits. Also, this year, we will include the required annual risk management training certification, the appointment of undergraduate and alumni risk management officers, and Little Sisters as allocation factors due to their impact on risk management.

2. **Insurance.** During the past year, our National Insurance Program was consolidated through the brokerage of James R. Favor & Company. Our property insurance and liability insurance programs were renewed with them as of January 15, 1993. Our desire for property and liability programs that run concurrently is now a reality as well as for a true national liability insurance program where all chapters receive liability insurance from a sole source.

Lloyds of London continues to be very impressed with our attitude toward risk management, loss control and overall program. They want us to realize that this is a long-term commitment and that we should be much more concerned with loss control than on premium dollars. Efforts to have a Lloyds representative at either this meeting or the upcoming National Leadership Conference were unsuccessful, though we will continue to work to make that happen in the near future. It is very important that we develop a relationship with various Lloyds syndicate leaders in order for us to be successful in dealing with them. For instance, this year we were asked to increase our self-insured retention amount in order to minimize liability premium increases. We made a strong case directly to the London market underwriters and they actually agreed with us and reduced the deductible!

We feel it is important to reiterate that our decision to go with Lloyds has proved to be especially prudent since the market has again turned "hard." Though reports of difficulties still surface with various Lloyds syndicates, the lead underwriting syndicate on our policy and all the secondary syndicates made money over the past two years and are not facing any challenges. In fact, their insurance capacity has been increased! We also feel it is important to report that not only are the various syndicates anxious for our business, but our policy has nearly twice the minimum essential dollar capacity committed to it. The most recent loss records available for New Hampshire, our former underwriter, showed that they lost approximately \$25M for their program after two years, and many additional losses are expected to develop. Generali, who picked up most of the fraternity liability business when New Hampshire departed, quoted prices at 20

percent less than New Hampshire! As predicted in our last Grand Council reports, Generali left the market after the first year! Lloyds, on the other hand, allows losses to accrue through a ten year cycle, thus they do not feel they can give absolutely accurate quotes for new customers within those developing years.

Information on the liability insurance program and the allocation matrix has been previously provided and will remain similar for the next year, with the addition of a few items to the decision matrix as discussed earlier.

Recommendations:

1. Add all known pledges to the chapter's liability insurance invoice. (NOTE: This is industry standard procedure though our broker reports only returning members of active chapters in securing quotations for coverage. This would allow us to build up our deductible pool of money and possibly increase the amount of money we are able to fund as a future self-insured retention item which in turn would lower our premium costs.)
2. Follow through on the plan to immediately cancel a chapter's coverage and notify the host institution for failure to pay in full all current liability insurance by October 1, 1993 and future charges by January 15, 1994. Failure to meet this would result in an immediate recommendation for suspension of the chapter's charter.
3. Continue to aggressively follow-up on chapters securing local Workmen's Compensation Insurance coverage by either providing proof of policy with a 30 day notification clause prior to cancellation or request for relief from this requirement by an attorney or an insurance agent. Our insurance broker continues to advise us that Workmen's Compensation liability is our most vulnerable area!
4. That the Fraternity continue to consciously decide not to purchase additional umbrella liability insurance coverage above the present \$1M/\$5M policy.

F. Merchandising

We have seen less results with our sportswear and jewelry marketing this year, though our efforts were more aggressive. This could be because there were some personnel changes at Ihling Brothers that resulted in less direction and follow through from them. We agreed to increase our sportswear line through Balfour-Spirit but we still have not had their catalog, even though we met with the principals in Rhode Island in January. In addition to the sportswear and jewelry inserts and clip coupons in *The Tomahawk*, chapter officers and members receive these in mail packets and through our Chapter Leadership Consultant visits.

Also, we recently added an "Insignia" watch of high quality, but more moderately priced than the former Seiko offered Alpha Sig watch marketed to undergraduate parents for their sons. A high quality but limited line of embroidered sweatshirts and caps will be marketed to the parents and alumni. We also look to redouble our efforts with Balfour-Spirit marketing for us as "Alpha Sig Spirit." They also are

planning to purchase our in-house stock of ties and take over that portion of our marketing.

We agreed to an affinity long distance program that was previewed at our January meeting. It was hoped that this would be fully operational much earlier, but the marketing for this has not yet been designed for us by Brother Bill Tschirhart as he promised.

Our premium offer at the present time is from Diamond-Brostrom, doing business as WayneCo. This premium is currently the Alpha Sig lamps which replaced the former Seiko watch offer.

G. Other Fundraising Programs

This year, we instituted a corporate sponsorship program for the NLC. Nearly 100 vendors and suppliers which we use were asked to make corporate gifts. To date, we have had only three responses, though the total is more than \$1,000. We also did a follow-up letter to official family members asking them to nominate additional corporate sources, possibly businesses owned by our members. We received only one response to that request, but the lead has yet to make a corporate commitment.

Recommendation: Follow through on the current corporate sponsorship program and attempt to expand it for next year and possibly to support the PAL.

Currently we are studying a proposal from Greek Properties to enhance our overall marketing program, to protect our trademarks and to increase revenues. Information on this proposal is contained as Enclosure E, pages 26-31.

H. VISA Affinity Card

As discussed at our January meeting, we will be signing a new contract to replace First Tennessee Bank/Coverdell's Classic Affinity Visa program. FTB/Coverdell have already received notification of our contract cancellation which expires in January 1994. While not absolutely ruling out resigning with the current companies, we have solicited additional proposals. Two proposals have been received and we are waiting on one from MBNA before making any further decisions.

I. Creation of Funds

As discussed over the past several months, the Grand Council may want to elect to create named funds for our balance sheet. This would give our comptroller and accountant ability to segregate funds received and appropriate them to the proper place. Last year we created a liability insurance fund to accumulate excess funds to be used to pay for our deductible. This year, we should discuss additional funds for possible adoption. These could include a Canine Companions for Independence Fund (to accrue monies sent from chapters and individuals earmarked for CCI), a Building Fund (to set aside funds for a new headquarters based on sale of 24 West

William Street), a Reserve or Emergency Fund (to allow us some flexibility in making disbursements as adopted (paid for by assets from liquidation of A-S-P Corporation).

Recommendations:

1. At a minimum, adopt a true reserve fund to be used at the discretion of the Grand Council.
2. Adopt a Canine Companions for Independence Fund.

J. A-S-P Corporate Dissolution

As previously adopted, the A-S-P Corporation is currently planned for elimination on June 30, 1993. Executive Vice President Chaney has up-to-date details and could offer additional insight as to what ramifications this will have on our Fraternity's finances and capital gains.

K. Action Items from other Grand Council Committees

II. LONG RANGE ISSUES/RECOMMENDATIONS

A. 1994-95 Budget Preview

The planning cycle for all of the 1994-95 budgets begins in November. Other than maintaining current programs and services and adding strategic inclusions, we, along with Grand Treasurer Garvey, must rely on key volunteer and staff input to have a workable budget.

Recommendation: That all items for deletion, inclusion or revision in our annual budget process for 1994-95 be submitted in writing by November 1, 1993. Especially critical to this process are any major program or services changes.

B. Dues and Fees Increases

The Finance Committee might want to thoroughly discuss and establish strategy for proposing undergraduate dues and fees increases at the National Leadership Conference & Convention 1994, the next opportunity to do so. As a matter of information, the Grand Treasurer's request for input from the chapters has resulted in only 17 total responses. As you may recall, this plan was conceived to make the chapters provide input upon which we may base future budgets.

With an average chapter size of 45, as compared to the national chapter average size of 54, our chapters could contribute considerably more undergraduate-driven income without an increase in chapter dues and fees just by pledging/initiating more men per chapter. It might be time to correspondingly re-look our undergraduate dues and fees program and bring them into line with other national fraternities. According to the 1990-91 FEA survey (of 1989-90 data) our initiation fee (\$110) is much lower than the national average (\$149) and provides many items (badge, shingle, card and

lifetime magazine) that others do not include. We have not raised initiation fees or chapter fee (\$236) since 1982 and pledge fees (\$50) and undergraduate dues (\$60) since 1990.

Recommendation: That we form a Task Force on this issue, meet and present our various options for consideration and recommendation to the delegates. (NOTE: This Task Force may de facto have responsibilities for rewriting the Constitution and By-Laws to support any initiatives. Our Constitution and By-Laws probably need a major overhaul anyway!)

C. Expense Reduction Proposals

While the National Leadership Conference is one of our biggest and best programs, it is also one of the most expensive which makes it a quick target for reducing expenses. While the recommendations focus on NLC reductions, other line items and strategic plans should be considered as part of any over-all reduction review.

Recommendations: In an effort to fund other programs and services, we may want to consider:

1. A philosophical change in funding for the National Leadership Conference. At present, we are probably the only college fraternity and student association that does not consider the (annual) national meeting (either convention and/or leadership school) as a "profit center."
2. A reduction of the National Leadership Conference from five days, four nights to a four and three arrangement.
3. We may want to consider hosting events in conjunction with other fraternal groups.
4. A return to more austere facilities or possibly using corporate conference centers.
5. Hosting our National Leadership Conference as a weekend event, with our primary curriculum based Friday night through Sunday afternoon with optional pre- and/or post-conference events.

D. Standardized "Look"

While this was discussed by the Finance Committee in January, it is again included here as a finance issue. In order to advance the current year's mandate on this issue, we, along with Grand Councilor Spisak, approved a budget of \$3,500-5,000 to be spent in our current fiscal year. We hope to have the "look" and logo ready for presentation at this summer's NLC. A publications timeline and an upgraded *Tomahawk* are part of the committee's responsibilities. The committee consists of Brothers Thurston, Spisak, Wise, Hoffman, Zizzo and Bev Moody. The committee was to meet during this Grand Council weekend session.

Recommendation: That the Grand Council discuss with the Educational Foundation Trustee liaison member(s) whether this should be a Foundation/campaign expense.

E. Future Fund Source Opportunities

1. With regard to other fundraising possibilities, the obvious one that we have discussed with Kevin Garvey is the sale or rental of our membership mailing list. This has always been the very most sacred area of our operations. With our continued quest to create non-member generated income, this is a distinct possibility. Though we traditionally have felt that the Educational Foundation owned 93-94% of the list (all alumni), any proceeds could have an Unrelated Business Income Tax liability, if the list was so used.

Recommendation: The Grand Council should discuss this thoroughly with the Educational Foundation liaison member(s) to see if we want to consider this area at all.

2. Next year, we will make a holiday mailing to undergraduate parents to promote in-house tie and jewelry offers to complement the usual Balfour and Ihling inserts. New alumni received similar promotional materials in the "Senior to Alumni" packet during the past two years.
3. Plans to have an "NLC gift certificate" marketed to parents for their sons are still underway for next year.

F. Undergraduate Housing Chairman and a Report on a Permanent Headquarters Plan

This former National Advisory Committee has essentially been placed on "hold." While our strategic plan was to bring on a staff Director of Undergraduate Housing this year, that has been placed on hold indefinitely due to budgetary constraints. Chairman John Gibson has continued to work on publishing housing materials, maintain continuity and act as a source for our various customers regarding housing. In the past several months, John has worked with Ted Kocher to develop materials required to support his endeavors. He has the capability of putting his committee back together and returning to work at the request of the Grand Council. During the past year, John allowed Bob Denny to attend the NIC Housing Symposium to keep him informed and active with the projects. John's major work during the past several months has been in a derivative mission—planning a new permanent headquarters. Materials submitted to date are attached as Enclosure F, pages 32-36, and Enclosure G, pages 37-42.

G. Other

ALPHA SIGMA PHI FRATERNITY, INC.

Comparative Operating Statement & Budget Analysis

	7/1/91- 5/31/92	7/1/92- 5/31/93	Actual 1991-92	Budget 1992-93	Revised Proposed Budget 1993-94
<u>REVENUES</u>					
1. Initiation Fees	\$ 79,255.00	\$ 81,975.00	\$ 82,335.00	\$ 81,000.00	\$ 81,650.00
2. Pledge Fees	41,875.00	35,505.00	41,925.00	46,000.00	49,400.00
3. Chapter Fees	11,800.00	11,564.00	11,800.00	12,036.00	12,508.00
4. Undergraduate Dues	101,198.50	117,240.00	103,943.50	102,500.00	102,580.00
5. Educational Foundation Grants	133,500.00	130,000.00	175,000.00	208,400.00	220,600.00
6. Lease Income & Campaign Office Expenses	-	10,450.00	-	20,900.00	20,900.00
7. Merchandise (Net)	8,192.00	5,714.92	8,642.60	10,500.00	10,500.00
8. Investments and Interest	2,469.87	5,188.17	3,019.06	5,000.00	5,000.00
9. Parking Rentals	1,170.00	60.00	1,200.00	-	-
10. Services to Organizations	5,400.00	-	-	7,200.00	-
11. Miscellaneous	5,104.34	2,584.84	6,409.42	6,500.00	7,000.00
12. Rent and Utility	9,000.00	-	9,000.00	-	-
13. National Meeting	20,400.00	26,683.15	20,400.00	33,500.00	18,610.00
14. National Insurance Program (Net)	<u>35,918.00</u>	<u>55,967.52</u>	<u>17,487.34</u>	<u>9,506.00</u>	<u>17,000.00</u>
 TOTAL REVENUE:	 \$ 455,282.71	 \$ 482,932.60	 \$ 481,161.92	 \$ 543,042.00	 \$ 545,748.00
 TOTAL EXPENSES:	 <u>448,935.57</u>	 <u>475,088.23</u>	 <u>479,817.89</u>	 <u>542,847.00</u>	 <u>543,500.00</u>
 EXCESS REVENUE OVER EXPENSES (LOSS)	 \$ 6,347.14	 \$ 7,844.37	 \$ 1,344.03	 \$ 195.00	 \$ 2,248.00
 <u>Special Notes</u>					
Annual Loyalty Fund (net)	\$ 97,412.71	\$ 84,009.74	\$ 113,244.65	\$ -	\$ -
Available Cash:	\$ 46,336.66	\$ 124,091.58	\$ 32,480.92		

Amended July 19, 1993

Attachment G

ALPHA SIGMA PHI FRATERNITY, INC.

Comparative Operating Statement & Budget Analysis

<u>EXPENSES</u>	<u>7/1/91- 5/31/92</u>	<u>7/1/92- 5/31/93</u>	<u>Actual 1991-92</u>	<u>Budget 1992-93</u>	<u>Revised Proposed Budget 1993-94</u>
1. Personnel Costs	\$ 161,294.89	\$ 164,504.63	\$ 174,555.75	\$ 174,000.00	\$ 203,600.00
2. Lease	-	31,130.00	-	35,500.00	35,500.00
3. Utilities, Bldg., Maint. & Prop. Taxes	3,768.29	2,148.15	5,219.56	500.00	500.00
4. Telephone	14,471.24	16,538.96	16,167.13	15,500.00	17,000.00
5. Postage	16,302.01	9,864.48	16,443.28	20,000.00	17,000.00
6. Office Supplies, Printing & Furnishings	14,453.95	14,197.88	15,206.23	17,000.00	16,000.00
7. Computer Service	(2,366.59)	(1,233.67)	(2,619.52)	1,300.00	1,300.00
8. Conference & Executive Meetings	16,865.24	13,826.06	19,646.01	15,000.00	16,500.00
9. Miscellaneous	1,899.93	1,512.07	2,506.76	3,500.00	3,000.00
10. Audit & Legal	5,000.00	5,350.00	5,000.00	7,000.00	7,000.00
11. Publications					
a. Tomahawk	50,089.75	52,178.35	50,527.20	39,000.00	43,000.00
b. To Better The Man	3,919.63	285.98	7,128.13	6,000.00	11,000.00
12. Interfraternity					
a. Dues & Professional Development	2,225.00	2,360.00	2,345.00	3,900.00	2,700.00
b. Travel & Meetings	8,851.42	4,343.65	8,882.62	7,000.00	6,000.00
13. Chapter Services					
a. Executive Vice President Travel	4,482.50	3,520.53	4,911.33	4,000.00	2,000.00
b. Director Chapter Services Travel	3,693.83	2,714.10	3,845.77	5,000.00	5,000.00
c. Chapter Consultant Travel	21,771.18	26,659.72	23,182.04	24,000.00	22,000.00
d. Grand Council, Others Travel	1,453.84	404.46	1,773.37	2,000.00	2,000.00
e. Program Costs & General Operations					
1. Provinces	2,794.52	4,328.87	2,794.52	12,500.00	-
2. Service	-	623.31	-	1,500.00	500.00
3. Housing	202.86	1,315.05	202.86	1,000.00	-
4. Program & Operations	13,147.66	17,286.98	13,535.65	19,500.00	16,000.00
5. Alumni	-	208.90	-	-	-
6. Membership Expansion	-	2,076.91	-	-	-
7. Provinces & Volunteers	-	442.92	-	-	-
f. Newsletter Service	16,769.93	12,764.08	18,592.68	20,000.00	8,500.00
14. Expansion					
a. Travel & Program Costs/Gen. Operations	3,189.16	1,999.09	3,189.16	4,000.00	10,000.00
b. Others Travel	1,988.14	536.40	2,098.39	2,000.00	2,000.00
c. Program & General Operations	3,090.99	4,633.98	4,110.44	7,000.00	9,000.00

ALPHA SIGMA PHI FRATERNITY, INC.

Comparative Operating Statement & Budget Analysis

<u>EXPENSES (Conitued)</u>	<u>7/1/91- 5/31/92</u>	<u>7/1/92- 5/31/93</u>	<u>Actual 1991-92</u>	<u>Budget 1992-93</u>	<u>Revised Proposed Budget 1993-94</u>
15. Sesquicentennial Celebration	325.79	15.72	325.79	500.00	-
16. National Leadership Conference	68,488.11	69,920.49	68,488.11	80,147.00	50,600.00
17. President's Academy of Leadership (PAL)	-	-	-	-	21,300.00
18. Insignia	10,762.30	8,630.18	11,759.63	13,500.00	13,500.00
19. Doubtful Accounts	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,000.00</u>	<u>1,000.00</u>
TOTAL EXPENSES:	\$ 448,935.57	\$ 475,088.23	\$ 479,817.89	\$ 542,847.00	\$ 543,500.00

Amended July 19, 1993

REPORT TO THE COMMITTEE ON ALUMNI OPERATIONS

Stan G. Thurston, Chairman
Kevin J. Garvey
Stuart J. Spisak
Richard G. Buss, Undergraduate Representative
Dr. Dennis R. Parks, Ex Officio

Alfred B. Wise
Robert A. Sandercox
Educational Foundation Trustee Liaisons

Steven V. Zizzo, Vice President for Development
Theodore R. Kocher, Director of Alumni Services

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REPORT TO THE COMMITTEE ON ALUMNI OPERATIONS

I. CURRENT ISSUES/RECOMMENDATIONS

A. Capital Campaign

1. Feasibility Study. The Capital Campaign Feasibility Study is now underway. Our Feasibility Study Director is Thomas Golightly, a member of the Ketchum, Inc. staff and member of Phi Kappa Psi Fraternity from Purdue.

In this study, a list of alumni who were believed to be the top 91 prospects for the Capital Campaign was compiled by the staff. The campaign committee then reviewed all of the prospects to determine those who "must," "should," or "could" be interviewed. The results were as follows:

58—Must 7—Must/Should 11—Should 3—Should/Could 12—Could

By the time of the Grand Council and Trustee meeting of June 25-27 the study interviews will be 90% completed. The Foundation staff has already been interviewed for the study. During the meeting weekend, all Grand Council and Trustees in attendance will be interviewed in the same confidential manner as all of our other prospects. The goal is to interview 50 prospects and all of our board members.

The feasibility study will be presented for all board members and staff the weekend of September 24-26 in Pittsburgh. Members of the Trustees, Grand Council, and staff are asked to set aside this weekend to review and thoroughly discuss the feasibility study and to handle matters that may develop as a result of the study.

The tentative weekend schedule is:

Friday, September 24	Late Afternoon arrival and check-in 7:00 p.m. dinner for all
Saturday, September 25	Continental breakfast 9:00 a.m. Report of Feasibility Study Lunch Discussion of Campaign Plan Dinner
Sunday, September 26	Check-out and departure at your leisure

2. Steering Committee. The campaign steering committee has begun the process of establishing campaign and gift acceptance policies. One of the policies established to date is that of counting gifts. Endowment gifts will be counted as a part of the

campaign beginning July 1, 1993. All bequests and endowment gifts received after July 1, 1993 will count toward the campaign with the exception of commitments made during the Third Founding Campaign. Those gifts that were counted during the Third Founding Campaign will not count toward the current campaign figures.

Currently, the committee has added Norman R. Hamilton, Stanford '47 and is seeking to expand its roll. For the present time, Grand Treasurer Kevin J. Garvey is acting as the temporary chairman until a permanent chairman can be named. Brother Garvey will conduct a volunteer training session on the topic of major donor solicitation at this meeting weekend.

3. Case for Support. After several distributions and feedback from board members, the campaign committee approved the Case for Support which is included as Enclosure A, pages 10-13. The Case for Support is used in the feasibility study to test the interests of those being interviewed. Please review the case before your own interview.
4. Prospect Visits. The goal has been to visit who we believed to be the Top 100 prospects for the capital campaign prior to the feasibility study. Out of the Top 100, 71 were personally visited. Nearly all the rest were contacted but scheduling conflicts prevented a personal visit. Almost without exception, we have been graciously received.
5. Research. The research program is now 20 months old. In this learning and discovery process, the list of major donor prospects has been greatly refined. Originally there were 112 alumni on the list who were believed to be able to contribute \$10,000 or more. Over the past two years, the standard has been changed to include only those who have the ability to make a \$100,000 contribution. The list now stands at 174. Additionally, the research program has been recognized by others. Two workshops have been presented and three articles are being published on the program that the Alpha Sigma Phi Educational Foundation has developed.

The research program is currently in transition. For nearly two years it has been the backbone of major prospect identification and development. With the departure of research assistants Richard Ritter and Susan Krammes, the start up of Aaron Vallance, and the influx of new information from an electronic screening program for major prospects, this area will be looked at very carefully as one where some changes may need to occur in order for research to make an even greater contribution to the development team.

6. Budget. The committee last met April 20 and reviewed the campaign budget. So far, expenses have been under control and are still expected to be at least 10% under budget. Funding for fiscal year 1993-94 will come from the unrealized excess earned income from the endowment. Due to this self-imposed limitation, it is essential that leadership gifts are made to the campaign in the upcoming fiscal year. Enclosure B, page 14, shows the current budget and expenditures.

B. Annual Loyalty Fund

	<u># of Donors</u>	<u>Gross Receipts</u>	<u>Expenses</u>	<u>Net Receipts</u>	<u>Average Gift</u>	<u>Cost/ Dollar Raised</u>
1988-89	2,390 (- 14%)	\$134,745 (- 1%)	\$ 45,811	\$ 88,934 (- 17%)	\$56.38 (+ 14%)	.34
1989-90	3,142 (+ 31%)	66,780 (+ 24%)	72,938 (+ 59%)	93,842 (+ 6%)	53.08 (- 6%)	.44 (+ 29%)
1990-91	2,787 (- 11%)	167,922 (+ 0%)	70,785 (- 3%)	97,137 (+ 4%)	60.25 (+ 14%)	.42 (- 5%)
1991-92	2,958 (+ 6%)	80,359 (+ 7%)	67,114 (- 5%)	113,245 (+ 17%)	60.97 (+ 1%)	.47 (- 11%)
4/30/91	2,274	127,059	58,601	68,458	55.87	.46
4/30/92	2,386 (+ 5%)	134,437 (+ 6%)	61,504 (+ 5%)	72,933 (+ 7%)	56.34 (+ 1%)	.46 (- 0%)
4/30/93	1,123 (- 53%)	85,065 (- 37%)	30,275 (- 51%)	54,790 (- 25%)	75.75 (+ 34%)	.36 (- 22%)

The Annual Loyalty Fund has achieved less than ideal returns this year as reported above. The "why" behind that includes the fact that the Foundation Staff who has been fully engaged with the Capital Campaign turned over the entire Annual Loyalty Fund program to the new Director of Alumni Services without intensive education, planning, and follow-up. The staff is currently working on a 12-18 month plan to ensure a stellar performance in 1993-94. In the closing month of the Annual Loyalty Fund every effort has been made to solicit, one last time, those groups who are generally the best supporters to Alpha Sigma Phi. Additionally, letters to donors of \$100 or more last year were personally addressed and stamped. All letters to the major donors and volunteers were hand addressed and stamped. Also, personal follow-up letters went out to all donors of \$100 or more who said "no" during the phonathon to see if they might provide some helpful input as to why they did not give us their support this year.

A very important trend is developing with the Annual Loyalty Fund. The Educational Foundation is becoming more efficient with fundraising effort and reducing costs, which makes every dollar the "Old Gal" raises more useful. As the cost efficiency continues to improve, Alpha Sigma Phi will be able to use more money for programs including National Leadership Conference, Chapter Leadership Consultants and Scholarships, instead of the fundraising effort. According to the National Society of Fund Raising Executives, ideally, the overall Cost/Dollar Raised should be in the area of \$0.22 to \$0.25/dollar. The Educational Foundation is working toward achieving the field standard, and this can be accomplished with the leadership and direction of our Grand Council and Board of Trustees.

The Educational Foundation used various strategies in its fundraising effort over the past year. First, the mail solicitation program became more focused. This included refraining from sending one major solicitation in October/November, buying larger quantities of stationery at the beginning of the year to get the stationery at a lower cost, and by utilizing an outside consultant who made our first solicitation more powerful at the beginning of the year, which set the stage for the year's written campaign.

Secondly, the firm InfoCision was used in a no-risk, no-cost program for the Foundation. InfoCision called a portion of our never donors in the quest to increase our donor base. Even though they did not reach the goal that both organizations were hoping to achieve, InfoCision was able to acquire 96 new donors at no cost to Alpha Sigma Phi. Usually, it can cost anywhere from \$1.00 to \$1.50 per new

acquisition. The Foundation will benefit from these new donors in the future. This will be accomplished when they contribute to next year's Annual Loyalty Fund for the short term, and increase their gifts in the long term. Thirteen brothers donated at the \$100.00 level and 18 brothers donated between \$50.00 and \$100.00. Thus, new acquisitions, such as these, can be significant with proper cultivation and eventually these brothers may become members of our larger giving clubs.

Finally, the phonothon campaign was shortened from 16 weeks in 1992 to six weeks this year, a 37% reduction. By not calling our never donors this year, a great deal of money was saved. This was accomplished by restricting our calls to previous donors of the Annual Loyalty Fund. It is costly to acquire donors who are older through the phone campaign. These never donors will be acquired through the mail campaign, with the exception of younger brothers who seem to be much more receptive to the calls than our more mature never donors. This is where the bulk of our savings and efficiency took place. The phonothon campaign in the future will continue to use this format as it will be a tool to make it as simple as possible for our previous donors to continue their support for the Educational Foundation.

These cost cutting measures were necessary as society has made non-profit organizations, like Alpha Sigma Phi's Educational Foundation, more accountable for their fundraising efforts. This can be looked at in two different ways: First, we must raise money for the purposes and causes the organization stands for; not appearing to raise money just to have more money, but showing that we are in the business to create opportunities for our members. This is accomplished when money is raised at high efficiency, thus the money raised is not going into raising money. Secondly, we must continue to promote useful programs that the organization offers such as scholarships, chapter leadership consultants and funding for the National Leadership Conference.

For the 1993-94 Annual Loyalty Fund we will encourage our volunteers to take ownership in the Foundation's drive to increase our annual fund. The opportunities this will produce will take Alpha Sigma Phi to the next level of fundraising. As the Fraternity continues to increase services for our brothers, the need for increased funds continues. Two areas to be discussed are:

- 1. The increase of Trustee and Grand Council participation in the Annual Loyalty Fund.** As the Alpha Sigma Phi Educational Foundation strives to increase the money raised for our operating budget, the need continues for our volunteer leadership to lead the way. Board members have already made a personal commitment to the Annual Loyalty Fund. For the last three years the "Old Gal" has had 100% participation from the board members and we expect to be at 100% again this year. Personal solicitation by our board members will be the next step.

There is an increased need to acquire larger gifts (\$5,000+) for the Annual Loyalty Fund to be successful. The most powerful way to receive such gifts will come from board members soliciting our brothers who are capable of making these leadership gifts.

2. **The Formation of an Annual Loyalty Fund Committee.** A committee of volunteers and staff needs to form for the common cause of the Annual Loyalty Fund. This committee's basic responsibilities may include:

1. Review goals for 1993-94 Annual Loyalty Fund Campaign.
2. Create a gift chart for goal (Enclosure C, page 15); that outlines a sample gift range chart for \$200,000 goal. Compare this with the actual Annual Loyalty Fund Gift Range Chart from 1991-92. (Enclosure D, page 16.)
3. Create a plan to personally solicit the top 10% of gifts, i.e., identify top prospects, define who will solicit those top prospects, develop a time line for the entire Annual Loyalty Fund.
4. Create a "case for support" that will direct the Annual Loyalty Fund for one year, three years and five years.
5. Each member on the Annual Loyalty Fund Committee to participate in the Annual Loyalty Fund at the level that is both appropriate and to his personal ability.
6. Create a mission statement that will define the purpose for conducting an Annual Loyalty Fund campaign, i.e., acquire donors, upgrade donors, update addresses, etc.

The Future. The future of Alpha Sigma Phi's Annual Loyalty Fund will focus on acquiring donors at our higher leadership clubs. The formation of new giving clubs may be an option as it is becoming necessary to locate brothers who are both willing and able to contribute \$5,000 or more annually. This will help increase our efficiency in our fundraising effort.

Other areas of concentration will focus on target groups. The smaller gifts will still be acquired by phone and written solicitations, but these efforts will continue to become more personalized. This may be accomplished through chapter campaigns, graduating senior campaigns, parent funds, regional funds, etc.

Recommendation: The committee endorse the Annual Loyalty Fund Committee concept to allow the staff to begin working on the 1993-94 Annual Loyalty Fund with the committee.

C. **Kleinoeder Bequest**

Over the 1992-93 year an additional \$46,137.50 has been received from Brother Kleinoeder's Estate. That brings the total amount of his gift to \$6,296,183.70. The estate has been liquidated with the exception of the horse farm in Florida of which the Alpha Sigma Phi Educational Foundation, the University of Washington, and the Starr Foundation each own one-third interest. A representative from the University of Washington visited the property and made a preliminary report on his findings. Among his recommendation are that we encourage the Starr Foundation to work with us in order to expedite the sale of this property.

D. Alumni Development

Throughout the last two years, this has continued to be an area of concentration for the Foundation staff. It is becoming increasingly important for the leaders of Alpha Sigma Phi to personally meet the members they serve. Ninety-three per cent of our membership consists of alumni brothers, so it is to our advantage to concentrate on a very powerful resource, that of our alumni brothers.

Alumni events have been one way for the "Old Gal" to get the word out. Over the last six months events have occurred at:

San Antonio, Houston, Dallas, Tulsa, Oklahoma City, New York City, Atlanta, Cleveland, Orlando, St. Petersburg, Tampa Bay, Sarasota, Raleigh/Durham, Detroit, Des Moines, Omaha, Indianapolis and Chicago.

Regional alumni events will be scheduled to support our expansion plan. Also, alumni events at inactive chapters will be held to support planned re-activation. Another tool, the Time, Talent & Needs survey that went to 10,589 of our brothers, is detailed in the Foundation for Excellence section of the report, below.

E. Foundation for Excellence

There were two issues of the Foundation for Excellence newsletter published over the last six months. (Enclosures E and F, pages 17-18.)

The most recent issue contained the Alpha Sigma Phi Time, Talent & Needs survey. The survey assesses the views of alumni and asks their opinion on the direction the Fraternity should head in regards to meeting the needs of our 35,000 mailable alumni.

The survey was sent to five different groups:

- 1) 3,105 of our youngest alumni brothers who initiated from 1985 to 1989 and who have not contributed to the Educational Foundation.
- 2) 74 Major Donor prospects.
- 3) 630 including Official Family, Delta Beta Xi recipients and any brother who has attended one of our alumni events.
- 4) 427 brothers who contributed \$500.00 or more over their lifetimes.
- 5) 6253 brothers who gave less than \$500.00 in their lifetimes.

The focus of the survey is two-fold:

1. To find out what special "talents" our alumni possess and to utilize those talents in our established volunteer structure to further our cause, "To Better the Man."
2. To help fulfill the needs of our alumni, i.e., providing useful programs to the volunteers and alumni who have special interests, needs and desires.

A supplemental report on the initial response from the Time, Talent & Needs Survey will be available at the Chicago meeting.

F. Chapter Newsletters

The Fraternity Headquarters has offered the Headquarters Newsletter Service since 1984-85 to assist chapters in increasing the quality and quantity of their contacts with alumni. The service began as a very low cost, no risk method of producing three newsletters per year, if they agreed to complete three per year and raise money through the newsletter from alumni to help offset production costs. Chapters that did not utilize this service were encouraged to produce three newsletters per year on their own.

This past year, each chapter could produce two four-page issues of their newsletter at no cost, if the chapter was in good financial standing. This encouraged our chapters to stay current in their financial standing with the Fraternity.

At the January, 1993 Grand Council meeting, it was approved that our chapters would receive one free newsletter per academic year, not two as was done this year. This was a budget balancing measure.

The Chapter Newsletter program has been changed at each of the last three Grand Council Meetings, which can create confusion among the chapters who use the service.

Recommendation: Not to change the service again. Leave the program as passed in January, 1993 and allow the staff to develop the service within budgetary limits.

G. Action Items from other Grand Council Committees

II. LONG RANGE ISSUES/RECOMMENDATIONS

The committee is receiving a copy of a new HP Manual which will be provided to every chapter's director of alumni relations. While there may be some fine tuning of the document itself, the staff recommends that this manual be approved for publication and distribution at the 1993 National Leadership Conference. The proposed HP Manual is being sent under separate cover to members of the Alumni Operations Committee for their input.

A. Educational Foundation Endowment

As of 4/30/93, the endowment's value stood at slightly over \$7 million. The bulk of new funds generated for the endowment is coming from brothers contributing to chapter endowment funds. Three new chapter endowment funds have been created over the last few months: Oklahoma, Washington, and Central Michigan. Also funds have been received for the following established chapter funds: California,

Oregon State, Penn State, Westminster, UCLA, Lehigh, Purdue, and Indiana. Several alumni have shifted their support of Alpha Sigma Phi from the Annual Loyalty Fund to the Chapter Endowment Fund Program.

<u>Endowment</u>	<u>Cash Pledges</u>	<u>Verified Bequests</u>
\$ 7,027,171	\$ 0	\$ 915,846

Recommendation: Focus energy and efforts on increasing the endowment through the capital campaign and planned giving. The committee may wish to discuss the future role of the Chapter Endowment Program and the role the staff should take in promoting it.

B. Planned Giving

There currently are 69 living brothers enrolled in the "Manigault Society." Thirty-seven brothers have signified a specific amount and six have put aside an unspecified percentage of their estate. This program has had slow, but steady growth in the last couple of years. The staff plans to focus efforts this summer on the list of 93 brothers who have requested planned giving information over the past three years. The goal is to focus on the top third potential prospects and encourage them to make a firm commitment in time for the Fall, 1993 Annual Report.

Recommendation: Continue to develop relationships with brothers who may be prime candidates for membership in "Manigault Society" and encourage all board members and volunteers to review their own personal planned giving arrangements.

C. The Tomahawk and the "Look"

Four issues of *The Tomahawk* were published during the 1992-93 fiscal year. Each issue focused on different aspects of the Fraternity. The latest issue for this year was due to be distributed by June 15, 1993, with the lead article focusing on the province system and volunteer opportunities. This issue completes the planned, in-depth coverage of our strategic plan and the national committees.

The publication audit, the "look," and the upgrade proposal from Jeff Hoffman will be discussed in their committee meeting during the weekend. Jeff Hoffman will address the Alumni Operations Committee on the upgrade of *The Tomahawk* that was conceptually approved at the January, 1993 Grand Council meeting. Jeff has been commissioned to begin work on the "look" and the logo. The goal is to unveil the new logo at the 1993 National Leadership Conference.

D. National Alumni Awards

Even though nomination forms for our major alumni awards were widely circulated this year, the actual number of nominations for the Delta Beta Xi Award was down. In addition to announcing these in *The Tomahawk*, we personally sent nomination

forms to all HSPs, Official Family members and chapter alumni board members. When the nomination process was going too slowly, the staff reviewed past award winners and compared it to lists of known volunteers who were probably deserving of a nomination and sent a letter(s) to possible nominators. That produced additional nominations. However, Executive Vice President Chaney feels that we still have some highly deserving alumni who failed to receive a nomination. At a critical time with our campaign, alumni development and our approaching Sesquicentennial, we should have 10 Delta Beta Xi Award Winners each year, and they should continue to be the very best regardless of an outside nomination process. In light of that, the staff will submit a prioritized list of nominees that should be considered in addition to those regularly nominated: Delta Beta Xi—10 nominations; National Service Award—two nominations; National Merit Award—two nominations. (Enclosures G, H, I, pages 19-22.)

E. Sesquicentennial Committee

The Sesquicentennial Committee will be meeting in Delaware, Ohio over the weekend of June 11-13. The staff will present an up-to-date report to the Alumni Operations Committee.

F. Other

At the January Grand Council Meeting, the Alumni Operations Committee elected not to implement nor use honorary titles. Grand Historian Robert Kutz voluntarily drafted a position statement that could be used as a guideline in these matters. (Enclosure J, page 23.)

Recommendation: Adopt the position statement as a guideline should questions arise in the future.

THE MISSION OF ALPHA SIGMA PHI FRATERNITY IS
TO CREATE AND PERPETUATE BROTHERHOOD

By Brotherhood we mean the development of lifelong human relationships based on mutual love and support.

Through the creation and maintenance of Chapters, Alpha Sigma Phi provides opportunities for its members to experience Brotherhood.

By experiencing Brotherhood, the members of Alpha Sigma Phi grow stronger intellectually, emotionally, socially, physically and spiritually, thereby becoming more empowered to enrich society and improve the quality of life.

Alpha Sigma Phi recognizes that the social climate of today presents a formidable challenge to Brotherhood. The deterioration of family, the inclination toward instant self-gratification and the proliferation of violence, hate and prejudice are widely evident in our society.

In response, Alpha Sigma Phi actively works to create a family environment of mutual love and support in each chapter. Programs and services are provided that assist each member to:

- Seek a deeper awareness and understanding of themselves and others.
- Recognize the qualities that make themselves and others unique and needed.
- Demonstrate responsible leadership.
- Grow in relationship with his Supreme Being.
- Exemplify integrity, patriotism, and respect for the opinions, beliefs, actions, cultures and principles of others.
- Serve others.
- Pursue high scholarship.
- Invite without prejudice quality men for membership.
- Possess self-confidence.
- Be self-sufficient.
- Demonstrate behavior which exemplifies the Fraternity's Code of Conduct.

Alpha Sigma Phi will have succeeded when its members are successful in developing lifelong, meaningful relationships that enrich society and improve the quality of life.

**MINUTES OF GRAND COUNCIL TELEPHONE CONFERENCE CALL
ALPHA SIGMA PHI FRATERNITY, INC.**

**July 13, 1993
Delaware, Ohio**

53. A scheduled telephone conference call meeting of the Grand Council was held at 4:30 p.m. on Tuesday, July 13, 1993. The following participated: Grand Senior President Dr. Dennis R. Parks, Grand Junior President Stan G. Thurston, Grand Treasurer Kevin J. Garvey, Grand Marshal Mark D. Still, Grand Councilor Larry D. Philippi and Grand Councilor Stuart A. Spisak. Grand Secretary Dr. Larry G. Spees and Undergraduate Representatives to the Grand Council Richard G. Buss (Alumni Operations), Gregory M. Kroencke (Finance), Michael J. Moran (Undergraduate Operations) and Richard T. Ritter (Special Advisor to the Grand Senior President on Expansion) were unable to participate. Executive Vice President John R. Chaney, Vice President for Development Steven V. Zizzo, Vice President for Administration Beverly J. Moody, Director of Alumni Services Theodore R. Kocher and Director of Chapter Services Jeffrey S. Owens of the Fraternity Headquarters professional staff also participated.

54. ACTION/DISCUSSION ITEMS:

- A. The special report on the 1992-93 Annual Loyalty Fund was discussed.
- B. It was moved by Stan Thurston, seconded by Stuart Spisak and unanimously passed to award the 1993 Distinguished Merit Award to Brother C. Everett Koop.
- C. It was moved by Brother Thurston, seconded by Brother Garvey and unanimously passed to accept the Sesquicentennial Task Force report and thereby advance the plans proposed therein.

55. ADJOURNMENT

The telephone conference call was adjourned at 5:07 p.m.

Respectfully submitted,


Larry G. Spees
Grand Secretary


John R. Chaney
Executive Vice President

**MINUTES OF GRAND COUNCIL MEETING
ALPHA SIGMA PHI FRATERNITY, INC.**

**June 25 - 26, 1993
Oak Brook, Illinois**

45. CALL TO ORDER

Grand Senior President Parks called the Grand Council meeting to order and welcomed those present at 1:00 p.m. on Friday, June 25, 1993.

46. ROLL CALL

Members of the Grand Council in attendance during the meeting were: Dr. Dennis R. Parks, Grand Senior President; Stan G. Thurston, Grand Junior President; Dr. Larry G. Spees, Grand Secretary; Kevin J. Garvey, Grand Treasurer; Mark D. Still, Grand Marshal; Larry D. Philippi, Grand Councilor and Stuart A. Spisak, Grand Councilor. Grand Historian Robert Kutz was also in attendance as were Undergraduate Representatives to the Grand Council Richard G. Buss (Alumni Operations), Michael J. Moran (Undergraduate Operations), Gregory M. Kroencke (Finance) and Richard T. Ritter (Special Advisor on Expansion to the Grand Senior President). Educational Foundation Trustees Dr. Robert E. Miller, Milton Cerny, Richard R. Gibbs, Charles J. Vohs, Thomas C. Wajnert and Alfred B. Wise were also in attendance. Professional staff members in attendance included Executive Vice President John R. Chaney, Vice President for Development Steven V. Zizzo, Vice President for Administration Beverly J. Moody, Director of Chapter Services Jeffrey S. Owens and Director of Alumni Services Theodore R. Kocher. Others present included Executive Secretary Emeritus Ralph F. Burns, Jeffrey R. Hoffman and G. Scott Grissom.

47. APPROVAL OF MEETING MINUTES

It was moved by Brother Spees, seconded by Brother Garvey and passed unanimously to approve the minutes of the June 4, April 2, March 5 and February 5, 1993 telephone conference call meetings and the minutes of the January 23, 1992 meeting as written and the minutes of May 7 and April 23, 1993 as amended. (Attachment A)

48. APPROVAL OF MAIL VOTES

It was moved by Brother Thurston, seconded by Brother Spees and unanimously approved to accept as accurate the Constitutional Amendment Certifications dated April 1, 1993 and February 1, 1993. (Attachment B)

49. UNFINISHED BUSINESS

There was no unfinished business brought before the Grand Council.



NATIONAL HEADQUARTERS
12 LEXINGTON BOULEVARD
P.O. BOX 838
DELAWARE, OHIO 43015-0838

614-363-1911/FAX: 614-369-1845

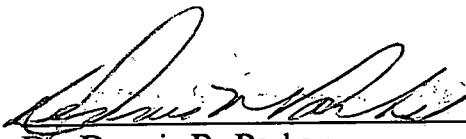
SERVICE AGREEMENT

The Alpha Sigma Phi Educational Foundation agrees to make available its Computer System to Alpha Sigma Phi Fraternity, Inc., during the time period of 7/1/93 to 6/30/94 for the purpose of:

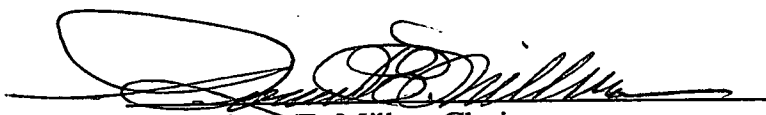
1. Membership record storage and updating
2. Production of membership reports, including labels, printouts and letters
3. Word processing

Alpha Sigma Phi Fraternity, Inc., agrees to pay the Alpha Sigma Phi Educational Foundation a usage fee of \$1,300.00 for these services.

Alpha Sigma Phi Fraternity, Inc. agrees to make available its leased office space to the Alpha Sigma Phi Educational Foundation during the time period of 7/1/93 to 6/30/94. For this, the Alpha Sigma Phi Educational Foundation agrees to pay Alpha Sigma Phi Fraternity, Inc. a usage fee of \$10,000 for these services. It is also understood that this does not include the lease and office expenses of the Alpha Sigma Phi Educational Foundation Capital Campaign to Alpha Sigma Phi Fraternity, Inc. which have been agreed to by budgetary processes.


Dr. Dennis R. Parks
Grand Senior President
Alpha Sigma Phi Fraternity, Inc.

Date July 20, 1993


Dr. Robert E. Miller, Chairman
The Alpha Sigma Phi
Educational Foundation

Date July 22, 1993

**MINUTES OF GRAND COUNCIL TELEPHONE CONFERENCE CALL
ALPHA SIGMA PHI FRATERNITY, INC.**

**September 7, 1993
Delaware, Ohio**

56. A scheduled telephone conference call meeting of the Grand Council was held at 4:30 p.m. on Tuesday, September 7, 1993. The following participated: Grand Senior President Dr. Dennis R. Parks, Grand Junior President Stan G. Thurston, Grand Secretary Dr. Larry G. Spees, Grand Treasurer Kevin J. Garvey, Grand Marshal Mark D. Still, Grand Councilor Larry D. Philippi and Grand Councilor Stuart A. Spisak. Executive Vice President John R. Chaney of the Fraternity Headquarters professional staff also participated.


57. ACTION/DISCUSSION ITEMS:

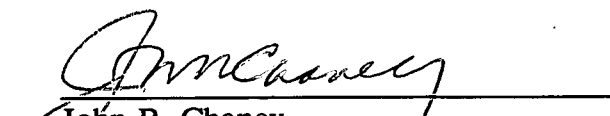
- A. It was moved by Brother Spees, seconded by Brother Garvey and unanimously passed to set aside generated investment income for charitable, scientific, literary or educational purposes.
- B. Executive Vice President Chaney gave a report on the undergraduate chapter situations at American University and Oregon State University.
- C. After unanimously stating their mandate for a four day, three night National Leadership Conference & Convention beginning in 1994, it was the sense of the Grand Council to direct the professional staff to prepare a tentative schedule for review.
- D. Grand Treasurer Garvey gave an overview of the upcoming Planning Study weekend to be held in Pittsburgh on September 25-26, 1993. Grand Senior President Parks discussed the rationale for making changes in the weekend's plans.

58. ADJOURNMENT

The telephone conference call was adjourned at 4:51 p.m.

Respectfully submitted,


Larry G. Spees
Grand Secretary


John R. Chaney
Executive Vice President

**MEMORANDUM OF SCHEDULED GRAND COUNCIL CONFERENCE CALL
ALPHA SIGMA PHI FRATERNITY, INC**

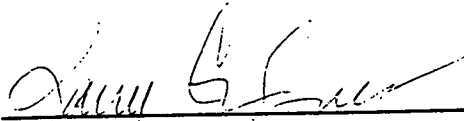
**October 4, 1993
Delaware, Ohio**

A scheduled conference call meeting of the Grand Council was held at 4:30 p.m. on Tuesday, October 4, 1993. With only Grand Secretary Dr. Larry G. Spees, Grand Treasurer Kevin J. Garvey and Grand Councilor Stuart J. Spisak joining Executive Vice President John R. Chaney, a quorum was not present to conduct business.

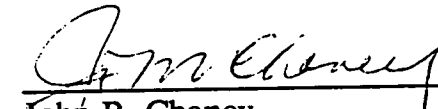
The Executive Vice President briefly discussed the following topics:

- A. Starting the process to revoke the Davis and Elkins Chapter's charter.
- B. Oregon State's alumni have filed the necessary paperwork to have the general Fraternity's loan secured in the proper format.
- C. Payment of liability insurance claims for the ceiling accident at Cornell. According to our broker, the chapter exceeded capacity prior to the accident and we should pay claims from our deductible before attorneys become involved. The Iota Chapter has already been invoiced for their \$1,000 deductible.

Respectfully submitted,



Larry G. Spees
Grand Secretary



John R. Chaney
Executive Vice President

**MINUTES OF GRAND COUNCIL TELEPHONE CONFERENCE CALL
ALPHA SIGMA PHI FRATERNITY, INC.**


**September 7, 1993
Delaware, Ohio**

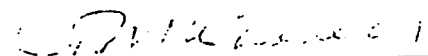
56. A scheduled telephone conference call meeting of the Grand Council was held at 4:30 p.m. on Tuesday, September 7, 1993. The following participated: Grand Senior President Dr. Dennis R. Parks, Grand Junior President Stan G. Thurston, Grand Secretary Dr. Larry G. Spees, Grand Treasurer Kevin J. Garvey, Grand Marshal Mark D. Still, Grand Councilor Larry D. Philippi and Grand Councilor Stuart A. Spisak. Executive Vice President John R. Chaney of the Fraternity Headquarters professional staff also participated.
57. ACTION/DISCUSSION ITEMS:
- A. It was moved by Brother Spees, seconded by Brother Garvey and unanimously passed to set aside generated investment income for charitable, scientific, literary or educational purposes.
 - B. Executive Vice President Chaney gave a report on the undergraduate chapter situations at American University and Oregon State University.
 - C. After unanimously stating their mandate for a four day, three night National Leadership Conference & Convention beginning in 1994, it was the sense of the Grand Council to direct the professional staff to prepare a tentative schedule for review.
 - D. Grand Treasurer Garvey gave an overview of the upcoming Planning Study weekend to be held in Pittsburgh on September 25-26, 1993. Grand Senior President Parks discussed the rationale for making changes in the weekend's plans.

58. ADJOURNMENT

The telephone conference call was adjourned at 4:51 p.m.

Respectfully submitted,


Larry G. Spees
Grand Secretary


John R. Chaney
Executive Vice President

**MINUTES OF GRAND COUNCIL TELEPHONE CONFERENCE CALL
ALPHA SIGMA PHI FRATERNITY, INC.**


**November 2, 1993
Delaware, Ohio**

59. A scheduled conference call meeting of the Grand Council was held at 4:30 p.m. on Tuesday, November 2, 1993. The following members were present: Grand Senior President Dr. Dennis R. Parks, Grand Junior President Stan G. Thurston, Grand Secretary Dr. Larry G. Spees, Grand Treasurer Kevin J. Garvey, Grand Councilor Larry D. Philippi and Grand Councilor Stuart J. Spisak. Grand Marshal Mark D. Still previously sent his regrets. Also joining the meeting was Executive Vice President John R. Chaney and Vice President for Administration Beverly J. Moody.
60. Action/Information Items. Brother Chaney led discussion on several topics. The following were actions and discussion of the topics:
- A. It was moved by Brother Garvey, seconded by Brother Spees and unanimously passed to initiate the charter revocation process for the Gamma Delta Chapter, Davis & Elkins College.
 - B. It was moved by Brother Philippi, seconded by Brother Spisak and unanimously passed to accept the debt proposal plan proposed by Brother Garvey's memorandum dated October 15, 1993 (Attachment A) which says that if the undergraduate chapter continues to pay their debt minus the disputed insurance amount they stated was paid to their alumni plus pay their present year's dues fees and payments, the \$6,748 paid to the alumni for insurance will be removed from the books.
 - C. At present, debt reduction actions, such as Widener, will be initiated by the Fraternity Headquarters who will make appropriate proposals to the Finance Committee for consideration. Brother Spisak will draft an initial written guideline for debt reduction or elimination for consideration by the Finance Committee at the January meeting.
 - D. Brother Chaney discussed the Gamma Xi Corporation's situation. It was a general consensus of the Grand Council to proceed with the necessary actions to pierce their corporate veil. Brother Chaney also discussed that we were proceeding on the collection of funds from the former Delta Chapter undergraduates.
 - E. Brother Burns' pension was discussed.


- F. The National Leadership Conference & Convention was thoroughly discussed. It was also mentioned that no exclusive National Leadership Conference video was planned for this year.

61. Adjournment: The meeting adjourned at 5:10 p.m.

Respectfully submitted,



Dr. Larry G. Spees
Grand Secretary



John R. Chaney
Executive Vice President

ALPHA SIGMA PHI FRATERNITY



NATIONAL HEADQUARTERS
12 LEXINGTON BOULEVARD
P.O. BOX 838
DELAWARE, OHIO 43015-0838

614-363-1911/FAX: 614-369-1845

TO: Grand Council Finance Committee
Larry D. Philippi
Stuart A. Spisak
Stan G. Thurston
John R. Chaney, Executive Vice President
Beverly J. Moody, Vice President for Administration

FROM: Kevin J. Garvey, Finance Committee Chairman

DATE: October 15, 1993

RE: Widener Chapter Debt

On October 4, Warren Smith and I met with Gamma Xi Chapter concerning their financial situation with the Fraternity. Representing the chapter were Clay Miller, President; Brendon Field, Treasurer; and Jim Wark.

The following is an overview of the discussion:

1. Their roster as of September 1 stands at 29 men which means they owe undergraduate dues for 1993-94 of \$1,740 (\$60 per man). Their chapter fee is \$236.00. This totals \$1,976.
2. Their 1994-95 insurance was estimated at \$2,175 and is due and payable by December 1. (This amount could change once premium negotiations are finalized.)
3. Their past debt consists of:

A.	\$ 375.00	1991 Newsletter
	205.00	1992 NLC&C delegate fee
	259.60	1992-93 Chapter fee
	41.00	1992-93 Dues balance
	<u>150.00</u>	1992-93 Pledge fees

\$1,030.60

B.	\$ 20.00	1992-93 Service fee
	1,500.00	1992-93 Insurance
	<u>5,228.00</u>	1993-94 Insurance

\$6,748.00

October 15, 1993
Page 2

The chapter has agreed to pay the current charges of \$1,976 by December 1 along with half of the 1994-95 insurance premium. The balance of the insurance premium is to be paid by March 1, 1994. It was decided, based on the concurrence of the Finance Committee and the approval of the Grand Council at our next meeting, that if all of Item 3A above is paid by December 1, 1994 then the \$6,748 (Item 3B) will be forgiven.

The Finance Committee may want to press the alumni association for the past due insurance as the chapter says that they gave money to the alumni association for this purpose.

KJG/bjm

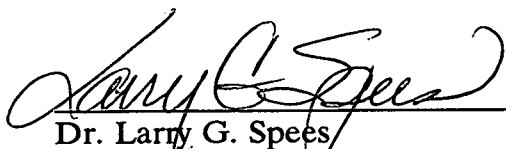
cc: Grand Council
Clayton Miller, HSP, Gamma Xi Chapter
Brendon Field, HE, Gamma Xi Chapter
James Wark, Gamma Xi Chapter
Jeffery S. Owens, Director of Chapter Services
Merilyn J. Sipes, Comptroller
J. Warren Smith III, Chapter Leadership Consultant


**MINUTES OF GRAND COUNCIL TELEPHONE CONFERENCE CALL
ALPHA SIGMA PHI FRATERNITY, INC.**

**December 7, 1993
Delaware, Ohio**

62. A scheduled conference call meeting of the Grand Council was held at 4:30 p.m. on Tuesday, December 7, 1993. The following members were present: Grand Senior President Dr. Dennis R. Parks, Grand Junior President Stan G. Thurston, Grand Secretary Dr. Larry G. Spees, Grand Treasurer Kevin J. Garvey, Grand Marshal Mark D. Still, Grand Councilor Larry D. Philippi and Grand Councilor Stuart J. Spisak. Also joining the meeting was Executive Vice President John R. Chaney.
63. Action/Information Items. Brother Chaney led discussion on several topics. The following were actions and discussion of the topics:
- A. The general agenda and timetable for the upcoming Grand Council and Educational Foundation meetings and sessions were discussed.
 - B. After a discussion of our current liability insurance program, it was the consensus of the Grand Council not to invoice for pledges acquired after the October Report of Undergraduate Membership totals were set. The issues will be further discussed along with our possible challenges posed for chapters who fail to pay for liability insurance and other charges.
 - C. After a discussion of our current financial assets and the money market investment opportunities, it was moved by Brother Spees, seconded by Brother Garvey and unanimously passed to direct Brother Chaney to investigate short term investment opportunities and make appropriate investments.
64. Adjournment: The meeting adjourned at 5:05 p.m.

Respectfully submitted,


Dr. Larry G. Spees
Grand Secretary


John R. Chaney
Executive Vice President

December 7, 1993
CONFERENCE CALL