

# Cornerstones

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The Pi Kappa Alpha International Fraternity

*Including:*

Chapter Self-Assessment and Program Guide



**Cornerstones**

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# Contents

<b>Forward .....</b>	<b>ii</b>	<b>Pi Kappa Alpha’s Cornerstones: Program Guide.....</b>	<b>7</b>
<b>Pi Kappa Alpha’s Cornerstones: Chapter Self-Assessment .....</b>	<b>1</b>	<b>The Executive Council .....</b>	<b>8</b>
<b>Area One: Membership .....</b>	<b>2</b>	President.....	9
Recruitment		Vice President – Internal & External .....	9
Pledge Education		Treasurer (and Finance Committee) .....	10
Continuing Education		Sergeant-at-Arms (and Judicial Committee).....	11
Alumni Relations		Recruitment Officer (or “Rush Chair”).....	11
<b>Area Two: Operations .....</b>	<b>3</b>	Risk Awareness Officer (or “Risk Awareness Chairman”).....	12
Finances		Secretary (or “Secretary/Membership Officer”) .....	12
Housing (if applicable)		<b>The Internal Cabinet.....</b>	<b>14</b>
Risk Awareness Management		Alumni Relations.....	14
<b>Area Three: Brotherhood .....</b>	<b>4</b>	Scholarship .....	14
International Fraternity		Historian.....	14
Ritual		Fundraising .....	14
Social		House Manager .....	15
Accountability		Brotherhood.....	15
<b>Area Four: Leadership .....</b>	<b>5</b>	<b>External Cabinet .....</b>	<b>15</b>
Scholarship		Athletics .....	15
Campus Involvement		Social .....	15
Service		Public Relations.....	16
Public Relations		Community Service .....	16
<b>Performance Summary .....</b>	<b>6</b>	Campus Involvement.....	16
		Special Events .....	16
		<b>Alumni Advisory Board .....</b>	<b>17</b>
		Advisory Board Chairman / Chapter Advisor...17	
		Financial Advisor.....	17
		Recruitment Advisor.....	17
		Risk Awareness Advisor .....	17
		Housing Advisor.....	17

## Foreward

The contents of this handbook are the result of a compilation of information from various chapters and various brothers affiliated with the Pi Kappa Alpha International Fraternity for the use by any chapter which is interested in establishing or improving its *Cornerstones* program. It should be understood that each chapter is self-governing and solely responsible for its day-to-day, week-to-week and month-to-month operation and nothing herein is intended as or should be deemed as supervision, direction, monitoring, oversight or as an effort to control the local chapter by the Pi Kappa Alpha International Fraternity, which is a fraternal affiliation of over 200 chapters, over 10,000 active undergraduate members and over 200,000 alumni and several nonprofit corporations, including, but not limited to Pi Kappa Alpha Corporation, a Tennessee nonprofit corporation which serves as a clearinghouse and an administrator for purposes of organizing meetings and conventions, publishing fraternal publications and performing other functions for the entire International Fraternity.

This handbook is an educational guideline only which contains suggestions and recommendations developed by various chapters which were able to develop successful *Cornerstones* programs. It is published and available to any chapter through the clearinghouse in Memphis as a form of brotherly advice for whatever use one wants to make of it.

All ideas herein are optional and nothing is mandatory. Participation in *Cornerstones* programming is by the voluntary choice of each chapter and each member with the understanding that one generally gets out of something what one is willing to put into it. Thus, any language contained herein which could possibly be construed as “mandatory” such as “do this” or “do that” is only in the form of a recommendation that if one wishes to get the most benefit out of using the suggestions in the handbook, then the suggestions can be utilized with the understanding that any handbook is, at most, a guide and that the users should substitute their own experience and judgment to use, adapt or modify the suggestions and recommendations contained herein. In other words, the handbook is a guide from which the users can use to establish, improve or build their own programs, using their own knowledge, common sense, ideas and experience and to assist the users from time to time as a reference for ideas and suggestions. In turn, each chapter is encouraged to share good ideas with other chapters by advising the administrative clearinghouse for possible inclusion in future publications.

# 1 Pi Kappa Alpha's Cornerstones: Chapter Self-Assessment

The following pages contain a chapter assessment in worksheet format. This worksheet is divided into four “cornerstone” categories: membership, operations, brotherhood and leadership. The evaluation criteria is based upon the Fraternity’s Vision, Mission and Creed and the True Pike membership standard.

The worksheet should be helpful to chapters in their annual goal setting process and as new officers and committee chairmen are installed.

Note that each subcategory has one question in bold. This is the “key evaluator” for that particular operations area.

The annual chapter consultant visit focuses on these four areas, as does the Fraternity’s International Awards program. For more information, please contact your chapter consultant or the director of services at [pkaserv@pikes.org](mailto:pkaserv@pikes.org).

## Area One: Membership

### Recruitment

- ◆ Does your chapter utilize the True Pike membership standard in evaluating potential recruits and in offering bids?
- ◆ Does your chapter utilize year-round recruitment tactics?
- ◆ **Does your chapter annually initiate the most, or second most, men on campus?**

### Pledge Education

- ◆ Does your chapter incorporate the Mission, Vision and Creed into its pledge education program?
- ◆ Does your chapter's pledge program last eight weeks or less?
- ◆ **Does your chapter annually initiate at least 80% of its pledges?**

### Continuing Education

- ◆ Does your chapter incorporate the Mission, Vision and Creed into its continuing education program?
- ◆ Does your chapter offer continuing education programs that involve and are valuable to the general membership?
- ◆ **Does your chapter maintain the largest, or second largest, membership on campus?**

### Alumni Relations

- ◆ Does your chapter have an alumni relations program?
- ◆ Does your chapter have an active alumni advisory board?
- ◆ **Does your chapter have an effective and accredited chapter advisor?**

## Area Two: Operations

### Finances

- ◆ Does your chapter generate and distribute financial reports to its members on a monthly basis?
- ◆ Does your chapter collect at least 90% of its receivables?
- ◆ **Does your chapter create and maintain separate balanced budgets (e.g. operations, housing and kitchen – if applicable)?**

### Housing (if applicable)

- ◆ Does your chapter have an active house corporation?
- ◆ Does your chapter participate in International Work Day?
- ◆ **Does your chapter meet at least 75% of the Operation and Condition Standards?**

### Risk Awareness

- ◆ Does your chapter have a written crisis management plan?
- ◆ Does your chapter conduct risk awareness checklists prior to all chapter events?
- ◆ **Does your chapter maintain the Fraternity's Standards for Retention of Membership?**

### Management

- ◆ Does your chapter conduct an annual goal setting and recruitment retreat?
- ◆ Does your chapter conduct an annual/semesterly transition retreat?
- ◆ **Does your chapter have an effectively functioning committee system?**

## Area Three: Brotherhood

### International Fraternity

- ◆ Does your chapter actively participate in Pike University events?
- ◆ Does your chapter meet its financial obligations to the Fraternity?
- ◆ **Does your chapter achieve the expectations of the Fraternity's Mission, Vision and Creed?**

### Ritual

- ◆ Does your chapter regularly use the Ritual in its meetings?
- ◆ Does your chapter regularly conduct ritual education for members?
- ◆ **Does your chapter demonstrate the proper use and respect for the Ritual?**

### Social

- ◆ Does your chapter annually win intramurals, or place in the top two?
- ◆ Does your chapter host unique and attractive social events?
- ◆ **Is your chapter recognized by the university administration, other fraternities and sororities, other students and the surrounding community as an all-around leader?**

### Accountability

- ◆ Does your chapter have a functioning judicial board?
- ◆ Does your chapter incorporate the Mission, Vision and Creed into its membership contracts and expectations?
- ◆ **Does your chapter hold its members accountable to Fraternity and chapter standards?**

## Area Four: Leadership

### Scholarship

- ◆ Does your chapter provide scholarship incentives and resources?
- ◆ Does your chapter expect and encourage a minimum grade point average?
- ◆ **Does your chapter rank above the all-fraternity and all-men's grade point and graduation averages?**

### Campus Involvement

- ◆ Does your chapter have members that are actively involved in a variety of campus organizations?
- ◆ Does your chapter expect and encourage a minimum level of involvement from each of its members?
- ◆ **Does your chapter have members that are leaders of a variety of prestigious campus organizations?**

### Service

- ◆ Does your chapter host community service activities?
- ◆ Does your chapter expect and encourage a minimum level of service from each member?
- ◆ **Does your chapter place first or second amongst all fraternities in total community service hours donated?**

### Public Relations

- ◆ Does your chapter have a public relations chairman?
- ◆ Does your chapter have a strategic plan that addresses its image on campus, in the community, and within the Fraternity?
- ◆ **Does your chapter hold a positive image on campus, in the community, and within the Fraternity?**

## Performance Summary

Use this page to calculate your chapter assessment. In each area, rate each program on a 0 to 4-point scale. Use the key at the bottom to measure your chapter’s competitiveness.

### Membership

Recruitment..... \_\_\_\_\_  
 Pledge Education ..... \_\_\_\_\_  
 Continuing Education..... \_\_\_\_\_  
 Alumni Relations ..... \_\_\_\_\_  
 Area Average ..... \_\_\_\_\_

### Brotherhood

International Fraternity..... \_\_\_\_\_  
 Ritual..... \_\_\_\_\_  
 Social..... \_\_\_\_\_  
 Accountability ..... \_\_\_\_\_  
 Area Average ..... \_\_\_\_\_

### Operations

Finances..... \_\_\_\_\_  
 Housing..... \_\_\_\_\_  
 Risk Awareness..... \_\_\_\_\_  
 Management ..... \_\_\_\_\_  
 Area Average ..... \_\_\_\_\_

### Leadership

Scholarship..... \_\_\_\_\_  
 Campus Involvement..... \_\_\_\_\_  
 Service ..... \_\_\_\_\_  
 Public Relations..... \_\_\_\_\_  
 Area Average ..... \_\_\_\_\_

**OVERALL AVERAGE**..... \_\_\_\_\_

### How does your chapter compare?

A score of 3.5 (88%) or higher is typical of Pi Kappa Alpha’s Smythe winning chapters. This score probably means that your chapter is not only the best on its campus, but amongst the best in all of Pi Kappa Alpha. A score of 2.5 (63%) or lower probably means that your chapter is not competitive on your campus or even in danger of not meeting Pi Kappa Alpha’s minimum expectations for retaining a charter. You can use these scores to evaluate your chapter’s progress monthly, semesterly or annually. For more information, contact your chapter consultant or the director of services.

# 2

## Pi Kappa Alpha's Cornerstones: Program Guide

The following pages contain descriptions of typical chapter officer and chairman roles.

This resource should be helpful to chapters as they conduct transition retreats and educate new officers on their roles.

More information is available on the Fraternity's website, [www.PIKES.org](http://www.PIKES.org), or by contacting a chapter consultant at the Memorial Headquarters, 901.748-1868.

## The Executive Council

Chapter leadership is typically vested in the executive council, led by the chapter president. The executive council is composed of the president, one or two vice presidents, the treasurer, sergeant-at-arms, recruitment officer, risk awareness officer and secretary/membership officer. Executive council meetings typically occur weekly with an agenda as follows:

- ◆ **President's report**
  - Review of overall goal progress
  - Areas of pride and concern
- ◆ **Vice Presidents' reports**
  - Internal committee reports
  - External committee reports
- ◆ **Financial report**
  - Profit and loss report / income statement
  - Balance sheet
  - Cash flow analysis
- ◆ **Recruitment report**
  - Work of the recruitment committee
  - Progress toward goals
  - Upcoming plans
- ◆ **Sergeant-at-arms report**
  - Judicial board resolutions (if any)
- ◆ **Review of upcoming events**
  - Details of the event
  - Risk awareness considerations
- ◆ **Development of chapter meeting agenda**

## President

- Role:** As the chief executive of the chapter, the president will spend most of his time and energies working toward accomplishing the chapter's strategic goals. He will also serve as the primary chapter representative to the chapter's alumni advisory board and university student affairs personnel.
- Selection:** Chapter presidents are elected.
- Qualifications:** Presidents are typically upperclassmen who have demonstrated success in other prominent chapter roles (e.g. rush chairman, treasurer or vice president).
- Sample Tactics:** The president will typically lead the chapter in the annual goal setting retreat and in a biannual officer/chairman transition retreat. He will usually chair a weekly executive council meeting.
- Term:** Presidents usually serve a one-year term, from January to December.

## Vice President – Internal & External

- Role:** The internal/external vice president is usually charged with guiding the internal/external cabinet and committee chairmen.
- Selection:** Vice presidents are elected.
- Qualifications:** Vice presidential candidates will have typically held prominent committee chairmen roles (e.g. risk awareness, social or pledge education).
- Sample Tactics:** Bi-weekly cabinet meetings are typically chaired by the vice presidents, during which time progress toward goals is evaluated for each committee and financial reports are reviewed.
- Term:** Vice presidents will typically serve one semester terms.

## Treasurer (and Finance Committee)

**Role:** The treasurer is the chief financial officer of the chapter and is usually responsible for the overall financial health and stability of the chapter, and allocating the resources necessary to accomplish the organization's goals. In addition to being a member of the executive council, he will chair the chapter's finance committee.

**Selection:** Treasurers are elected; members of the finance committee are typically appointed by the treasurer or executive council.

**Qualifications:** Treasurer candidates will have typically served at least one year as a member of the chapter's finance committee. He will also typically have a good understanding of finance and/or accounting, and is usually majoring in a business-related field.

**Sample Tactics:** The treasurer will usually provide the chapter, on a monthly basis, at least three financial reports: a balance sheet, a profit and loss (a.k.a. income) statement and a cash flow analysis. These are usually distributed to every member and discussed during chapter meetings. The treasurer chairs the finance committee, which usually contains three other members with duties such as:

Receivables Chairman – Discusses financial obligations with all prospective members; collects membership contracts and, with the house manager, collects all housing contracts; coordinates collection efforts with third-party service providers (e.g. university billing department or companies such as Omega Financial, Inc.) if applicable.

Payables Chairman – Balances the chapter's checkbook; ensures that all checks require dual signatures (typically president and treasurer); reimburses committee chairmen for approved expenses.

Reports Chairman – Develops and distributes the monthly financial reports to members, officers and committee chairmen.

The treasurer, assisted by the finance committee, typically leads the chapter in the development to its budget. That process usually includes the following steps:

1. Completion of chapter goal setting retreat.
2. Solicitation of budget requests from officers and chairmen.
3. Development of draft budgets (separate budgets for operations, housing and kitchen), taking into account the priorities established during the goal setting retreat.
4. Presentation of draft budgets to the executive council for discussion and revision if necessary.

5. Presentation of draft budgets to the chapter for ratification, emphasizing consistency with goal setting retreat.

**Term:** The Fraternity’s Chapter Codes state that all treasurers serve one-year terms. These terms are typically on the same schedule as the president, from January through December.

## Sergeant-at-Arms (and Judicial Committee)

**Role:** The sergeant-at-arms typically chairs the chapter’s judicial committee and serves an important role during the use of the Fraternity’s ritual.

**Selection:** The sergeant-at-arms is typically elected; the members of the judicial committee are usually appointed by the president or executive council.

**Qualifications:** As a member of the executive council, the sergeant-at-arms will have usually demonstrated leadership ability by holding other chapter chairmanships.

**Sample Tactics:** The sergeant-at-arms will chair the meetings of the judicial committee as necessary. The judicial committee typically has the authority to censure, suspend or fine members for their failure to uphold chapter policies or expectations. The committee could also recommend the expulsion of a member, which would require a chapter vote. The decisions of the judicial committee are typically subject to review and/or modification by the executive council. The judicial committee typically has at least four members, not including the sergeant-at-arms).

**Term:** The sergeant-at-arms usually serves a one semester term.

## Recruitment Officer (or “Rush Chair”)

**Role:** The recruitment officer is generally charged with recruiting new members and coordinating the work of the recruitment committee (or rush captains) on an active and year-round basis.

**Selection:** The recruitment officer should be appointed by the president or executive council.

**Qualifications:** Recruitment officers have usually served at least one year on the recruitment committee or have already served as a member of the executive council. They are highly organized and have an excellent understanding of rush tactics and the campus “marketplace”.

**Sample Tactics:** The recruitment officer will typically chair a weekly meeting of the recruitment committee; organize all recruitment events; maintain the chapter’s “green book” or list of prospects; appoint members to the recruitment committee and lead the committee and chapter in a biannual rush retreat.

**Term:** The recruitment officer is a one-year term, usually from January through December.

## **Risk Awareness Officer (or “Risk Awareness Chairman”)**

**Role:** The risk awareness officer is typically charged with identifying risks and threats to members, guests and the overall chapter, with educating members about these risks and assisting the chapter in reducing its exposure to threats.

**Selection:** The risk awareness officer should be appointed by the president or executive council.

**Qualifications:** A good risk awareness officer candidate will typically be an experienced and respected member of the chapter.

**Sample Tactics:** Usual duties include semesterly presentations of the Fraternity’s Standards for Retention and other applicable risk awareness policies, presentation of the Fraternity’s Statement of Position on Hazing to each pledge, review of all chapter events for compliance with the chapter’s risk awareness plan, review of chapter house safety needs (usually through coordination with the house manager) and maintenance and refinement of the chapter’s crisis management plan.

**Term:** Most risk awareness officers serve a one-year term.

## **Secretary (or “Secretary/Membership Officer”)**

**Role:** The secretary is usually responsible for maintaining the chapter’s roster and bylaws. With this focus on membership issues, some chapters will create an enhanced structure whereby the pledge educator and continuing education chairman report to a “secretary/membership officer”, creating a “membership development committee”.

**Selection:** The secretary is usually elected.

**Qualifications:** A candidate for secretary will have typically held a committee chairmanship. This position can be a good “stepping stone” for those aspiring to hold higher chapter office.

**Sample Tactics:** Usual duties include keeping attendance and minutes at chapter meetings, maintaining

the chapter's bylaws and ensuring that proper procedures are followed for chapter elections and membership expulsions. In some situations, the secretary/membership officer will chair the "membership development committee" and guide the following programs:

### **Pledge Education**

#### *Sample Goals*

- Initiate 100% of the chapter's pledges within eight weeks of pledging
- Educate pledges on the Fraternity and chapter's history, its policies and its expectations
- Maintain a hazing-free pledge education process

#### *Sample Tactics*

- Alcohol-free pledge class retreat
- Pledge class officer elections and committee appointments
- Alcohol-free "Big Brother" event
- Pledge class community service event

### **Continuing Education**

#### *Sample Goals*

- Increase chapter morale and participation rates
- Broaden member experiences through a variety of educational offerings

#### *Sample Tactics*

- Speakers program (e.g. men's health issues, study skill development, resume building, interview skills, etc.)
- Membership handbook

**Term:** Secretaries are typically elected each semester.

## The Internal Cabinet

The internal cabinet is typically led by the internal vice president. It is typical for the vice president to lead a weekly or biweekly cabinet meeting to maintain communication amongst the committees and encourage progress toward overall goals.

### Alumni Relations

#### Sample Goals

- ◆ Increase communication with alumni
- ◆ Host successful alumni events
- ◆ Offer opportunities for chapter and alumni interaction

#### Sample Tactics

- ◆ Alumni newsletters (chapter or third-party produced)
- ◆ Golf tournaments or homecoming receptions
- ◆ Alumni speakers series

### Scholarship

#### Sample Goals

- ◆ Encourage scholastic achievement
- ◆ Improve the chapter's overall grade point average

#### Sample Tactics

- ◆ Academic mentors
- ◆ Scholarship competitions and awards
- ◆ Tutors

### Historian

#### Sample Goals

- ◆ Uncover and protect records of the chapter's history
- ◆ Record contemporary activities for historical archives

#### Sample Tactics

- ◆ Chapter history archive
- ◆ History display case

### Fundraising

#### Sample Goals

- ◆ Raise funds for a special project
- ◆ Raise funds for a chapter house savings account

#### Sample Tactics

- ◆ Car washes
- ◆ Basketball tournaments

## House Manager

### Sample Goal

- ◆ Improve/maintain the condition of the chapter house

### Sample Tactics

- ◆ Live-in housing contracts
- ◆ Cleaning schedules
- ◆ Market rental rates

## Brotherhood

### Sample Goals

- ◆ Improve intra-chapter communication
- ◆ Develop a “Big Brother” program

### Sample Tactics

- ◆ Brotherhood retreats
- ◆ Intra-chapter athletics events
- ◆ “Brother of the Month/Week” awards

## External Cabinet

The external cabinet is typically led by the external vice president. As with the internal cabinet, it is typical for the vice president to lead a weekly or biweekly cabinet meeting to maintain communication amongst the committees and encourage progress toward overall goals.

## Athletics

### Sample Goals

- ◆ Win the all-campus intramural trophy
- ◆ Win the all-fraternity intramural trophy

### Sample Tactics

- ◆ Recruit athletes for teams
- ◆ Schedule practices
- ◆ Promote athletic events/opportunities

## Social

### Sample Goals

- ◆ Become the socially preferred fraternity on campus
- ◆ Host fun, safe and unique social events

### Sample Tactics

- ◆ Poll members for event ideas
- ◆ Contact sororities to market social opportunities
- ◆ Plan the chapter’s social calendar

## Public Relations

### Sample Goal

- ◆ Promote a positive chapter image to external constituents

### Sample Tactics

- ◆ Press releases
- ◆ Newspaper advertisements
- ◆ Thank you notes
- ◆ Website management

## Community Service

### Sample Goal

- ◆ Increase chapter community service participation

### Sample Tactics

- ◆ Plan community service events
- ◆ Reward chapter member participation

## Campus Involvement

### Sample Goals

- ◆ Increase member participation and leadership in campus organizations
- ◆ Increase chapter representation in prestigious campus organizations

### Sample Tactics

- ◆ Educate chapter members on campus organizations (speakers, profiles, etc.)
- ◆ Recruit members to join campus organizations
- ◆ Encourage chapter participation in campus elections

## Special Events

### Sample Goal

- ◆ Host a campus speaker
- ◆ Plan a Founders Day event
- ◆ Host a Parents Weekend

### Sample Tactics

- ◆ Organize special events committee
- ◆ Coordinate funding with fundraising committee

## Alumni Advisory Board

The advisory board is typically composed of alumni in good standing who are ideally from varied chapter backgrounds. The board does not have any chapter management authority, does not approve budgets, approve expenditures, enter into contracts, sanction members or approve events, but it serves the valuable role of providing advice and recommendations to key chapter leaders. The advisory board typically meets monthly, with key members perhaps meeting with student officers on a biweekly basis.

### Advisory Board Chairman / Chapter Advisor

#### Sample Roles

- ◆ Serve as a resource to the chapter president and mentor to chapter members
- ◆ Serve as a liaison to the alumni advisory board, university and alumni association
- ◆ Assist in the development of the officer transition retreat
- ◆ Provide suggestions and input at executive council meetings

### Financial Advisor

#### Sample Roles

- ◆ Assist the treasurer in developing the chapter budget and financial reports
- ◆ Meet with the financial committee on a monthly basis
- ◆ Identify a local accountant to assist in the annual audit

### Recruitment Advisor

#### Sample Roles

- ◆ Assist the recruitment chairman in developing the chapter's recruitment strategy
- ◆ Provide comments and insights during the chapter recruitment retreat

### Risk Awareness Advisor

#### Sample Roles

- ◆ Assist in the presentation of the chapter's risk awareness policies
- ◆ Assist in sourcing speakers to present on risk awareness issues

### Housing Advisor

#### Sample Roles

- ◆ Serve as a liaison to the local house corporation
- ◆ Assist in the development of the chapter's housing budget and program

Other advisory positions may include Membership Development Advisor, Alumni Relations Advisor or Scholarship Advisor.

## Notes



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The Pi Kappa Alpha International Fraternity

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