

CARDINAL JOURNEY

BROTHERHOOD

MASTER TABLE OF CONTENTS

Role of the Inductor.....	3
Cardinal Journey Overview.....	5
Expectations of the Inductor.....	5
Program Expectations.....	5
Using this <i>Inductor's Guide</i>	6
Retaining Associate Members.....	7
Hazing Guidelines.....	8
Building your Program.....	9
Elements of the <i>Brotherhood in Phi Sigma Kappa</i> program.....	11
Associate Member Meeting Topics.....	11
Associate Member Events.....	13
Rituals.....	15
Due Dates for Associate Members.....	15
Concluding your Program.....	16
Submitting your Associate Member Education Plan on Officer Portal.....	16
Sample Program Timelines.....	16
Good Samaritan Service Project.....	19
Guidelines for the Inductor.....	21
“Good Samaritan Service Project Guidelines” Handout for Associate Members.....	22
Selflessness in Phi Sigma Kappa Facilitator Guide.....	23
“ Selflessness in Phi Sigma Kappa” Associate Member Worksheet.....	26
Initiating Associate Members.....	27
Requirements for Associate Members to Initiate.....	29
Reporting Initiates on Officer Portal.....	30
Ritual for the Initiation of New Members Instructions for Associate Members.....	31
Planning Rituals with the Sentinel.....	31
Big Brother Program.....	33
Big Brother Program Overview.....	35
Implementing the Big Brother Program.....	35
Big Brother Interviews.....	35

Selecting Big Brothers.....	36
“Big Brother Responsibilities” Handout for Big Brothers.....	37
“Big Brother Application” for Big Brothers.....	39
“Big Brother Interview Questions” for Associate Members.....	41
Meeting Guides.....	43
Using the Materials.....	45
Expectations of Phi Sigma Kappa.....	47
Founding of Phi Sigma Kappa.....	51
“ Founding of Phi Sigma Kappa” Worksheet for Associate Members.....	57
Leadership in Phi Sigma Kappa.....	61
“ Leadership in Phi Sigma Kappa” Worksheet for Associate Members.....	64
Integrity in Phi Sigma Kappa.....	69
“ Integrity in Phi Sigma Kappa” Worksheet for Associate Members.....	76
Accountability in Phi Sigma Kappa.....	79
“Confrontation Style Assessment” Handout for Associate Members.....	84
“ Accountability in Phi Sigma Kappa” Worksheet for Associate Members.....	85
Inclusion in Phi Sigma Kappa.....	89
“ Inclusion in Phi Sigma Kappa” Worksheet for Associate Members.....	95
Solidarity in Phi Sigma Kappa.....	97
“ Solidarity in Phi Sigma Kappa” Worksheet for Associate Members.....	102
Teamwork in Phi Sigma Kappa.....	105
“ Teamwork in Phi Sigma Kappa” Worksheet for Associate Members.....	109
Ritual in Phi Sigma Kappa.....	111
Courage in Phi Sigma Kappa.....	115
“ Courage in Phi Sigma Kappa” Worksheet for Associate Members.....	118
Case Study Options for Courage in Phi Sigma Kappa.....	120
Lifelong Learning in Phi Sigma Kappa.....	125
Resources.....	129
Phi Sigma Kappa Glossary of Terms.....	131
Phi Sigma Kappa Fast Facts.....	135
Phi Sigma Kappa Crossword Puzzle.....	137
Facilitation Best Practices.....	138
Smaller Associate Member Class Tips.....	140
Activity Bank.....	141
“Campus Resources” Handout for Associate Members.....	146
Resources List.....	148
References & Recognition.....	149

ROLE OF THE INDUCTOR

TABLE OF CONTENTS

Cardinal Journey Overview.....	5
Expectations of the Inductor.....	5
Program Expectations.....	5
Using this <i>Inductor's Guide</i>	6
Retaining Associate Members.....	7
Hazing Guidelines.....	8

ROLE OF THE INDUCTOR

Cardinal Journey Overview

Cardinal Journey is Phi Sigma Kappa's comprehensive member development program that begins when brothers join the Fraternity and ends during the final year of their undergraduate experience.

The goal of *Brotherhood in Phi Sigma Kappa*, the first phase in the Cardinal Journey program, is to integrate associate members into the chapter's brotherhood through a focus on personal growth, genuine conversation and an exploration of individual and organizational values. This is achieved by educating associate members on the purpose and history of the Fraternity and discussing important topics and life skills relevant to college men. The program includes associate member meetings led by you, the Inductor, as well as informal opportunities for connection, such as an associate member retreat and group service project. Upon conclusion of the program, associate members should feel confident as brothers of the Fraternity, leaders on their campus, and members of society.

Expectations of the Inductor

- Lead the chapter as an Executive Board officer
- Serve as a role model for associate members
- Oversee a committee or an assistant (whichever works best for your chapter) to assist with the *Brotherhood in Phi Sigma Kappa* program
- Develop and submit the Associate Member Education Plan on Officer Portal two weeks prior to beginning the associate member program (see page 16)
- Facilitate all associate member meetings, or identify an appropriate facilitator
- Coordinate associate member class activity/retreat (see page 13)
- Oversee completion of GreekLifeEdu (see page 29)
- Oversee big brother application, training and matching process (see page 35)
- Hold big brothers accountable to their role as a mentor
- Assist in the planning and execution of rituals associate members participate in (see page 31)
- Oversee associate members and their big brothers in the planning and execution of the Good Samaritan service project (see page 21)

Program Expectations

This *Inductor's Guide* is exactly that—a guide. However, this program has been carefully crafted by members of Grand Council, Phi Sigma Kappa alumni volunteers, and International Headquarters professional staff to provide a first-class experience for the Grand Chapter's newest associate members. While this program is customizable, the following is expected of you:

- All meeting facilitator guides are led by the Inductor, another officer of the chapter, or a designated outside facilitator such as college/university employee or local alumnus. It is expected that facilitator guides are generally followed as written, completing the meeting outcomes as indicated on each meeting's facilitator guide. See page 43 for all meeting facilitator guides.

- Any additional associate member education outside of the *Brotherhood in Phi Sigma Kappa* program does not include hazing of associate members and is approved by International Headquarters (IHQ) professional staff or the Chapter Adviser.
- Each chapter holds 9-11 meetings over the course of a **maximum** of eight weeks, with the Ritual for the Initiation of New Members being held during the sixth week at the latest. It's okay to combine meetings or hold multiple meetings per week. If your campus policies do not align with our model and require initiation to be held prior to the sixth week, please include this information in your Associate Member Education Plan, as described below.
- Every chapter's Inductor is required to submit an Associate Member Education Plan on Officer Portal two weeks prior to beginning their program. In this plan, you need to include a schedule of meetings and other associate member events and rituals. Be specific about what meetings and events are being held on what dates and what you plan on doing for the associate member class activity, big brother reveal/retreat, and Good Samaritan service project. The Inductor should wait until receiving approval from the Chapter Consultant before beginning the associate member process (see page 16 for more information).

Using this *Inductor's Guide*

This *Inductor's Guide* includes information for all aspects of the *Brotherhood in Phi Sigma Kappa* program. Sections included are:

- Role of the Inductor
- Building your Program
- Good Samaritan service project
- Initiating Associate Members
- Big Brother Program
- Meeting Guides
- Resources

For more details about what is in each section, you can visit the master Table of Contents on page 1.

Meeting Facilitator Guides

Meeting facilitator guides are provided in the Meeting Guides section on page 43 in this *Inductor's Guide*. Each meeting facilitator guide contains several elements that will help you lead a successful and productive meeting. However, it could be confusing or overwhelming at first glance. Use the key below to better understand how to read the guide; after the first few meetings it will become second-nature.

- **Meeting Outcomes:** These are the goals for the meeting. It is the Inductor's responsibility to strive to achieve all meeting outcomes in order to maximize the experience for associate members.
- **Materials/Preparation:** It is beneficial for the Inductor or facilitator of the meeting to look at this list prior to the meeting to ensure all materials are available and prepared.

- **Time:** Each meeting is designed to last about an hour to an hour and a half. Conversation could cause it to run shorter or longer. For bigger associate member classes, plan more time for discussions and activities.
- **Font Styles:**
 - **Bolded fonts:** Indicate a header or title
 - *Italic fonts:* Indicate notes to the facilitator
 - Regular fonts: Indicate items to be said aloud
- **Facilitator tips:** In some meeting facilitator guides, you will notice facilitator tips, that are red, bolded, and italicized. These are to help you handle potentially challenging scenarios or conversations, include tips on how to make it personalized or relevant or with how to adapt that activity for a smaller associate member class.

Associate Member Worksheets

Almost every meeting has an accompanying worksheet that associate members will need to complete activities and take notes. Each worksheet is located directly after the facilitator guide in the Meeting Guides section on page 43 of this *Inductor's Guide* and you can also access them online via the Phi Sigma Kappa website or on Officer Portal.

It is suggested that you print all worksheets at the beginning of the associate member process and place in a folder or binder and ask associate members to bring that to each meeting. Another option is to print the worksheets or handouts before each meeting and distribute them to each associate member at the beginning of each meeting. It is up to you to decide what works best for you and the associate members.

Retaining Associate Members

On average in Phi Sigma Kappa, about 60-70% of associate members become initiated brothers. Looking at this positively, this means the majority of our associate members are initiated. Some of the associate members who are not initiated may have been at the choice of the chapter, but some associate members may choose to leave Phi Sig for a variety of reasons. It's your role as Inductor to prevent losing associate members who are a good fit, but for one reason or another are unengaged or don't see the value or benefit of the Fraternity. You can help prevent these losses in a number of ways:

- Reach out to individual associate members who are unengaged in meetings, do not show up to other Phi Sig events, and do not seem to be making a lot of friends.
- Rearrange seating or assign partners/groups at associate member meetings, to encourage brothers to meet new people, especially in the first few weeks.
- Ensure associate member retreats and activities are scheduled when the majority of brothers can attend and are structured so that associate members can truly get to know one another.
- Train big brothers to serve as a mentor and emphasize that their role is to help get their little brother acclimated to the Fraternity. Encourage big brothers to introduce their little brothers to their friends in Phi Sig as well as other organizations on campus.

For associate members who are in their first year of school or transferred to your college or university, remember they are also getting acclimated to campus. Ask them how they're doing in their classes, if they're navigating campus okay, and make sure to encourage them to attend campus events.

Hazing Guidelines

It is the responsibility of every member to see that Phi Sigma Kappa's policy on hazing is not violated. But what is hazing? What some might think is a harmless activity to "educate" the associate members may be viewed by others as an act of hazing that can be criminal.

Phi Sigma Kappa's Policy Manual includes the following policy on hazing:

No chapter, colony, student, or alumnus shall conduct nor condone hazing activities. Hazing activities are defined as:

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

When determining whether an activity could be considered hazing or not, consider the following:

1. Is alcohol involved?
2. Will initiated members of the chapter refuse to participate with the associate members and do exactly what they're being asked to do?
3. Does the activity risk emotional or physical abuse?
4. Is there risk of injury or a question of safety?
5. Do you have any reservation describing the activity to your parents, to a professor or university official?
6. Would you object to the activity being photographed or filmed?

If the answer to any of these is "yes," the activity is probably hazing.

Cardinal Journey or the *Brotherhood in Phi Sigma Kappa* associate member program does not include any elements of hazing and chapters, expansion groups, or individual brothers who are found to have hazed new members or members will be held accountable for their actions.

BUILDING YOUR PROGRAM

TABLE OF CONTENTS

Elements of the <i>Brotherhood in Phi Sigma Kappa</i> program.....	11
Associate Member Meeting Topics.....	11
Associate Member Events.....	13
Rituals.....	15
Due Dates for Associate Members.....	15
Concluding your Program.....	16
Submitting your Associate Member Education Plan on Officer Portal.....	16
Sample Program Timelines.....	16

BUILDING YOUR PROGRAM

Elements of the *Brotherhood in Phi Sigma Kappa* program

The *Brotherhood in Phi Sigma Kappa* program consists of the following activities:

- 9 – 11 required associate member meetings or topics, to be covered using meeting facilitator guides provided in this *Inductor's Guide*, attending events on campus, or bringing in guest speakers
- Ritual of Association
- Ritual for the Initiation of New Members
- Good Samaritan service project
- Big brother/little brother selection and reveal
- Associate member class retreat/activity

Associate Member Meeting Topics

Inductors should cover 9 – 11 of the topics listed below within an eight-week period. This guide provides facilitator guides for 11 meetings, some of which are required to be held as written, some that can be covered by other methods, and some are completely optional. Many of the required meetings are also required to be held at a certain point in the semester.

This section will help you design your customized Associate Member Education Plan. This plan should be submitted on Officer Portal at least **two weeks prior** to holding your Ritual of Association and will need to be reviewed and approved by your Chapter Consultant prior to beginning.

Topic/Meeting Requirements

- Each Inductor should **cover 9-11 topics** over the course of a **maximum of eight weeks**. The Ritual for the Initiation of New Members should occur during the sixth week.
- Below is the list of the 11 topics that are included in the *Brotherhood in Phi Sigma Kappa* program. This *Guide* provides facilitator guides and associate member worksheets for each of these topics (starting on page 43), but not all of these meetings need to be held as written or even at all. Continue reading this section to understand your options for covering the nine required topics and how to best build your program.
- Topics in *Brotherhood in Phi Sigma Kappa*:
 - **Expectations** of Phi Sigma Kappa
 - **Founding** of Phi Sigma Kappa
 - **Leadership** in Phi Sigma Kappa
 - **Integrity** in Phi Sigma Kappa
 - **Accountability** in Phi Sigma Kappa
 - **Inclusion** in Phi Sigma Kappa
 - **Solidarity** in Phi Sigma Kappa
 - **Teamwork** in Phi Sigma Kappa
 - **Ritual** in Phi Sigma Kappa
 - **Courage** in Phi Sigma Kappa
 - **Lifelong Learning** in Phi Sigma Kappa

- Some of the topics above are required meetings that should be held as written in the facilitator guide and at a specific point in the associate member process. These meetings are:
 - The **Expectations & Founding** meetings must occur first in the associate member program.
 - The **Solidarity** meeting needs to occur directly before the Ritual for the Initiation of New Members.
 - The **Ritual** in Phi Sigma Kappa meeting must occur directly after Ritual for the Initiation of New Members.
- Some topics are required but can occur at any point in the associate member process. These topics can be held as written in the meeting facilitator guide, by having associate members attend an event on campus, or by bringing in a guest speaker. These topics are:
 - **Integrity** in Phi Sigma Kappa
 - **Inclusion** in Phi Sigma Kappa
 - **Accountability** in Phi Sigma Kappa
- There are some topics the Inductor gets to choose between. The Inductor must choose at least **two** of the following four topics. These topics can be held as written in the meeting facilitator guide, by having associate members attend an event on campus, or by bringing in a guest speaker. These topics are:
 - **Leadership** in Phi Sigma Kappa
 - **Teamwork** in Phi Sigma Kappa
 - **Courage** in Phi Sigma Kappa
 - **Lifelong Learning** in Phi Sigma Kappa
- For any topic that is covered using a different method (guest speaker, event on campus, etc.) than the provided meeting guide, Inductors should still conduct the Brotherhood Circle that is associated with that topic, as provided in the meeting facilitator guide.

Pledge to Brotherhood

The *Brotherhood in Phi Sigma Kappa* program places a greater emphasis on the Pledge to Brotherhood that is included in the Ritual for the Initiation of New Members. Associate members will write their first draft during the **Founding** of Phi Sigma Kappa meeting, revise it for the first time during the **Solidarity** in Phi Sigma Kappa meeting, and revise it a final time directly before the Ritual for the Initiation of New Members. Each facilitator guide and associate member worksheet for the **Founding** and **Solidarity** meetings contain specific guiding questions to help the associate members craft their Pledge to Brotherhood. The intent is for brothers to take their Pledge seriously and give them an opportunity to identify what they specifically will contribute to the Fraternity.

Brotherhood Circles

Each meeting of the *Brotherhood in Phi Sigma Kappa* program includes a Brotherhood Circle. This consists of a conversation led by the Inductor that further debriefs the concepts discussed during the meeting. Discussion questions for each Brotherhood Circle are provided in the meeting facilitator guides, but it is up to the Inductor to facilitate the conversation in an organic and productive way. In order to

maintain the meaningful dialogue the Brotherhood Circles are intended for we ask that you share and follow these ground rules provided in the facilitator guides:

- Participate authentically
- Actively listen
- Stay off electronic or mobile devices
- Respect your brothers—don't interrupt, make fun of, or react negatively to something a brother says

Associate members should utilize Brotherhood Circles to share what is on their minds regarding their personal development, their relationship with their associate members, or their experience in Phi Sigma Kappa.

The Brotherhood Circles during the **Accountability** and **Selflessness** meetings have the specific purpose of asking associate members to hold each other accountable. They will have the opportunity to reflect upon and then share when they have seen their fellow associate members upholding the values of Phi Sigma Kappa and when they have not. Because of the nature of these Brotherhood Circles, there are a few additional ground rules we ask that you share with the associate members prior to leading the Brotherhood Circle:

- Don't attack the person; explain the behavior you saw.
- Provide specific examples when confronting so that your brother knows what exactly he needs to modify in the future.
- If confronted, try not to get defensive, but listen to your brother and put yourself in his shoes.

These Brotherhood Circles are exercises for all associate members to improve themselves, become better Phi Sigs, and have a stronger brotherhood.

Associate Member Events

As this program focuses on building brotherhood, we encourage associate members to gather informally outside of the structured meetings. Below are some suggestions for adding fun and casual events to your Associate Member Education Program, as well as an explanation of the required associate member class activity/retreat and Good Samaritan service project.

Associate Member Class Retreat

- This event is expected to occur by the fifth week of the associate member experience.
- This program should be associate members only (no initiated brothers or non-Phi Sigs) and should be substance-free.
- The purpose of this activity should be allowing associate members to get to know each other and build camaraderie.
- If the chapter can, we suggest the chapter include this activity in their budget, so the associate members are not required to pay additional money to attend.
- What you do for the associate member activity is up to several factors:
 - Availability of activities in your area
 - Budget
 - Number of associate members

- Timing and schedules
- Ask the associate members what they would like to do and work with your Chapter Adviser, your fraternity and sorority advisor and the International Headquarters professional staff to plan an event that will allow your associate member class to bond and works with the above factors.
- Some ideas for associate member class activities or retreats are below:
 - Escape room
 - Day-hiking trip
 - Ropes course/teambuilders
 - Cookout or barbecue with lawn games, competitions, or tournaments
 - Canoe trip and/or camp out
 - Have a big brother/little brother softball, football, basketball, or volleyball game
 - Pool, ping pong, poker, euchre, or video game tournament
 - Campus or local sporting event
- If you have a smaller associate member class, it is suggested you still do a retreat/activity and consider asking their big brothers to attend as well. This also applies if you have one associate member.

Brotherhood Events

- Additional brotherhood events are optional but encouraged for chapters to hold.
- If you choose to hold additional brotherhood events, they should not be mandatory for associate members and should not be in the form of challenges, tasks, competitions, or requirements. For example, inviting associate members to go to a restaurant together, versus suggesting they complete a wing-eating challenge.
- These should be smaller events with a shorter time commitment than the required associate member class activity/retreat.
- Initiated brothers can be invited to get to know the associate members, but try to keep it brothers-only to maintain the element of brotherhood.
- Some ideas for additional associate member activities:
 - Attending campus or other Greek organization's events
 - Watching or attending a sporting event
 - Video game tournament
 - Playing basketball, going bowling, skateboarding, etc.

Good Samaritan Service Project

- In the weeks leading up to the Ritual for the Initiation of New Members, associate members will work with their big brothers to plan and implement a community service project to be held prior to the Ritual for the Initiation of New Members.
- Inductors should introduce the project during the first meeting of the *Brotherhood in Phi Sigma Kappa* program and remind associate members again after they have been paired with their big brothers.
- Associate members will then have four to five weeks to plan their Good Samaritan service project, which should be focused on hands-on service with a local organization.

- Inductors should also be present at the service project and lead the **Selflessness** in Phi Sigma Kappa and Brotherhood Circle after the project, provided in this *Guide*.
- Please see the Good Samaritan service project section on page 19.

Rituals

There are three Phi Sigma Kappa rituals that are a part of an associate member's experience. They are:

1. **Ritual of Association:** This should be held as soon as possible in the associate member program and is required to be held within the first week.
2. **Ritual for the Initiation of New Members (initiation):** This should be held within six weeks of the Ritual of Association but can be sooner. Research shows that an earlier initiation date makes associate members feel more a part of the brotherhood and have a greater sense of belonging with the chapter. It's important to know that meetings and/or events can occur after the associate members are initiated and do not all have to occur prior to initiation. This shows the associate members they should expect to continue to learn and grow throughout their membership experience in Phi Sigma Kappa. For more information on initiation and its requirements, please visit the Initiating Associate Members section of this guide on page 27.

Due Dates for Associate Members

There are a few due dates you'll want to provide associate members at the beginning of their time in Phi Sigma Kappa, and a required element of the Associate Member Education Plan you will need to submit on Officer Portal. Please include the following due dates:

- **Association Fee:** The associate member is to pay this fee prior to the Ritual of Association. This fee includes costs for their associate member pin, associate member packet and *Hills and a Star*, a book about Phi Sigma Kappa. Check the Fees and Assessments document that is distributed to all officers via email at the beginning of the academic year for the fee amount.
- **Initiation Fee:** The associate member is to pay this fee prior to the Ritual for the Initiation of New Members. This fee includes both the initiate badge as well as a risk management fee. Check the Fees and Assessments document that is distributed to all officers via email at the beginning of the academic year for the fee amount.
- **GreekLifeEdu Part 1:** This online learning module and assessment focuses on risk-related behaviors commonly seen in fraternities such as alcohol use, sexual assault, and hazing. Part 1 should be completed within the first week of the associate member program.
- **GreekLifeEdu Part 2:** This module is a follow-up to Part 1, and must be completed 21 days after Part 1, but also before Ritual for the Initiation of New Members.

Concluding Your Program

At the last meeting of the associate member program, there are a few things you'll want to do to conclude their experience.

- Including the following discussion questions in the Brotherhood Circle:
 - What was your overall experience as an associate member?
 - What are you most looking forward to during your time as an initiated brother?
 - What was your favorite memory from your associate member experience?
- Consider asking associate members for feedback during the meeting regarding what they liked and didn't like about their associate member experience overall. This could also be done via online survey.
- After their last meeting (whether it be **Ritual** in Phi Sigma Kappa or another one after initiation), invite newly initiated members to grab dinner or ice cream together as a celebration.

Submitting your Associate Member Education Plan on Officer Portal

It is the responsibility of the Inductor to submit a calendar of all associate member meetings, activities and rituals to International Headquarters in advance of associating new members. This will need to be approved by the Chapter Consultant to ensure proper implementation of the program.

The following items must be included in the calendar and submitted via the Associate Member Education Plan form on Officer Portal:

- Dates and topics of associate member meetings
- Brotherhood activities and/or retreat for associate members
- Good Samaritan service project
- Ritual of Association and Ritual for the Initiation of New Members
- Big brother application, selection and reveal process
- Additional required events through the institution
- Due dates for required assessments and fees

This is to ensure that International Headquarters has a record of each local chapter's associate member process as well as to promote a positive experience for all associate members across the country. This is also intended to assist Inductors brainstorm new ideas, prevent over-scheduling or over-programming and create an effective program.

The same Associate Member Education Plan should be formatted as a schedule and given to all associate members during the **Expectations** in Phi Sigma Kappa meeting so all associate members know what is expected from them. Inductors should stick to distributed schedule as much as possible.

Sample Program Timelines

See below for ideas on how to incorporate all of the elements into your program, based on our suggested timelines of six to eight weeks. If your campus requires an

associate member education program less than six weeks, please contact your Chapter Consultant to assist you with building your program.

Sample Six Week Timeline:

- **Week 1:**
 - Sunday: Ritual of Association and **Expectations** of Phi Sigma Kappa
 - Monday: Chapter meeting
 - Wednesday: **Founding** of Phi Sigma Kappa
- **Week 2:**
 - Sunday: **Leadership** in Phi Sigma Kappa and **Accountability** in Phi Sigma Kappa and GreekLifeEdu Part 1 due
 - Monday: Chapter meeting
 - Tuesday: Diversity speaker on campus (**Inclusion** in Phi Sigma Kappa)
- **Week 3:**
 - Sunday: **Integrity** in Phi Sigma Kappa
 - Monday: Chapter meeting
 - Wednesday: Big brother reveal + associate member class retreat
- **Week 4:**
 - Sunday: **Courage** in Phi Sigma Kappa
 - Monday: Chapter meeting
 - Saturday: Good Samaritan service project + **Selflessness** in Phi Sigma Kappa discussion
- **Week 5:**
 - Sunday: **Solidarity** in Phi Sigma Kappa
 - Monday: Chapter meeting
- **Week 6:**
 - Sunday: GreekLifeEdu part 2 due and Ritual for the Initiation of New Members
 - Monday: Chapter meeting
 - Wednesday: **Ritual** in Phi Sigma Kappa

Sample Seven Week Timeline:

- **Week 1:**
 - Sunday: Ritual of Association and **Expectations** of Phi Sigma Kappa
 - Monday: Chapter meeting
 - Wednesday: **Founding** of Phi Sigma Kappa
- **Week 2:**
 - Sunday: **Leadership** in Phi Sigma Kappa and GreekLifeEdu Part 1 due
 - Monday: Chapter meeting
- **Week 3:**
 - Sunday: **Integrity** in Phi Sigma Kappa
 - Monday: Chapter meeting
 - Wednesday: Big brother reveal
- **Week 4:**
 - Sunday: **Accountability** in Phi Sigma Kappa
 - Monday: Chapter meeting
 - Saturday: Good Samaritan service project + **Selflessness** in Phi Sigma Kappa discussion

- **Week 5:**
 - Sunday: **Inclusion** in Phi Sigma Kappa and GreekLifeEdu part 2 due
 - Monday: Chapter meeting
 - Wednesday: Associate member retreat at ropes course (**Teamwork** in Phi Sigma Kappa)
- **Week 6:**
 - Sunday: **Solidarity** in Phi Sigma Kappa
 - Monday: Chapter meeting
 - Wednesday: Ritual for the Initiation of New Members
- **Week 7**
 - Sunday: **Ritual** in Phi Sigma Kappa reflection
 - Monday: Chapter meeting

Sample Eight Week Timeline:

- **Week 1:**
 - Sunday: Ritual of Association and **Expectations** of Phi Sigma Kappa
 - Monday: Chapter meeting
- **Week 2:**
 - Sunday: **Leadership** in Phi Sigma Kappa and GreekLifeEdu Part 1 due
 - Monday: Chapter meeting
- **Week 3:**
 - Sunday: **Integrity** in Phi Sigma Kappa
 - Monday: Chapter meeting
 - Wednesday: Big brother reveal
- **Week 4:**
 - Sunday: **Accountability** in Phi Sigma Kappa
 - Monday: Chapter meeting
 - Saturday: Good Samaritan service project + **Selflessness** in Phi Sigma Kappa discussion
- **Week 5:**
 - Sunday: **Inclusion** in Phi Sigma Kappa and GreekLifeEdu part 2 due
 - Monday: Chapter meeting
 - Saturday: Associate member retreat: paint-balling
- **Week 6:**
 - Sunday: **Solidarity** in Phi Sigma Kappa
 - Monday: Chapter meeting
 - Wednesday: Ritual for the Initiation of New Members
- **Week 7**
 - Sunday: **Ritual** in Phi Sigma Kappa reflection + **Courage** in Phi Sigma Kappa
 - Monday: Chapter meeting
- **Week 8**
 - Tuesday: Associate members attend workshop held by the Career Center (**Lifelong Learning** in Phi Sigma Kappa)
 - Monday: Chapter Meeting

GOOD SAMARITAN SERVICE PROJECT

TABLE OF CONTENTS

Guidelines for the Inductor.....	21
“Good Samaritan Service Project Guidelines” Handout for Associate Members.....	22
Selflessness in Phi Sigma Kappa Facilitator Guide.....	23
“ Selflessness in Phi Sigma Kappa” Associate Member Worksheet.....	26

GOOD SAMARITAN SERVICE PROJECT

GUIDELINES FOR THE INDUCTOR

- In the weeks leading up to the Ritual for the Initiation of New Members, associate members will work with their big brothers to plan and implement a community service project.
- Inductors should introduce the project during the first meeting of the *Brotherhood in Phi Sigma Kappa* program, **Expectations** in Phi Sigma Kappa, and distribute the handout entitled “Good Samaritan Service Project Guidelines” that is found on page 22 in this *Guide*.
- Inductors should remind associate members again about the project after they have been paired with their with big brothers.
- Associate members should be given ample time to plan their Good Samaritan service project.
- The project itself should be focused on hands-on service with a local organization. Ideas for organizations are below:
 - Homeless shelter or meal service
 - Senior living center or nursing home
 - K-12 public school
 - Food pantry
 - Clothing donation center (i.e., Dress for Success)
 - Animal shelter
 - Building projects (i.e., Habitat for Humanity)
 - Center for people with disabilities
 - Community garden or farm
 - Local library
 - Special Olympics event where associate members are interacting with the athletes
- Associate members should stay away from activities that are not hands-on service, such as:
 - Collecting goods or money to donate
 - Making crafts or cards off-site
 - Volunteering at philanthropy events such as a charity race or philanthropy events hosted by other fraternities or sororities
 - Organizing a fundraiser or philanthropy event
- While we encourage all brothers in Phi Sigma Kappa to participate in these types of projects and activities as they align with our values, they should not count towards the Good Samaritan service project as part of the associate member requirement prior to being initiated.
- Please work with your Chapter Adviser to help guide the associate members in planning a project that will be meaningful and productive. All Good Samaritan service projects should be approved by the Chapter Adviser after the associate members have decided on their project idea.
- After the service project, the Inductor should lead associate members through the **Selflessness** in Phi Sigma Kappa discussion, found on page 23 in this *Guide*.

GOOD SAMARITAN SERVICE PROJECT GUIDELINES

FOR ASSOCIATE MEMBERS

- In the weeks leading up to the Ritual for the Initiation of New Members, associate members will work with their big brothers to plan and implement a community service project.
- The project itself should be focused on hands-on service with a local organization. Ideas for organizations are below:
 - Homeless shelter or meal service
 - Senior living center or nursing home
 - K-12 public school
 - Food pantry
 - Clothing donation center (i.e. Dress for Success)
 - Animal shelter
 - Building projects (i.e. Habitat for Humanity)
 - Center for people with disabilities
 - Community garden or farm
 - Local library
 - Special Olympics event where associate members are interacting with the athletes
- Associate members should stay away from activities that are not hands-on service, such as:
 - Collecting goods or money to donate
 - Making crafts or cards off-site
 - Volunteering at philanthropy events such as a charity race or philanthropy events hosted by other fraternities or sororities
 - Organizing a fundraiser or philanthropy event
- While we encourage all brothers in Phi Sigma Kappa to participate in these types of projects and activities as they align with our values, they should not count towards the Good Samaritan service project as part of the associate member requirement prior to being initiated.
- Associate members can look to the Inductor, their big brothers, or the Chapter Adviser for assistance in planning an impactful service project.
- All Good Samaritan service projects should be approved by the Chapter Adviser prior to occurring.

SELFLESSNESS IN PHI SIGMA KAPPA

FACILITATOR GUIDE FOR THE INDUCTOR

Notes to the Inductor:

- This discussion should be held directly after the Good Samaritan service project and led by the Inductor.
- This *does not* need to be a separate meeting for associate members and *does not count* as one of the 9 – 11 required topics. .

Total Time: 45-70 minutes

Discussion Outcomes:

- Reflect upon Good Samaritan service project.
- Participate in Brotherhood Circle: Accountability.

Materials:

- “Selflessness in Phi Sigma Kappa” worksheets for each associate member
- Associate members should bring a pen or writing utensil

Introduction: 5 minutes

- *Inform associate members this discussion will be focused on selflessness and consist of thoughts and reactions to the Good Samaritan service project.*
- *Lastly, there will be a Brotherhood Circle focused on accountability.*

Good Samaritan Service Project Reflection: 15 - 20 minutes

- *Lead associate members through a one-word check-In: Have each associate member share one word to describe their feelings/thoughts/reactions to the service they completed.*
- ***Facilitator tip:*** *The one-word check-in is more impactful the closer the service project is to the **Selflessness** in Phi Sigma Kappa discussion, which is why it is suggested to hold this directly after the project. If members are struggling to come up with one word, have them instead answer this discussion question:*
 - What are your initial thoughts/reactions about the service we conducted for {insert name of organization}?
- *After sharing, move on to the discussion questions below.*
- *Discuss:*
 - What are your reactions to everyone’s words/experiences?
 - How did we contribute to the community during our service project?
 - How did the service project meet or not meet your expectations?
 - Do you view service as worthwhile and important or as something that is required?
 - What was meaningful about the work you did during our service project? What impact did it have on you?
 - What impact did our work have on the individuals we served?
 - How did this experience enhance what you have already learned about Phi Sigma Kappa, about your brothers, or yourself, throughout your associate member experience?

- What is the difference between philanthropy and service?
 - *Answer:* Philanthropy is focused on raising funds for a specific organization. In Phi Sigma Kappa's case, our national philanthropy is Special Olympics. As a chapter, we host philanthropy events to raise money for Special Olympics and the Phi Sigma Kappa Foundation. Service is conducting hands-on service, such as the Good Samaritan service project.
- *Which one do we tend to gravitate more towards? Why is that?*
- *How do both philanthropy and service fit into the Cardinal Principles of Phi Sigma Kappa? How about our motto, The Golden Rule?*
- As Phi Sig's, we believe in service, not just philanthropy. During your time in college, there will be several opportunities to participate in hands-on service projects. We encourage you to fully participate and look for ways to serve others throughout your life.

Brotherhood Circle: Accountability: 10-20 minutes

- *Share instructions:*
 - Today we're doing a Brotherhood Circle focused on accountability.
 - We're going to focus on attitudes, thoughts, or decisions related to the Good Samaritan service project.
 - However, you can also hold one another accountable on not aligning their actions, decisions, or behaviors to the values of the Fraternity, the Creed or Cardinal Principles.
 - On your worksheet, look at the section entitled "Brotherhood Circle - Accountability."
 - Read the instructions there and take a few minutes to jot down your thoughts.
- *Give associate members a few minutes to write.*
 - Now is our time to practice confrontation skills to hold one another accountable.
 - **Facilitator tip:** *If you have already conducted the **Accountability** in Phi Sigma Kappa meeting, inform associate members this is similar to the Brotherhood Circle held at the end of that meeting as well as remind them of the confrontation skills they learned during that meeting.*
 - In order to keep this healthy and productive, we're going to identify some ground rules for us to follow:
 - Recognize what emotions you have tied to this action, plan what you are going to say, and indicate what you need from that person.
 - Don't attack the person; explain the behavior you saw.
 - Provide specific examples when confronting so that your brother knows what exactly he needs to modify in the future.
 - If confronted, try not to get defensive, but listen to your brother and put yourself in his shoes.
 - You are simply holding each other accountable to what we all agreed to do as brothers. As humans, we all make mistakes, and we may not always realize it. This is an exercise for all of us to

improve and become better Phi Sigs and have a stronger brotherhood.

- *Discuss and have associate members share what they wrote on their worksheets:*
 - During the service project, was there anyone who was especially eager or helpful? Was there anyone you were really impressed by?
 - During the service project, was there anyone who had a bad attitude or was not interested in helping? Was there anyone who tried to avoid doing service?
 - During the service project, was there anyone who disappointed you?
 - In the last three weeks, when did you see one of your brothers do something consistent with our Creed, Cardinal Principles, or their Pledge to Brotherhood?
 - In the last three weeks, when did you see one of your brothers do something inconsistent with our Creed, Cardinal Principles, or their Pledge to Brotherhood?

Closing: 5 minutes

- *Ask if anyone has questions regarding their service project experience.*
- *Share information about the next associate member meeting, when and where it will take place, as well as the focus of the meeting.*
- *Share any additional Phi Sigma Kappa or university announcements.*
- *Ask if anyone has additional questions and dismiss everyone.*

SELFLESSNESS IN PHI SIGMA KAPPA

ASSOCIATE MEMBER WORKSHEET

Brotherhood Circle – Accountability

Instructions: Answer the questions in the space provided below.

- During the service project, was there anyone who was especially eager or helpful? Was there anyone you were really impressed by?
- During the service project, was there anyone who had a bad attitude or was not interested in helping? Was there anyone who tried to avoid doing service?
- During the service project, was there anyone who disappointed you?
- In the last three weeks, when did you see one of your brothers do something consistent with our Creed, Cardinal Principles, or their Pledge to Brotherhood?
- In the last three weeks, when did you see one of your brothers do something inconsistent with our Creed, Cardinal Principles, or their Pledge to Brotherhood?

Meeting Notes

INITIATING ASSOCIATE MEMBERS

TABLE OF CONTENTS

Requirements for Associate Members to Initiate.....	29
Reporting Initiates on Officer Portal.....	30
Ritual for the Initiation of New Members Instructions for Associate Members.....	31
Planning Rituals with the Sentinel.....	31

INITIATING ASSOCIATE MEMBERS

THE INDUCTOR'S ROLE

Part of your role as Inductor is to prepare the associate members for the Ritual for the Initiation of New Members (initiation). There are a few requirements that you will need to make sure they complete before they can be eligible for initiation as well as some elements you need to work with the Sentinel on to ensure associate members are prepared and excited to be initiated into the Grand Chapter.

Requirements for Associate Members to Initiate

1. **Complete *Brotherhood in Phi Sigma Kappa* program**

Associate members should have attended a majority of meetings and have been active participants in discussions and Brotherhood Circles.

It is at the discretion of the Inductor to gauge how participatory and engaged the associate members were during associate member meetings and activities. It is your obligation to quickly address behavior as soon as you notice it that could distract associate members from engaging in the program, such as side conversations or associate members looking at their phones.

2. **Complete GreekLifeEdu parts 1 and 2**

Associate members need to complete both parts of the GreekLifeEdu online module. It is imperative that you are checking in with associate members throughout their experience to ensure they are completing the program in a timely manner.

There is a 21-day waiting period between parts 1 and 2, so it's important they complete part 1 of GreekLifeEdu as soon as possible. It is suggested they complete it during their first week of association.

3. **Pay initiation fee**

The initiation fee needs to be collected by the Inductor or Treasurer before the associate member can be initiated. It is the role of the Treasurer to remit payment to International Headquarters. The best practice would be to collect the initiation fee at least two weeks before initiation, allowing enough time for the Treasurer to deposit any checks.

Payment plans can be established between the associate member and the Treasurer, if need be. However, the full initiation fee will still be due to International Headquarters at the time of initiation. An associate member should *never* be initiated without paying the initiation fee.

4. **Complete any requirements of the college or university**

First and foremost, the associate member *must* be enrolled at your college or university. Under *no* circumstances should a member be given a bid who is not a current student at the institution.

Some colleges and universities require new/associate members from all fraternities and sororities on campus to complete programs like Fraternity and Sorority Life 101 or participate in training events on topics such as bystander intervention, hazing, alcohol and other drugs, sexual assault, etc. Check with

your fraternity and sorority advisor before the academic year begins to find out about these events and include them in your Associate Member Education Plan to ensure the associate members meet the requirements.

5. Meet minimum GPA requirements

Inductors are to make sure that associate members have met the GPA requirements of the college or university, as well as the Grand Chapter, whichever is higher. Often, initiation is held before final grades for the academic term are released. It is important that you establish grade checks throughout the associate member process to ensure they are maintaining the minimum GPA. Below is the bylaw regarding grade point averages for associate members, per the Phi Sigma Kappa Constitution & Bylaws:

Article II, Section 7

An undergraduate candidate for membership may, as provided in the Rituals, be initiated into the Grand Chapter only upon meeting the following criteria:

- The candidate must have a cumulative grade point average of 2.5 (on a 4.0 scale) or higher; OR
- The candidate's previous semester grade point average must have been a 2.5 (on a 4.0 scale), or higher; OR
- If the candidate is a first-semester college student, the candidate must have had a high school cumulative grade point average of 2.5 (on a 4.0 scale) or higher

6. Approval vote by 75% of the chapter

An associate member may only be initiated after receiving an affirmative vote of at least seventy-five percent of the chapter at a ritual chapter meeting. Ensure that this vote is taken in good faith and that the criteria for initiation are only the above items.

Reporting Initiates on Officer Portal

It is the duty of the Inductor to report the associate members for initiation through Officer Portal.

The first step is to complete the pre-initiation verification process **seven days** prior to the scheduled Ritual for the Initiation of New Members. The pre-initiation verification form will have you verify that the associate members have completed all requirements to be eligible for initiation.

After submitting the pre-initiation verification form, it will be reviewed by International Headquarters professional staff for approval. Once it is approved, the associate members can be initiated. Within 24 hours after initiation, the Inductor will need to report the associate members as initiated and assign the associate members a ritual (pin) number through Officer Portal.

For step-by-step instructions, please reference the "Reporting Initiates" document on Officer Portal.

Ritual for the Initiation of New Members Instructions for Associate Members

While it is the Sentinel's role to conduct the ritual, it is the Inductor's role to ensure the associate members are informed about what is expected of them prior to their scheduled initiation. At the **Solidarity** in Phi Sigma Kappa meeting, the Inductor should share details about initiation such as the dress code and when and where initiation is being held. This should match the date that was on the original Associate Member Education Plan that was distributed at the beginning of the associate member process and submitted on Officer Portal. Also at the **Solidarity** meeting, the associate members should be given a brief overview of what to expect during the ritual and a time frame for how long it will last.

For additional information, please reference the Ritual for the Initiation of New Members section of the chapter's Ritual Book.

Planning Rituals with the Sentinel

At the beginning of the academic year (ideally at an Executive Board meeting or retreat), the Inductor should work with the Sentinel to nail down dates for the Ritual of Association and the Ritual for the Initiation of New Members. The date should occur no later than the sixth week of the *Brotherhood in Phi Sigma Kappa* program and comply with university requirements. For transparency, the associate members should be informed of these dates at the beginning of their associate member process and be submitted as part of the Associate Member Education Plan.

Additionally, you as the Inductor should work with the rest of the Executive Board to ensure that all associate members have completed all requirements for initiation, as outlined above and communicate this information to the Sentinel to properly conduct the rituals.

BIG BROTHER PROGRAM

TABLE OF CONTENTS

Big Brother Program Overview.....	35
Implementing the Big Brother Program.....	35
Big Brother Interviews.....	35
Selecting Big Brothers.....	36
“Big Brother Responsibilities” Handout for Big Brothers.....	37
“Big Brother Application” for Big Brothers.....	39
“Big Brother Interview Questions” for Associate Members.....	41

BIG BROTHER PROGRAM

INFORMATION FOR THE INDUCTOR

Big Brother Program Overview

Big brothers play a significant role in the overall success of the *Brotherhood in Phi Sigma Kappa* program and the education of associate members. When the big brother program functions effectively, chapters will generally see a higher percentage of associate members initiated and associate members are more involved and engaged in the chapter. In fact, the big brother can be the single most important person in shaping the fraternal development of an associate member.

The purpose of the big brother is to be a mentor—not to be a best friend. Associate members should receive their big brother early on in their associate member experience to allow time for the big brothers to mentor their little brother prior to the Ritual for the Initiation of New Members. It is suggested the big brother/little brother reveal occurs within the third week of the associate member program. This may seem early, but research across fraternities and sororities shows that an earlier big brother/little brother process sees higher retention rates and more involved members as alumni.

Implementing the Big Brother Program

In order to effectively implement the big brother program, you will need to create a schedule in advance, as part of your Associate Member Education Plan that includes the following:

- Big brother application and selection process
- Interviews with associate members and big brothers
 - The big brother interview, selection, and matching process should be discussed at one of the first two associate meetings, preferably the **Expectations** of Phi Sigma Kappa or **Founding** of Phi Sigma Kappa meetings. Inductors should provide expectations and guidelines for interviews, sample interview questions provided on page 41, and a list of eligible big brothers.
- Matching big and little brothers
- Big brother reveal and retreat
 - This should occur early in the associate member's experience, preferably by the third week of the associate member education program, to allow the big brother to mentor his little brother throughout his associate member experience.
 - The big brother reveal and retreat can occur during or after a meeting, and essentially is a brotherhood event that is exclusive to current associate members and their big brothers.
 - This should be a substance-free event.

Big Brother Interviews

Associate members should interview potential big brothers to get to know them better before submitting preferences of big brothers. Potential big brothers should

submit their little brother preferences along with their application but can make adjustments after the interviews are completed and prior to the Inductor matching.

Associate members should use interview questions provided on the handout “Big Brother Interview Questions” to conduct interviews of potential big brothers. Inductors should distribute these at the meeting they discuss the big brother program.

Associate members should NOT be required or asked to interview every brother just to “get to know them.” Interviews of potential big brothers for the purpose of selecting a big brother is an approved part of this process.

Selecting Big Brothers

The following optional requirements should be considered before pairing big and little brothers.

- All initiated members wishing to become big brothers and who meet the standards determined by the chapter, should submit to the Inductor a copy of the “Big Brother Application” describing his experience, his reasons for interest in being a big brother, and a list of two to five associate members (in order of preference) he would like as a little brother.
- Executive Boards should consider the benefits of requiring big brothers to be third- or fourth-year students, have a certain level of involvement with the chapter, or other additional requirements beneficial to being a good big brother. These additional requirements could ensure that big brothers are mature and experienced members of the chapter and will serve as a positive mentor to their little brother. Using older brothers could help maintain a higher level of involvement and interest of older brothers and help diminish “senioritis.”

In order to improve the possibility of a close relationship between associate members and big brothers, care should be taken to match intentionally. Some of the factors to consider:

- **Personality and leadership ability:** Avoid personality conflicts if they are predictable. You don’t want a little brother to be overwhelmed by a domineering older brother or for a little brother to dismiss a big brother who is one of the quieter members.
- **Academic major:** If brothers are pursuing the same major, minor, or are in the same college/school, they may work well together. This can also contribute to the scholarship of the little brother, because the big brother can help with course selection and tutoring.
- **Interests:** Individuals that enjoy the same kind of activities, whether athletic, musical, etc., will already have something in common.
- **Their preference:** Your goal is to try and match the little brothers and big brothers based on their preferences. However, don’t put so much pressure on yourself to make perfect matches. Matching big and little brothers is a puzzle, and it may not end up perfect. Keep in mind that big brothers are mentors, and they can do that with any associate member they get paired with.

BIG BROTHER RESPONSIBILITIES

HANDOUT FOR BIG BROTHERS

The big brother can promote healthy attitudes and personal leadership in the associate member. The following are requirements of the big brother:

- Stays in good standing with the chapter
- Mentor the little brother through their associate member experience and beyond
- Cooperate with the Inductor in accomplishing the goals of the *Brotherhood in Phi Sigma Kappa* program.
- See that his little brother lives up to and meets the expectations of him as an associate member
- Spend time frequently with the little brother to cultivate the relationship
- Contribute to the planning of, and participation in the following big brother/little brother events:
 - Big brother/little brother reveal
 - Good Samaritan service project, led by associate members
- Attend the following associate member meetings and events, dates set by Inductor:
 - **Solidarity** in Phi Sigma Kappa meeting
 - Ritual for the Initiation of New Members
- Be a good friend and a good brother to the little brother, upholding all values of the Fraternity and role modeling good membership in the chapter.

Tips for Big Brothers

Associate members need more than just meetings and events we provide for them as part of the Phi Sigma Kappa experience. Each associate member needs a sense of value as an individual brother, a balance between friendships, academics, and Fraternity responsibilities, the opportunity to meet and share some time with all the brothers, and a feeling of belonging to the Grand Chapter where brothers care about one another. In Phi Sigma Kappa, there are no classical “pledges”; your little brother is a brother since his participation Ritual of Association. He already has rights and a voice in the Fraternity but still needs guidance to help him get to the Ritual for the Initiation of New Members.

Every associate member needs a good friend to show him the way, a brother who can act as a guide, friend, challenger, and perhaps even confidant – a big brother. He is an invaluable part of your local chapter and the Fraternity’s continued progress. Big brothers should be chosen because both the chapter and the associate members feel they have the qualities to be a model for others. Here are some ideas to help you be an excellent big brother:

- Reach out to your little brother consistently throughout this associate member experience.
 - Ask him to hang out, invite him to hang out with you and other older brothers, or ask if he wants to study together.

- Make sure to work with his schedule and respect his commitments, his need to work on schoolwork, or if he wants to hang out with other friends.
- The *Brotherhood in Phi Sigma Kappa* program is focused around genuine conversations among associate members so your interactions with him should mirror that.
 - Ask your little brother questions about his life, work, family, classes, or interests.
 - Talk about interests and life experiences you have in common. This could include family, academics, experiences outside of Phi Sigma Kappa on campus and fun things to do in the area.
 - Share your own history and involvement in Phi Sigma Kappa. Talk to your brother about your own initiation and associate member experience. Tell your brother what brotherhood means to you, why the Fraternity is important to you, and how you experience good times and support from other brothers.
 - Ask him about his associate member experience so far. How did he become interested in the Fraternity? Does he feel comfortable as a brother? Has he gotten to know many associate and older members? Is he having any difficulties with the associate member program? Has he been able to balance Fraternity responsibilities with other commitments? You don't need to have all the answers for him but sharing your personal experience as a brother and providing him guidance will make him feel validated.
- After you get to know your little brother, make sure to continue building a stronger bond with him and challenging him to be the best Phi Sig he can be.
 - Appreciate your brother as an individual. Your job is not to make him into what *you* think a Phi Sig should be, or to mirror yourself.
 - Serve your brother. Help him with classes that are difficult. If your major is different than his, introduce him to someone who might be of assistance or inform him of resources on campus that can help such as a tutoring center. Show your little brother around campus and the local community to make him feel at home.
 - Challenge your brother. Check up on his academics and offer to study with him. Don't let him slack off and rely on the same study methods he used in high school. Encourage him to get more involved in the Fraternity by joining a committee and make sure he is aware of future leadership opportunities such as committee chairmen and Executive Board positions.
 - Introduce your brother to people both in and outside of the chapter. This is especially important if he is new to the campus and area.

If you have been a good big brother, your little brother will find it easy and exciting to go through his associate member experience. Also, chances are better that he will grow as a good brother of Phi Sigma Kappa and an excellent big brother for future associate members.

BIG BROTHER APPLICATION

Name_____

Year in School_____

Phi Sigma Kappa Positions (current or previous, if applicable)

Phi Sigma Kappa Committees (current or previous, if applicable)

Credit Hours this Semester _____

Major_____

Cum. GPA _____

Extracurricular Activities

Interests

Have you been a big brother before? Yes ☐ No ☐

Name(s) of current little brother(s) (if applicable)

Are you able to spend time each week with your little brother?

Are you able to fulfil the obligations outlined in the “Big Brother Responsibilities”?

Are you in good standing with the chapter? _____

Do you attend chapter meetings regularly? _____

Why do you think you'd make a great big brother?

List up to two to five associate members (in rank order) you would prefer to have as a little brother.

Briefly explain your current relationship with the associate member(s) you listed above.

BIG BROTHER INTERVIEW QUESTIONS

FOR ASSOCIATE MEMBERS

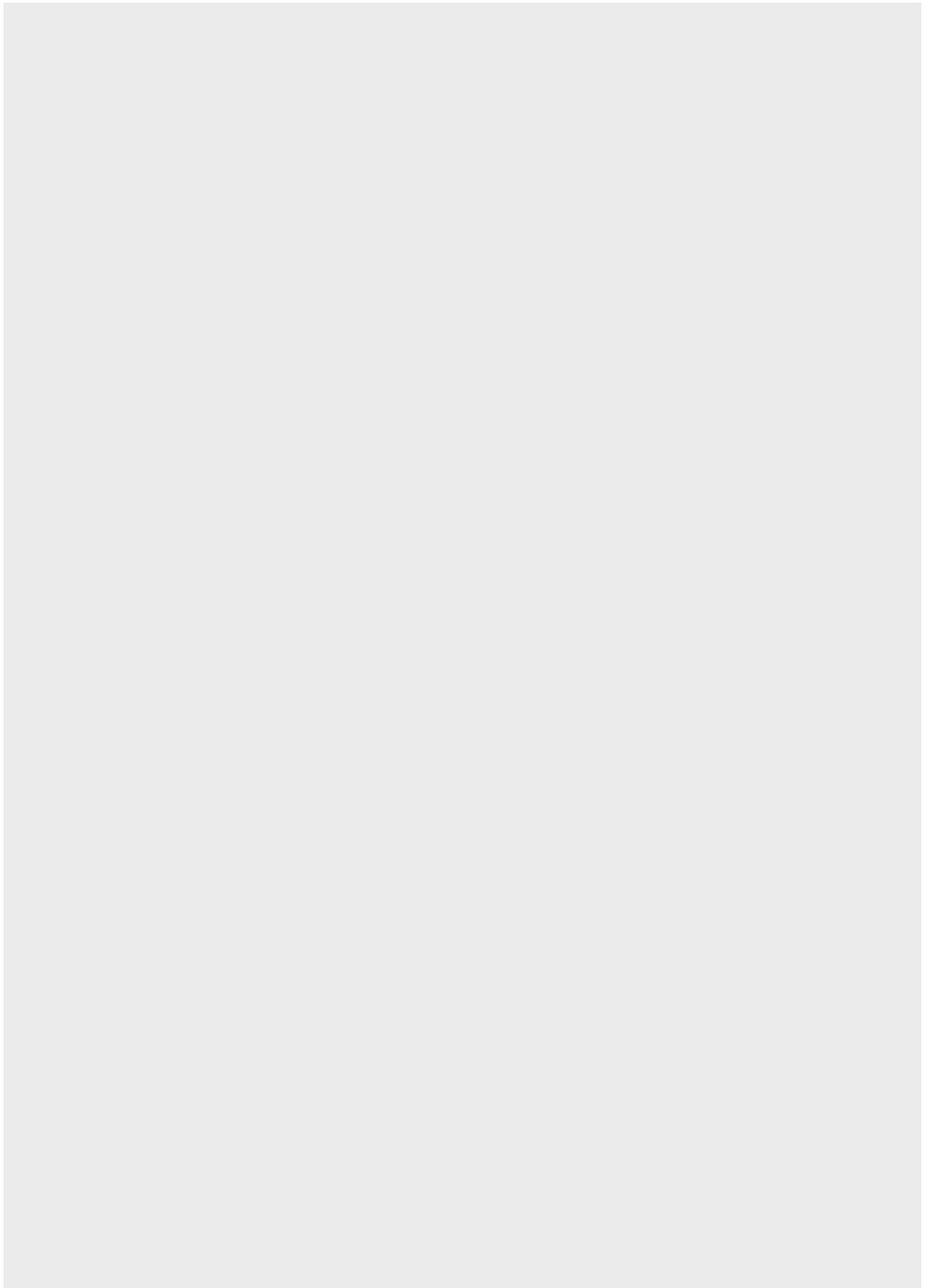
Basic Information

1. Full Name
2. Year in School
3. Major
4. Hometown

These questions do not need to be asked in any particular order, as the goal of the interview should not be to ask as many questions as possible. Rather, these questions should be used to spark organic, productive conversation to learn more about the potential big brother.

Sample Questions

- Why did you join Phi Sigma Kappa?
- Why did you decide to attend {name of college or university}?
- What do you like to do outside of school and Phi Sigma Kappa?
- What positions have you held or committees you've served on in the chapter?
- What committee or position could you see me participating in?
- What is your favorite Phi Sig memory?
- How has Phi Sigma Kappa challenged you to be a better brother?
- How has Phi Sigma Kappa challenged you to be a better student?
- How has Phi Sigma Kappa helped you develop your leadership style?
- What made Phi Sigma Kappa stand out to you compared to the other chapters on campus?
- How has the chapter helped you to become a better person?
- In what ways have you changed since joining Phi Sigma Kappa?
- What are your plans after college?
- What are our chapter's greatest strengths?
- What are our chapter's greatest weaknesses?
- What was the biggest challenge our chapter has faced in the past year, and how did we handle it?
- If you could change one thing about our chapter, what would it be?



MEETING GUIDES

TABLE OF CONTENTS

Using the Materials.....	45
Expectations of Phi Sigma Kappa*	47
Founding of Phi Sigma Kappa*	51
“Founding of Phi Sigma Kappa” Worksheet for Associate Members*	57
Leadership in Phi Sigma Kappa***	61
“Leadership in Phi Sigma Kappa” Worksheet for Associate Members***	64
Integrity in Phi Sigma Kappa**	69
“Integrity in Phi Sigma Kappa” Worksheet for Associate Members**	76
Accountability in Phi Sigma Kappa**	79
“Confrontation Style Assessment” Handout for Associate Members**	84
“Accountability in Phi Sigma Kappa” Worksheet for Associate Members**	85
Inclusion in Phi Sigma Kappa**	89
“Inclusion in Phi Sigma Kappa” Worksheet for Associate Members**	95
Solidarity in Phi Sigma Kappa*	97
“Solidarity in Phi Sigma Kappa” Worksheet for Associate Members*	102
Teamwork in Phi Sigma Kappa***	105
“Teamwork in Phi Sigma Kappa” Worksheet for Associate Members***	109
Ritual in Phi Sigma Kappa*	111
Courage in Phi Sigma Kappa***	115
“Courage in Phi Sigma Kappa” Worksheet for Associate Members***	118
Case Study Options*** for Courage in Phi Sigma Kappa.....	120
Lifelong Learning in Phi Sigma Kappa***	125

**indicates required meeting, to be held as written and at a specific time in the associate member program*

***indicates a topic that is required, and can be held as written but could also be held in a different way*

****indicates a topic that is one of four that Inductors should choose two from*
For more information on the meeting and topic requirements, see page 11 in the Building your Program section.

USING THE MATERIALS

Meeting Facilitator Guides

Each meeting facilitator guide contains several elements that will help you lead a successful and productive meeting. However, it could be confusing or overwhelming at first glance. Use the key below to better understand how to read the guide; after the first few meetings it will become second-nature.

- **Meeting Outcomes:** These are the goals for the meeting. It is the Inductor's responsibility to strive to achieve all meeting outcomes in order to maximize the experience for associate members.
- **Materials/Preparation:** It is beneficial for the Inductor or facilitator of the meeting to look at this list prior to the meeting to ensure all materials are available and prepared.
- **Time:** Each meeting is designed to last about an hour to an hour and a half. Conversation could cause it to run shorter or longer. For bigger associate member classes, plan more time for discussions and activities.
- **Font Styles:**
 - **Bolded fonts:** Indicate a header or title
 - *Italic fonts:* Indicate notes to the facilitator
 - Regular fonts: Indicate items to be said aloud
- ***Facilitator tips:*** In some meeting facilitator guides, you will notice facilitator tips, that are red, bolded, and italicized. These are to help you handle potentially challenging scenarios or conversations, include tips on how to make it personalized or relevant or with how to adapt that activity for a smaller associate member class.

Associate Member Worksheets

Almost every meeting has an accompanying worksheet that associate members will need to complete activities and take notes. Each worksheet is located directly after the facilitator guide in this section of this *Inductor's Guide* and you can also access them online via the Phi Sigma Kappa website or on Officer Portal.

It is suggested that you print all worksheets at the beginning of the associate member process and place in a folder or binder and ask associate members to bring that to each meeting. Another option is to print the worksheets or handouts before each meeting and distribute them to each associate member at the beginning of each meeting. It is up to you to decide what works best for you and the associate members.

EXPECTATIONS OF PHI SIGMA KAPPA

FACILITATOR GUIDE

Notes to the Inductor:

- This meeting is required to be held as written and should be held first in the associate member program and promptly after the Ritual of Association.
- Inductor should have already submitted and received approval on the Associate Member Education Plan and be ready to provide those dates to associate members.
- Inductors should prepare to share about the big brother interview and selection process including due dates and the date of the reveal itself.
- Consider making binders for each associate member that contain the calendar of events, meetings and due dates for associate members, all associate member worksheets, risk management policies, chapter bylaws, completed “Campus Resources Sheet,” copies of “Good Samaritan Service Project Guidelines,” and other chapter-specific items such as a list of chapter officers and committees or a member contact list.

Total Time: 45 - 55 minutes

Meeting Outcomes:

- Reflect upon the Ritual of Association.
- Identify expectations of membership, including risk management policies and chapter bylaws.
- Review *Brotherhood in Phi Sigma Kappa* program and schedule.
- Learn about chapter officer structure.
- Learn about big brother program.
- Discuss Good Samaritan service project.

Materials & Preparation:

- Associate member binders with resources listed above in “Notes to the Inductor”
- Inductors should have available to review the following documents:
 - *Phi Sigma Kappa's Risk Management policy which can be found on Officer Portal*
 - *Fees and Dues Schedule, distributed via email to all officers at the beginning of each academic year and can also be found on Officer Portal*
 - *Member Accident Protection Program, which can be found on Officer Portal*
- Associate members should bring a pen or writing utensil

Introductions: 10 minutes

- *Welcome everyone to Phi Sigma Kappa and indicate how excited you are they have chosen to join Phi Sig.*
- *Introduce yourself including: name, hometown, major, year in school and anything else you'd like to share.*

- *Have all associate members introduce themselves to the group and ask them to share something additional such as a “fun fact” about themselves or why they joined Phi Sig.*
- *Share:*
 - During the next ____ weeks, you will be participating in a variety of meetings, events, and activities that are related to your associate member experience that together, make up the *Brotherhood in Phi Sigma Kappa* program.
 - The purpose of the meetings is to educate you about Phi Sigma Kappa as a national Fraternity and about our local chapter. They are also designed to help you grow as an individual but also to bond with your associate member class. Our intent is to teach you about the values of our Fraternity and to hold you accountable to our expectations and your individual goals.
- *Share a personal story of a favorite memory of your associate member experience and how it's shaped you as a brother. Be sure the story is appropriate and meaningful.*

Expectations: 15- 20 minutes

- *Share:*
 - As I mentioned earlier, we do have expectations of you as an associate member and as an initiated brother.
 - Fully participating in the *Brotherhood in Phi Sigma Kappa* program is our biggest expectation of you. This combines meetings, ritual and activities that will help prepare you for membership in Phi Sigma Kappa.
- *Distribute or share the dates you submitted on Officer Portal as the Associate Member Education Plan. Be sure to review the following dates:*
 - *All associate member meetings*
 - *Big brother reveal*
 - *Associate member class activity/retreat*
 - *GreekLifeEdu due dates (2 parts)*
 - *Initiation fee due date*
 - *Ritual for the Initiation of New Members dates*
 - *Any other Fraternity or campus obligations, such as chapter meetings or campus requirements such as events for all fraternity or sorority new members*
- *Ask if anyone has any questions about the deadlines and explain some of these events/due dates will be discussed more in-depth throughout their associate member experience.*
- *Share there are also expectations of all brothers that come in the form of bylaws and Fraternity policies. Be sure and share the following policies and elements of your bylaws, in full detail, so that they understand what is expected of them.*
 - *Phi Sigma Kappa's Risk Management policy which can be found on Officer Portal*
 - *Fees and Dues Schedule, distributed via email to all officers at the beginning of each academic year and can also be found on Officer Portal*

- *Member Accident Protection Program, which can be found on Officer Portal*
- *Share:*
 - We have these policies not only for our safety and the safety of others, but also because we want to uphold the values of Phi Sigma Kappa.
 - This is why we expect you to represent Phi Sig well and showcase the best that our Fraternity has to offer. We want to stand out amongst other fraternities on campus in a positive way.
- *Share a personal story about why you believe Phi Sig can provide them the best fraternity experience on campus and how that relates to the values of the Fraternity.*
- *Ask if anybody has any questions related to the bylaws and policies you just shared.*

Chapter Officers, Committees, and Big Brothers: 10-15 minutes

- *Share:*
 - Phi Sigma Kappa's tagline is "A Family of Leaders." This refers to all of us, but also to the brothers in officer roles that serve our chapter and help our Fraternity.
 - Our hope is that one day, you too, will be interested in serving in one of these officer positions as an initiated brother.
- *Share the chapter's officer structure, including a general description of what each position does, what other officers/chairmen they oversee, and brothers in positions they may need to work with during their associate member experience, such as the Inductor (you), President, and Treasurer.*
- *Share the chapter committee structure and that in the next associate member meeting they will get the chance to select which committee they'd like to join.*
- **Facilitator tip:** *Plan out how you will implement the big brother application, selection, interview and reveal process ahead of time. Then share that information with the information below.*
- *Share:*
 - Additionally, within Phi Sig, you'll receive a big brother who will serve as a mentor for you during your associate member experience but also, hopefully as a friend for life.
 - Big brothers and associate members are paired based on interests and personalities, but also based on shared goals within Phi Sig.
 - You will have the opportunity to get to know them better through an interview process, which will take place _____.
 - During our ____ meeting, you'll be given the opportunity to rank specific older members who you'd like to be your big brother.
 - Big brothers have to go through an application process and must be in good standing with the chapter in order to serve as a big brother. It's important to remember that all will be qualified and will serve as great mentors to you during your associate member experience.
- *Ask if anyone has any questions related to the chapter officers, committees, or big brothers.*

Good Samaritan Service Project: 5 minutes

- *Pass out the “Good Samaritan Service Project Guidelines” handout.*
- *Review with associate members the information on the handout and your expectations of the service project. Ask if anyone has any questions.*

Closing: 5 minutes

- *Ask if anyone has questions regarding today's meeting.*
- *Share information about the next meeting, **Founding** of Phi Sigma Kappa, when and where it will take place, as well as the focus is the founding and history of Phi Sig.*
- *Share any additional Phi Sigma Kappa or university announcements.*
- *Ask if anyone has additional questions, thank them for their participation, and dismiss.*

FOUNDING OF PHI SIGMA KAPPA

FACILITATOR GUIDE

Notes to the Inductor:

- This meeting is required to be held as written and should occur after **Expectations** of Phi Sigma Kappa and should be the second associate member meeting.
- The following handouts are important for this meeting:
 - Phi Sigma Kappa Glossary of Terms
 - “**Founding** of Phi Sigma Kappa” associate member worksheet
- If associate members have not yet received their copy of the “*Hills and a Star*,” please distribute them for this meeting.
- Consider using the Fraternity Fast Facts in your *Inductor’s Guide* to continue to incorporate the history of the Fraternity throughout the associate member experience.
- Consider having associate members complete the Phi Sigma Kappa Crossword Puzzle to incorporate an activity around learning the history of our Fraternity.

Total Time: 60 – 90 minutes

Meeting Outcomes:

- Learn about the founding the Fraternity.
- Learn Cardinal Principles and The Phi Sigma Kappa Creed.
- Discuss incorporating Fraternity values into everyday life.
- Complete first draft of Pledge to Brotherhood.
- Participate in Brotherhood Circle.

Materials & Preparation:

- Three signs labeled Brotherhood, Scholarship, Character; one in three different parts of the room
- PowerPoint or sheet of paper on wall, listing expectations for Brotherhood Circles
- Associate members should bring a pen or writing utensil; a highlighter is optional
- Copies of “*Hills and a Star*” for each associate member and the Inductor

Introduction: 3 minutes

- *Welcome everyone and ask if anyone has any questions regarding the last meeting or their associate member experience so far.*
- *Introduce the topic of the meeting, explaining this meeting is going to focus on the purpose of Phi Sigma Kappa as a Fraternity and their individual purpose as a brother.*
- *Share a personal story about the importance of the Cardinal Principles and/or the Creed in your life.*
- *Briefly review the agenda for the meeting and see if anyone has any questions.*

Focus on History: 15 – 20 minutes

- **Facilitator tip:** *This section only covers portions of Chapter Two: Our Heritage of “Hills and a Star” for the purposes of discussion. Encourage associate members to read the rest of the chapter, as well as the entire “Hills and a Star” book on their own time.*

Founding of Phi Sigma Kappa

- *Either read aloud or have associate members read on their own the founding story from The “Hills and a Star,” starting on page 23, paragraph four starting with “Massachusetts Agricultural College in Amhurst...” and ending on page 26, paragraph one, ending with the quote from Founder Brooks “...strength of body, mind and soul for its realization.”*
- *Discussion questions:*
 - What stood out to you the most about the founding story?
 - What stood out to you the most about each of the founders and their individual personalities?
 - What does this tell us about the purpose of our Fraternity?
 - What does this indicate about the legacy the founders left?

Symbols and Purpose of the Fraternity

- *Ask associate members to turn to page 28 and review the following information:*
 - The Fraternity badge
 - The Fraternity flowers
 - The Fraternity colors
 - The Fraternity flag
 - The six-degree membership structure (found on pages 71-72):
 - First Degree: undergraduate member who’s completed the Ritual for the Initiation of New Members
 - Second Degree: an initiated member who becomes an Executive Board officer
 - Third Degree: an initiated member who graduates from his college/university or is certified by the Chapter Adviser as one who is no longer enrolled at the school
 - Fourth Degree: an alumnus who is named to any appointive office of the Grand Chapter, such as a Chapter Adviser or International Headquarters professional staff member
 - Fifth Degree: an alumnus who is elected to the Grand Council
 - Sixth Degree: an alumnus who is elected as Grand President
- *Either read aloud or have associate members read on their own, starting on page 28, paragraph two starting with “The 1938 Convention adopted the...” and through the end of page 30.*
- **Facilitator tip:** *Share what the badge, symbols, colors, or flag means to you and/or what degree of membership you plan to achieve.*
- *Discussion questions:*
 - Why do you believe Phi Sigma Kappa was founded?
 - What about Phi Sigma Kappa attracted you during the recruitment process, and how do you see that reflected in the history?
 - What does it mean to you, to “not seek bigness for its own sake,” as described in the purpose of the founding?

- What does the quote from D.R. (Spec) Collins on pages 29-30 mean to you, and what you hope to gain from Phi Sigma Kappa?
- *Call on a few associate members, then transition into the founding of Phi Sigma Epsilon.*

The Merger with Phi Sigma Epsilon

- *Either read aloud or have associate members read on their own the founding story of Phi Sigma Epsilon from the “Hills and a Star,” starting on page 31, paragraph one starting with “That group of young men...” and ending on page 35, ending with “...BY THESE THINGS WE STAND.”*
- *Discussion questions:*
 - What stood out to you about the merger with Phi Sigma Epsilon?
 - What about this is unique to our Fraternity?
 - What about the founding story or the merger makes you proud to be a Phi Sig?

Cardinal Principles: 10 – 15 minutes

- *Share the following information regarding the three Cardinal Principles:*
 - The Cardinal Principles of Phi Sigma Kappa, as outlined at the 1934 General Convention are:
 - To Promote Brotherhood
 - To Stimulate Scholarship
 - To Develop Character
 - The Golden Rule: Do Unto Others As You Would Do Have Them Do Unto you is the official motto of the Fraternity and has been since the 1985 Merger of Phi Sigma Kappa and Phi Sigma Epsilon.
 - It is this motto, these Cardinal Principles, and the Creed that every Phi Sig should hold themselves and their brothers accountable to.
 - I’m going to talk more about each Cardinal Principle. As I share, read along on your worksheet and listen for pieces of their definitions that relate to your personal values. Highlight or underline those words or lines.
- *Read each paragraph aloud about each of the three Cardinal Principles. Share an example of how you’ve seen this displayed in your chapter for each Principle.*
 - To Promote Brotherhood.
 - Justice, harmony, and brotherly love are essential to the spirit of fraternity. We promise to set an example of true brotherhood not only in our relations with each other, but in our association with people everywhere.
 - To Stimulate Scholarship.
 - Wisdom comes with learning. Complementing the mission of higher education, we seek to help our members to combine formal and informal learning experiences; to more fully appreciate the importance of both theoretical and practical knowledge; and, by broadening their understanding of human relationships, to produce men of wisdom who will be better

- prepared to make positive contributions to society and all mankind.
 - To Develop Character.
 - Honor is the basis of fraternal relationships. We resolve to instill in each member a devotion to those values which will guide him to ends that are noble and right, so that in all that he represents and in all that he does, he shall be known as a man of honor who inspires.
- *Share activity instructions:*
 - Now that you've learned more about the three Cardinal Principles, I want you to pick the Principle that most resonated with you. Maybe it's one you heard about the most in recruitment, or the one you want to focus on yourself.
 - Once you've selected the Principle, move to the area that is labeled with that Principle.
 - **Facilitator tip:** *If you have a smaller associate member class, have them talk as one small group about each of the three Principles, or have each pick one and individually reflect on the questions below and then share with the group.*
 - Once there, we're going to do some group discussions.
 - *Small group discussion questions (have on PowerPoint or written on board):*
 - Why did you select to discuss this Principle?
 - How have you seen this Principle play out in your Phi Sig experience so far, whether during recruitment or as an associate member?
 - How does this Principle align with your personal goals in Phi Sig?
 - What about this Principle makes you proud to have joined Phi Sig?
- *Allow about five minutes for brothers to discuss. Walk around the room to listen in and ensure good conversation. Then, dismiss everyone back to their original seats and transition into learning about the Creed.*

Phi Sigma Kappa Creed: 5 minutes

- *Share:*
 - Now we're going to learn more about the Creed.
 - The Creed is just as important as our Cardinal Principles because both represent the history of the Fraternity, the values we were founded upon, and the foundation of everything we do in Phi Sigma Kappa.
 - Turn to the Creed on your worksheet and listen as I read it aloud.
- *Read the Creed aloud. Then ask the brothers to read it aloud together. Repeat a few times if necessary.*
- *Discuss:*
 - What does the Phi Sigma Kappa Creed mean to you?
 - How does this relate to the founding story and the Cardinal Principles?
- *Share that associate members will need to know the Creed for the Ritual for the Initiation of New Members. Instruct them of how you plan to help them*

memorize it, whether that be having them recite it at the beginning of each associate member meeting or have writing practice at specific meetings.

Fraternity and Sorority Life on your Campus: 5-10 minutes

- *Share the following information regarding fraternity and sorority life on your campus:*
 - *Councils: Panhellenic, Interfraternity Council (IFC), National Pan-Hellenic Council (NPHC), United Greek Council or Multicultural Greek Council, etc.*
 - *Other fraternities and sororities you partner with frequently*
 - *Role of fraternity and sorority life office, name of university fraternity and sorority staff advisor, location of office*
 - *Large events for members of fraternities and sororities they may need to attend or be interested in attending such as a program for all new members of fraternities and sororities, Greek Week, campus speakers, etc.*

Introduction to Brotherhood Circles: 2 minutes

- *Share:*
 - Throughout your associate member experience at these meetings, you will participate in what we call Brotherhood Circles.
 - These occur towards the end of each associate member meeting and are meant to be a reflection of what we've learned but also as a way for you all to bond as associate members.
 - Other fraternities may have their new members or associate members bond through methods that are unproductive such as chores, menial tasks, or more dangerous types of hazing, but we ask that you all have genuine conversation with each other to build a stronger brotherhood.
 - We have the following expectations for you during these discussion times:
 - Participate authentically.
 - Actively listen.
 - Stay off electronic or mobile devices.
 - Respect your brothers—don't interrupt, make fun of, or react negatively to something a brother says.
- *Ask:* Does anybody have any expectations they'd like to add to this list?
- *Share:*
 - You get out of a Brotherhood Circle what you put into it. The more you engage, the more you'll learn about your brothers, Phi Sigma Kappa, and yourself. It's important for you to bond as associate members, and these Brotherhood Circles are pertinent to do so.
 - For this meeting, we're going to write a first draft of our Pledge to Brotherhood and then we will jump into our first Brotherhood Circle.
- *Ask:* Does anybody have any questions regarding the Brotherhood Circles?

Pledge to Brotherhood: 10 - 15 minutes

- *Share instructions:*
 - The Pledge to Brotherhood is your opportunity to develop what you plan to do as a member of Phi Sigma Kappa. This will be used during

the Ritual for the Initiation of New Members and you will have several opportunities to refine it before then.

- It is a way for me, your big brother, and us as a chapter to hold you accountable to what you say you will contribute to our Fraternity.
- On your worksheet, utilize the questions to draft your first version of your Pledge to Brotherhood.
 - What do you pledge to give to Phi Sigma Kappa?
 - How can you contribute to our Fraternity?
 - What do you pledge to do, as a brother?
 - What do you want your legacy in Phi Sigma Kappa to be?

Brotherhood Circle: 10 – 20 minutes

- *Have everyone share their Pledge to Brotherhood. Then move into the discussion part of the Brotherhood Circle.*
- *Share:*
 - We talked a lot about legacy and purpose today.
 - The legacy the founders left for us and the legacy we'll leave during our time in the Fraternity.
 - It's important to remember that Phi Sigma Kappa is for a lifetime, not just something you do in college.
- *Discussion questions:*
 - What will you give to Phi Sigma Kappa?
 - What strengths and characteristics do you bring to our brotherhood?
 - After writing your Pledge to Brotherhood, what makes you excited to be a brother of Phi Sig?
 - What do you believe Phi Sigma Kappa can provide you?
 - What excites you about life-long membership (past your college years), in Phi Sigma Kappa?

Closing: 5 - 10 minutes

- *Ask if anyone has questions regarding today's meeting.*
- *Share information about the next associate member meeting, when and where it will take place, as well as the focus of the meeting.*
 - **Facilitator tip:** *If you are doing **Leadership** in Phi Sigma Kappa next and are having them take the [16Personalities.com](https://www.16personalities.com) assessment on their own prior to the next meeting, be sure and give them those instructions now.*
- *Share any additional Phi Sigma Kappa or university announcements.*
- *Ask if anyone has additional questions, thank them for their participation, and dismiss.*

FOUNDING OF PHI SIGMA KAPPA

ASSOCIATE MEMBER WORKSHEET

Instructions: Read along with your Inductor as he reads the Cardinal Principle descriptions aloud. Highlight or underline pieces that you relate to.

Cardinal Principles of Phi Sigma Kappa

- To Promote Brotherhood.
 - Justice, harmony, and brotherly love are essential to the spirit of fraternity. We promise to set an example of true brotherhood not only in our relations with each other, but in our association with people everywhere.
- To Stimulate Scholarship.
 - Wisdom comes with learning. Complementing the mission of higher education, we seek to help our members to combine formal and informal learning experiences; to more fully appreciate the importance of both theoretical and practical knowledge; and, by broadening their understanding of human relationships, to produce men of wisdom who will be better prepared to make positive contributions to society and all mankind.
- To Develop Character.
 - Honor is the basis of fraternal relationships. We resolve to instill in each member a devotion to those values which will guide him to ends that are noble and right, so that in all that he represents and in all that he does, he shall be known as a man of honor who inspires.

Small Group Discussion: Cardinal Principles

Instructions: With your fellow associate member(s), discuss the following questions and take notes below.

- Why did you select to discuss this Cardinal Principle?
- How have you seen this Cardinal Principle play out in your Phi Sig experience so far, whether during recruitment or as an associate member?
- How does this Cardinal Principle align with your personal goals in Phi Sig?
- What about this Cardinal Principle makes you proud to have pledged Phi Sig?

The Phi Sigma Kappa Creed

In the firm conviction that my Fraternity demands of me a life of Faith and Purpose.

I hereby solemnly declare My Faith in the wisdom and love of God; in the dignity and worth of my fellowmen; in the strength and beauty of true Fraternity; in the history and future of my Country; and in the traditions and program of my Alma Mater.

Henceforward, therefore, it shall be My Purpose to remain forever true to this, my Fraternity's faith in me and in turn to preserve and promote courageously and unselfishly the chosen ideals of our mutual affection and common endeavor.

To this end I dedicate My Life to the maintenance of this Faith and the pursuit of this Purpose so that the ideals of Phi Sigma Kappa, being embodied in me, may be fulfilled in my Character and Conduct, and be known and honored by all men.

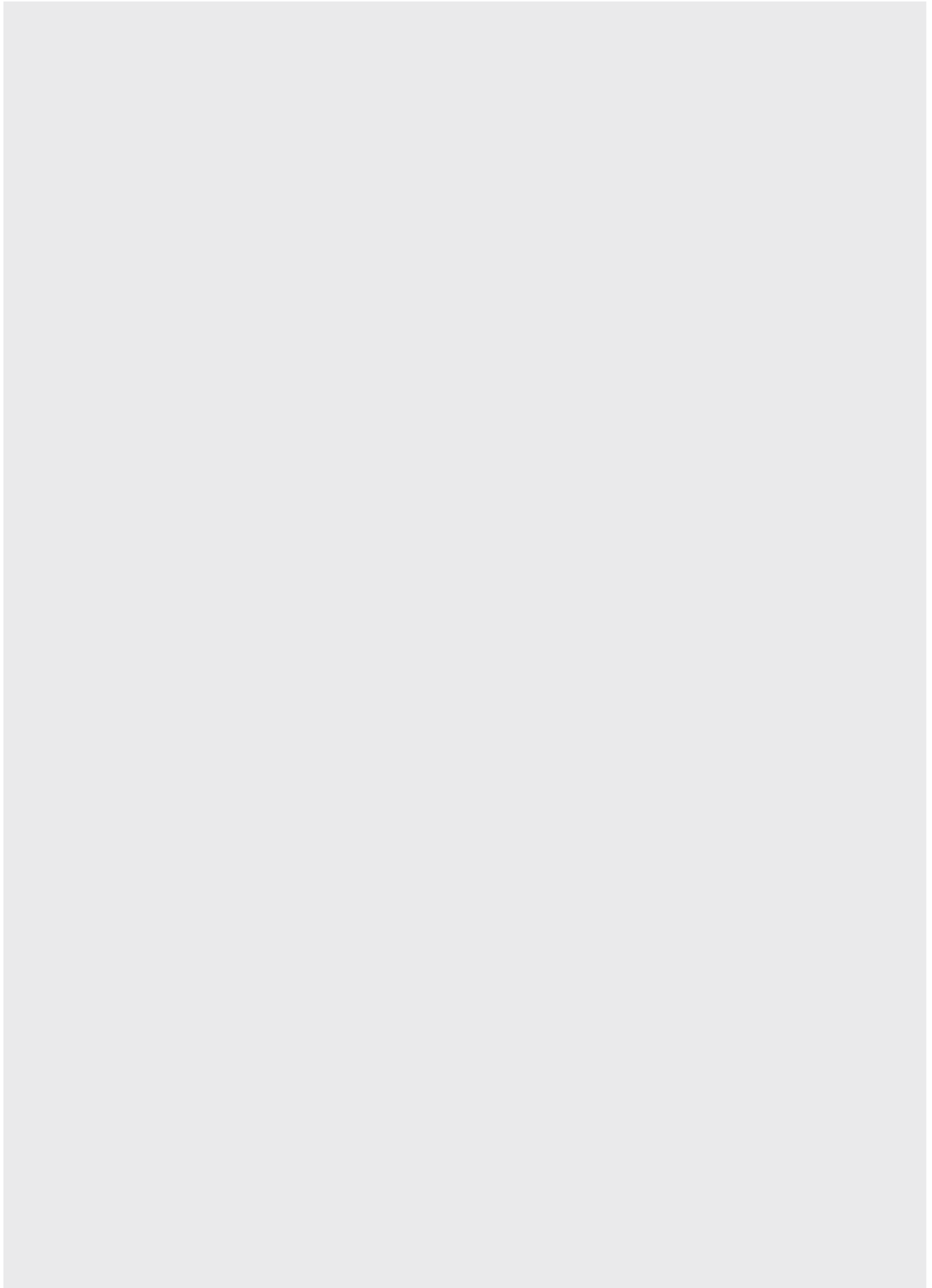
By these things I stand.

Pledge to Brotherhood: First Draft

Instructions: Use the space on the next page to write the first draft of your Pledge to Brotherhood. Answer these questions to help you:

- What do you pledge to give to Phi Sigma Kappa?
- How can you contribute to our Fraternity?
- What do you pledge to do, as a brother?
- What do you want your legacy in Phi Sigma Kappa to be?

Pledge to Brotherhood: First Draft



LEADERSHIP IN PHI SIGMA KAPPA

FACILITATOR GUIDE

Notes to the Inductor:

- This topic is optional and can occur at any point during the associate member experience.
- Instead of conducting this meeting as written, consider having associate members attend a leadership workshop on campus or bring in an outside speaker/facilitator to cover this topic.
- If following this meeting facilitator guide to cover the Leadership topic, the “**Leadership** in Phi Sigma Kappa” associate member worksheet is important for this meeting.

Total Time: 50 - 80 minutes

Meeting Outcomes:

- Complete 16 Personalities inventory.
- Identify strengths and weaknesses of personality type.
- List personal strengths that will benefit Phi Sigma Kappa.
- Describe the importance of self-awareness.
- Participate in Brotherhood Circle.

Materials & Preparation:

- Associate members either need to bring a tablet or laptop to the meeting or need to have completed the 16 Personalities test prior to coming to the meeting
- Associate members should bring a pen or writing utensil

Introduction: 5 minutes

- *Welcome everyone and ask if anyone has any questions regarding last week's meeting or their associate member experience so far.*
- *Introduce the topic of the meeting, explaining this is going to focus on them as a leader and what they bring to Phi Sigma Kappa.*
- *Briefly review the agenda for the meeting and see if anyone has any questions.*
- *Introduce the 16 Personalities test:*
 - *If associate members have already taken the assessment prior to coming to the meeting, ask if anyone had any questions or trouble with the assessment.*
 - *If associate members have not taken the assessment already, ask them to bring out their laptops or tablets and inform them they will be using it to take a personality test, which is the main focus of the meeting today.*

16 Personalities Test: 30 - 40 minutes

Taking the Test: 20 minutes

- **Facilitator tip:** *If brothers have already taken the test on their own prior to the meeting, you can omit this section and move on to “Discuss Results.”*
- *Use the following talking points to guide brothers through taking the test. Give them ALL instructions prior to allowing them to start taking the test.*
 - This test is based on the Myers-Briggs inventory, but also provides a “personality style” that describes how you behave and operate in a variety of areas in your life.
 - *Ask:* How many of you have taken Myers-Briggs?
 - If not, it’s a personality assessment that gives you four letters that represent four different aspects of your personality, similar to the one we are taking today.
 - There are 16 different combinations, which is why this assessment is called 16 personalities.
 - Go to 16personalities.com.
 - Click the orange “Take the Test” button.
 - Answer honestly. Do not be afraid to select the larger circles on the outer ends if that’s truly how you feel.
 - Giving only neutral answers will not yield strong and accurate results. Try and stick within the color circles and pick the largest circle you feel comfortable with.
 - Think about each question sincerely and take your time.
 - Stay quiet and remain on the last page until I instruct you to do the next step.
 - *Allow associate members about 10 minutes to complete the test, then instruct them to click “get results.”*

Discuss Results: 15 minutes

- *Walk through each of the five different measurements with them and have them fill in their results on their worksheets. Note that there are five descriptive words or letters (ex. ISTP – A), which also differs it from Myers-Briggs.*
 - **Facilitator tip:** *If comfortable, share your results with them as you help them read through their profile.*
- *After they have walked through the initial report, have associate members click “keep reading” to read the rest of their results. Allow them about five to ten minutes to read, discuss with those around them, and identify areas they agree with and those they do not. Have them record notes on their worksheets.*

Sharing Results: 10 minutes

- *Instruct brothers to walk around and find as many brothers with different personality styles as possible.*
- *They should use the chart on their worksheets to record their name, their personality style or five letter combination, and one thing about their personality style they would like to share.*

- *Brothers should aim to talk to everyone in their class if possible, even if they share the same personality style.*
- **Facilitator tip:** *If able, give a prize for the brother who finds the most amount of people to motivate them to complete the activity.*
- *After about ten minutes is up, congratulate the winner and move into the Brotherhood Circle.*

Brotherhood Circle: 15 - 25 minutes

- *Share:*
 - We talked a lot about ourselves today.
 - As leaders and as fraternity men, it's important to be self-aware so we can be our best selves.
- *Instruct associate members to complete questions on their worksheets about their results and what they learned about themselves, if they haven't already.*
- *Discussion questions:*
 - What did you learn about yourself today?
 - What did you learn about your brothers today?
 - How did your test results show you what's important to you? What you value?
 - Was there anything about your results that you know is true about yourself, but you don't like? Any negative qualities and traits you'd like to change?
 - How can your brothers help you overcome those?

Closing: 0-10 minutes

- *Ask if anyone has questions regarding today's meeting.*
- **Facilitator tip:** *Consider using this opportunity to discuss potential leadership and involvement opportunities within the chapter such as chapter committees, chairmen and Executive Board positions, and national Fraternity leadership events such as the Robert M. Zillgitt Leadership Institute and Shonk Undergraduate Leadership School.*
- *Share information about the next associate member meeting, when and where it will take place, as well as the focus of the meeting.*
- *Share any additional Phi Sigma Kappa or university announcements.*
- *Ask if anyone has additional questions, thank them for their participation, and dismiss.*

LEADERSHIP IN PHI SIGMA KAPPA

ASSOCIATE MEMBER WORKSHEET

16 Personalities Results

Instructions: Circle the word that aligns with the letter combination you received as part of your 16 Personalities assessment results.

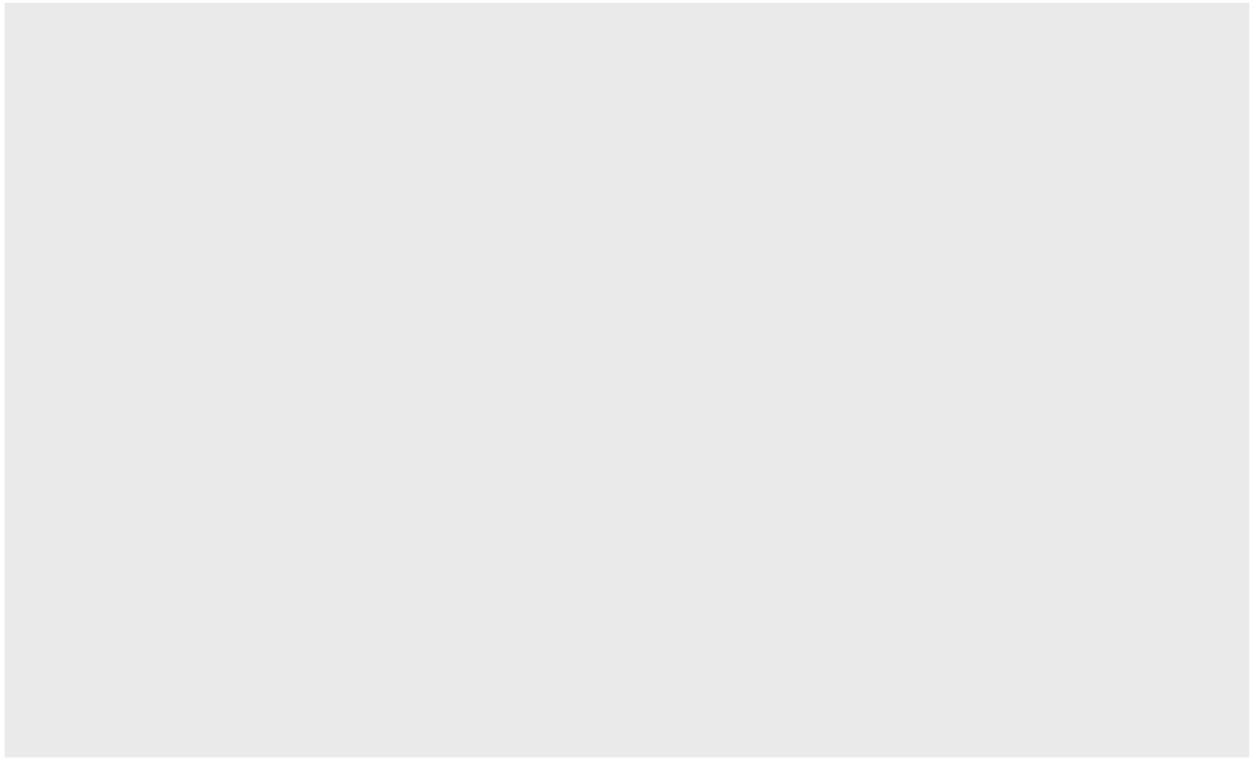
- Extraverted OR Introverted
- Intuitive OR Observant
- Thinking OR Feeling
- Judging OR Prospecting
- Assertive OR Turbulent

My personality type is: _____

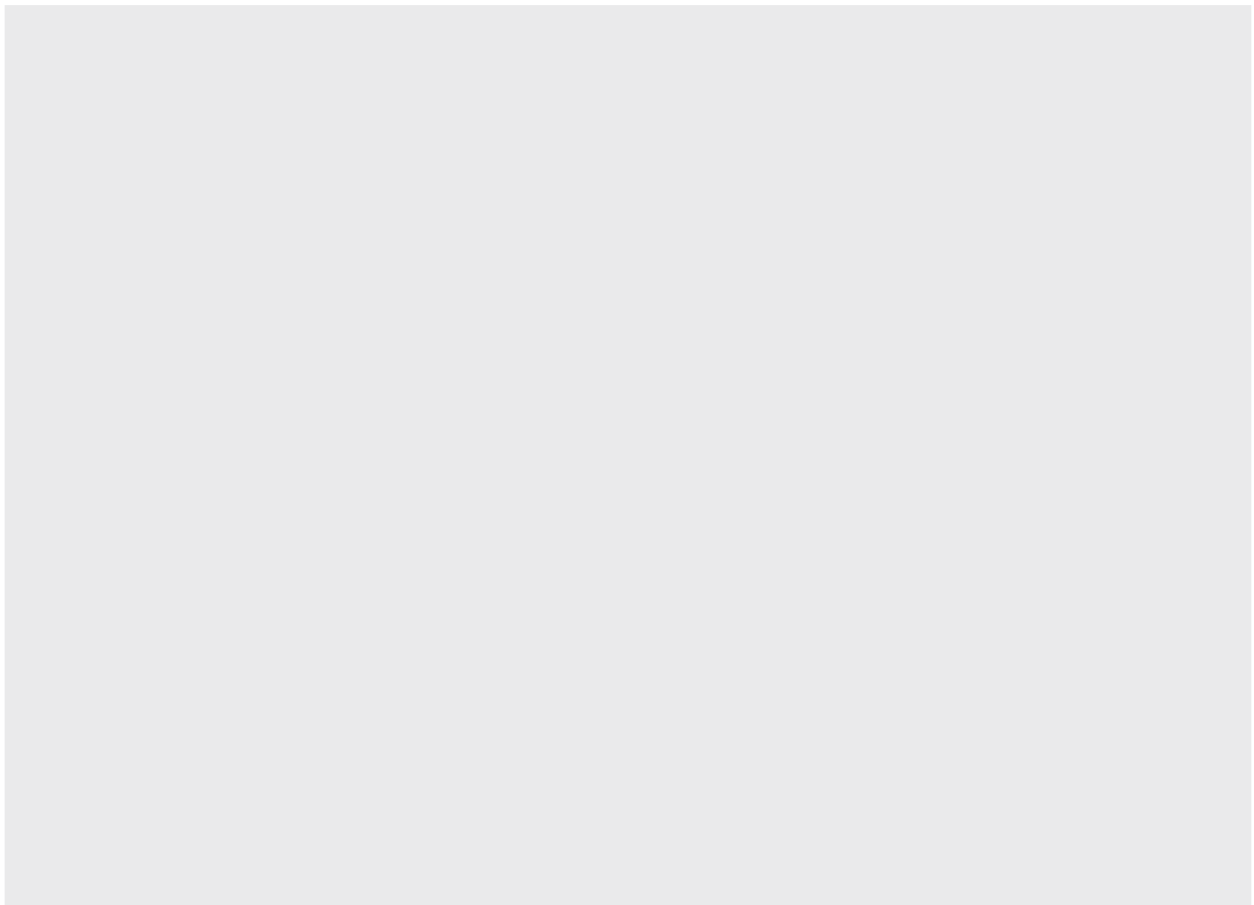
Instructions: Read through your 16 Personalities test results and take notes below.

What areas of your results do you agree with?

What parts of your results do you not agree with?



What did you learn about yourself?

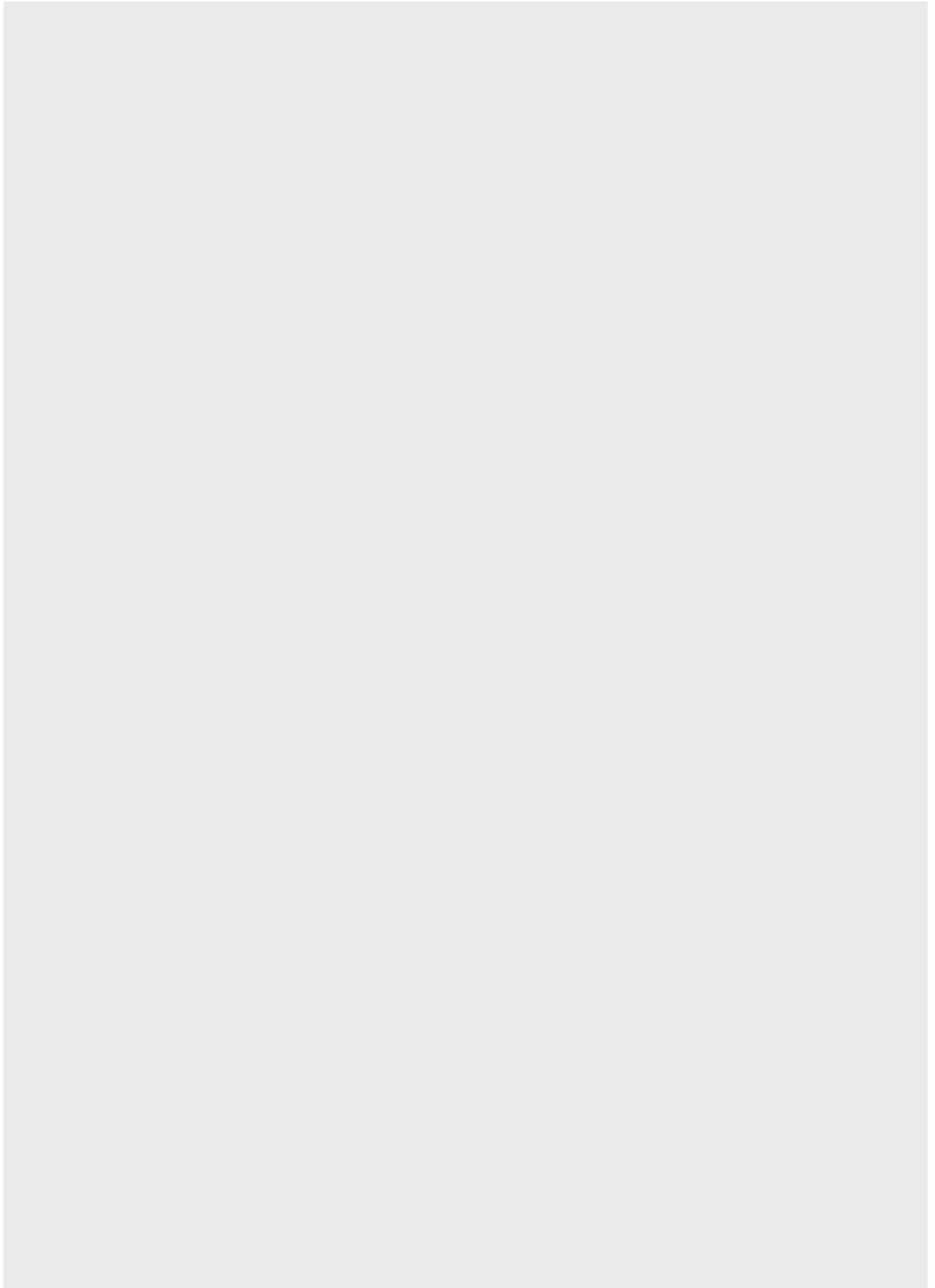


Sharing Results

Instructions: Find as many brothers as you can with a different personality style as you. Write in the chart below their name, their personality style or letter combination, and one thing you learned about them related to their results.

If you need additional space, the next page has a blank notes page.

[illegible]



INTEGRITY IN PHI SIGMA KAPPA

FACILITATOR GUIDE

Notes to Inductor:

- This topic is required but can happen at any point during the associate member experience.
- Consider bringing in an outside facilitator to lead this meeting, as associate members may be more honest, get to hear from an expert, and take the content more seriously. They can lead the meeting as written, or cover the same topics using their own material.
- If following this meeting facilitator guide to cover the Integrity topic, the “**Integrity** in Phi Sigma Kappa” associate member worksheet is important for this meeting.

Total Time: 60 - 90 minutes

Meeting Outcomes:

- Discuss common ethical dilemmas through a four corners activity.
- Explore the concepts of consent and Title IX.
- Define integrity.
- Describe an ethical decision-making model.
- Reflect on past unethical decisions.
- Participate in Brotherhood Circle.

Materials & Preparation:

- Copies of the completed “Campus Resources” sheet for each associate member, found in the *Inductor’s Guide*, if not already distributed
- Four signs with “Agree,” “Strongly Agree,” “Disagree” and “Strongly Disagree” taped in each corner of the room
- Pre-select four corners questions that apply the most to your chapter
- Audio/visual equipment required to play video
- Consider utilizing an outside facilitator for this meeting
- Associate members should bring a pen or writing utensil ...

Introduction: 5 minutes

- *Welcome everyone and ask if anyone has any questions regarding last week’s meeting or their associate member experience so far.*
- *Introduce the topic of the meeting, explaining this is going to focus on the week’s theme of integrity and what it means to be a fraternity man with Character as it relates to ethical decision-making.*
- *Briefly review the agenda for the meeting and see if anyone has any questions.*
- *Share:*
 - Remember from the **Founding** of Phi Sigma Kappa meeting, our Brotherhood Circle expectations:
 - Participate.
 - Actively listen.
 - Stay off electronic or mobile devices.

- Respect your brothers—don't interrupt, make fun of, or react negatively to something a brother says.
- Because of the topics we're discussing today, I'd also like to add these two:
 - Stay open-minded.
 - If you disagree with something, disagree with the idea, not the person.
- *Ask if anyone has any expectations they'd like to add or if they have any questions. Transition into the first activity.*

Four Corners: 10 - 15 minutes

- *Before the meeting, select at least five statements from the list below to ask during the four corners activity. You may have time for more or less, depending on how much discussion takes place after each question. Pick questions that you feel are most relevant to your chapter.*
 - **Facilitator tip:** *Work with your Chapter Adviser or President to add different statements if there are topics you'd like to focus on.*
- *Before you begin, share the following instructions:*
 - After I read each statement, pick the corner that best represents how you feel about the statement. You must pick a corner; there is no neutral zone.
 - Don't pick based on what you think the answer should be. This should be your individual, honest opinion.
 - After each statement, we'll have a few people in each corner share why they picked that corner.

Four Corners: Possible Statements

1. It's fine to share study drugs such as Adderall with brothers who need the extra help studying.
 - **Facilitator tip:** *If everyone in the group chooses "agree" and/or "strongly agree", challenge them on this. Sharing Adderall is illegal and takes medicine away from brothers who are prescribed it and need it.*
2. It's okay to smoke marijuana (in a state/province that's legal), before a Phi Sig date party or social function because it's legal, just like drinking alcohol is.
 - **Facilitator tip:** *If you're not in a state/province where this is legal, you may want to skip this question or re-frame it to be about choosing to smoke marijuana over choosing to drink alcohol.*
3. Taking a bus or Lyft to a Phi Sig date party or social function means we can drink as much as we want.
4. Using the off-campus/satellite or "unofficial" Phi Sig house or apartment for parties is better than the chapter house, because we don't have all of the same restrictions and have to follow the same policies.

5. I don't mind sharing notes or assignments with brothers who are taking the same classes, because we both benefit since we don't have to go to every class and can use that time to study or work.
6. It's important for the older brothers to see how we act when we're drunk to make sure we don't do anything that would embarrass Phi Sig.
 - **Facilitator tip:** *If members agree with this, challenge them to think about this as hazing; forcing associate members to "see how they are" under the influence of alcohol or other drugs is hazing. Knowing how someone is when they are drunk doesn't determine whether or not they will make a good brother.*
7. A member's grades are their own business and we shouldn't care about how they do in school, as long as they're a good brother.
8. Seniors should get a pass on stuff like community service hours and attending chapter meetings. They've already given so much to the chapter.
9. I don't mind doing things like serenading sororities or having to wear suits to class every day because the older guys did it too when they were associate members. It shows our dedication to the Fraternity.
10. It's OK for a brother to hook up with someone who's had a little too much to drink if it was obvious that the other person was really into him before they got drunk.
 - **Facilitator tip:** *Question 10 is strongly suggested, as it leads into the next activity.*

Four Corners Debrief: 5 - 10 minutes

- *Discussion questions:*
 - What made it easy to pick a corner?
 - What made it difficult to pick a corner?
 - What helped you decide which corner to go to?
 - Did the choice of others influence your decision? Why or why not?
 - What did you learn about yourself?
 - What did you learn about your associate members?
- *Share:*
 - This meeting is focused on integrity and ethical decision-making.
 - These situations described in the four corners activity are decisions you will probably have to make at some point during your Phi Sig experience, and in life.
 - In order to make ethical decisions and have integrity, we must fully understand the problem.
 - Your Phi Sig experience isn't just about being a good member of our chapter and a good brother, it's about being a good human being.
 - Next, we're going to talk about a topic that can seem like a grey line at times, but really is black-and-white.

Consent & Title IX: 17 minutes

- *Play "Consent: It's as Simple as Tea" video.*
<https://www.youtube.com/watch?v=oQbei5JGiT8>
- *Discuss:*
 - What are your initial thoughts/reactions to the video?

- Is there anything that was said/described in the video you still have questions about?
- Why do you think we decided to show it during this meeting today?
- Let's practice with some scenarios.

Do you Have Consent?: 10 minutes

- *Tell everyone that you will read a short scenario and instruct them to raise a hand if they believe they have consent in that scenario. Be sure and read the answer after you've discussed for a few minutes.*
- *Read aloud:*
 - ***Scenario 1:** Olivia, the girl you are interested in, has been drinking for a couple hours. She is slurring her speech and is having trouble walking without stumbling. Twenty minutes later, Olivia comes to you and tells you, "ugh, I just threw up and I feel much better" and then asks if you want to have sex.*
 - *Raise your hand if you think you have consent?*
 - *Why or why not?*
 - *Answer: No, you do not have consent. While Olivia may feel better, the alcohol is still in her system and she is still drunk, meaning she cannot legally give consent. Throwing up does not get rid of alcohol in the body, as it has already entered the bloodstream.*
 - ***Scenario 2:** Last night, you had a great date consisting of dinner and a movie with Alex. The date ended with the two of you getting physical, which included sexual intercourse, which you both enjoyed. Tonight, you and Alex are hanging out at a mutual friend's house and decide to head back to Alex's place. You ask Alex if they want to have sex and Alex says, "No, not tonight." You tell Alex, "but, we had sex last night and it was great!" Alex says, "No, I am not in the mood." You tell Alex, "please, last night was so much fun Alex says, "I guess..."*
 - *Raise your hand if you think you have consent?*
 - *Why or why not?*
 - *Answer: No, you do not have consent. Prior consent to have sex does not necessarily mean you have consent going forward. Make sure to gain clear consent each time before initiating a sexual act. Also, repeated attempts to push someone into having sex may be seen as a form of coercion depending on campus Title IX policy.*
 - ***Scenario 3:** You are hanging out with your partner, Sam, of almost three months. The two of you have been intimate and have played around sexually but have never had intercourse. You and Sam are cuddling and begin touching each other and kissing. You tell Sam you think it is "time" and you want to have sex. Sam says, "I am not ready, I just want to keep doing what we're doing now." You say, "can we at least take our clothes off?" Sam agrees and you both undress and continue to touch and kiss. You both are really into the moment and everything feels right. You position yourself to have intercourse and you penetrate*

Sam. Sam goes limp, does nothing and is not seeming to enjoy the moment anymore.

- Raise your hand if you think you have consent?
- Why or why not?
- *Answer: No, you do not have consent. While Sam seemed to be “in the moment” they never verbally gave you consent. On many campuses, consent must be an articulated and clear, ‘Yes’. Make sure your partner is consenting to each sexual act. In this instance, Sam didn’t say “yes” to intercourse, so penetrating them was nonconsensual sex and could be considered rape.*

- *Scenario 4:* You are at a bar with your brothers. You see a girl you have been wanting to date. You approach her and begin talking to her. You are not sure how long she has been there or how much she has had to drink. You can see she is drinking a mixed drink. You get a beer, which will be your third beer. You continue drinking and hanging out for the next two hours. You know you have had three more beers and estimate she has had about the same number of mixed drinks. She leans over to you and whispers in your ear that she wants you to take her home right now and have sex. You do and you both seem to enjoy it.

- Raise your hand if you think you have consent?
- Why or why not?
- *Answer: No, you do not have consent. This is the typical drunk hook-up scenario. It is highly likely you do not have legal consent. It is hard to be absolutely certain of one’s level of intoxication due to a variety of factors including body weight and gender. A few factors in this scenario that can make you unsure:*
 - *A woman’s blood alcohol content or BAC levels are higher than a man’s when consuming the same amount of alcohol. This means that if you drink one-for-one with a woman, she’s going to be at a higher level of intoxication than you, and therefore may not be able to give legal consent.*
 - *Even after consumption stops, blood alcohol content or BAC can continue to be on the rise and the effects of alcohol can appear later.*
 - *Consider that she’s drinking mixed drinks and you’re not sure how much alcohol was in her cup compared to your standard beers. Her drinks could contain multiple shots of alcohol, meaning she’s drinking more standard drinks than you. One cup does not necessarily equal one standard drink.*
 - *Lastly, in the scenario, it was unclear how much she had to drink before you started drinking with her. Her tolerance could be high, and she could have had several more drinks than you estimated before you got there.*

- *Share:*
 - While we may understand the concept of the consent video, sometimes in the situation, consent can be uncertain.

- I'm sure we've all seen in the media people are being accused and found responsible or guilty of sexual misconduct, sexual assault and rape. We owe it to each other and to those we care about to make sure everyone is safe.
- Sexual misconduct, sexual assault and rape happens more on our campus than what we may realize. Therefore, it's important to talk about it because one incident can make it a problem for all of us.
- If you Google "Phi Sigma Kappa sexual assault," articles will come up within our own Fraternity in recent years dealing with these allegations and brothers who have been found responsible or may have even been arrested.
- It's important that this is clear: any sexual activity that is not consensual is against the law. If an individual is intoxicated, they cannot legally give consent.
- Therefore, even if they say "yes," but you know they are resembling behaviors that are consistent with being drunk, that is not legal consent.
- When it comes to sex and anything sexual, including touching or verbal comments, you can never be too careful. It's important that women feel safe at our events and on campus, therefore it's on us to follow policies, be respectful of others, and hold each other accountable when we cross the line.
- The video shows different "filters," of making the decision to give tea or not to give tea. For example, if the person is asleep, you would not force tea down their throat. Incapacitation is never an instance where one would have consent.
- Next, we're going to talk about ethical decision-making and filters you can use to make better decisions about everything, not just sexual activity.

Integrity & Ethical Decision Making: 10 minutes

- *Share:*
 - This meeting has focused on making good decisions and doing the right thing.
 - This ties back to the Cardinal Principle of Character, as we want to be men of honor and stay true to our values.
- *Ask:* How do you define integrity?
- *Share this definition:*
 - Integrity: Aligning your actions with your values.
- *Share:*
 - As humans, we sometimes make mistakes and make poor decisions that do not align with our actions.
 - When these mistakes happen, it's important that we own up to those mistakes and make better decisions the next time a similar problem presents itself.
 - ***Facilitator tip:*** *If comfortable, share a story about a time you made a mistake and your brothers or, the Fraternity in general, held you accountable and you overcame that mistake.*

- *Direct associate members to the PLUS model on their worksheets (also shown below). You can have them read it to themselves, popcorn around the room and have each brother read a different step or read it aloud to them.*

Ethical Decision-Making: PLUS Model

- **P: Policies**
 - Is it consistent with Phi Sigma Kappa's policies, procures and guidelines?
- **L: Legal**
 - Is it acceptable under the state and federal laws and regulations?
- **U: Universal**
 - Does it conform to the Cardinal Principles and Creed of Phi Sigma Kappa? Would society would deem it as "right?"
- **S: Self**
 - Does it satisfy my personal definition of what is right, good, and fair?
- *Instruct them to think about a time they made a mistake or they made an unethical decision and complete the activity.*
- *After everyone is done, transition into the Brotherhood Circle.*

Brotherhood Circle: 10 - 30 minutes

- *Discuss:*
 - Earlier we talked about integrity as "aligning your actions with your values." Thinking about your personal values, when is a time you made a decision that aligned with these values? How did that make you feel?
 - When was a time that you went against those values? This can be the situation you wrote on your worksheet, or a different one. How did that make you feel?
 - What opportunities in Phi Sigma Kappa may there be to make a wrong decision? How can you make sure to make an ethical one?
 - How would I want my brothers to confront me if I'm not acting with integrity?
 - How do the topics of today's meeting tie into the Cardinal Principle of Character? What about Brotherhood?

Closing: 3 minutes

- *Ask if anyone has questions regarding today's meeting.*
- *Thank everyone for their attention and participation, especially with the content of today's meeting.*
- *Share:*
 - Today we discussed several issues that can impact the health and safety of yourself and others.
 - We not only encourage you to make ethical decisions but also to hold your brothers accountable and to be an active bystander when someone could get hurt.
 - Part of holding yourself and your brothers accountable, as well as taking care of yourself and your brothers, is knowing your resources. This

sheet has a list of campus resources that are available to students on our campus.

- *Pass out completed “Campus Resources” sheet (unless it was distributed during the **Expectations** of Phi Sigma Kappa meeting) and ask if anyone has any questions.*
- *Share information about the next associate member meeting, when and where it will take place, as well as the focus of the meeting.*
- *Share any additional Phi Sigma Kappa or university announcements.*
- *Ask if anyone has additional questions, thank them for their participation, and dismiss.*

INTEGRITY IN PHI SIGMA KAPPA
ASSOCIATE MEMBER WORKSHEET

Ethical Decision-Making: PLUS Model

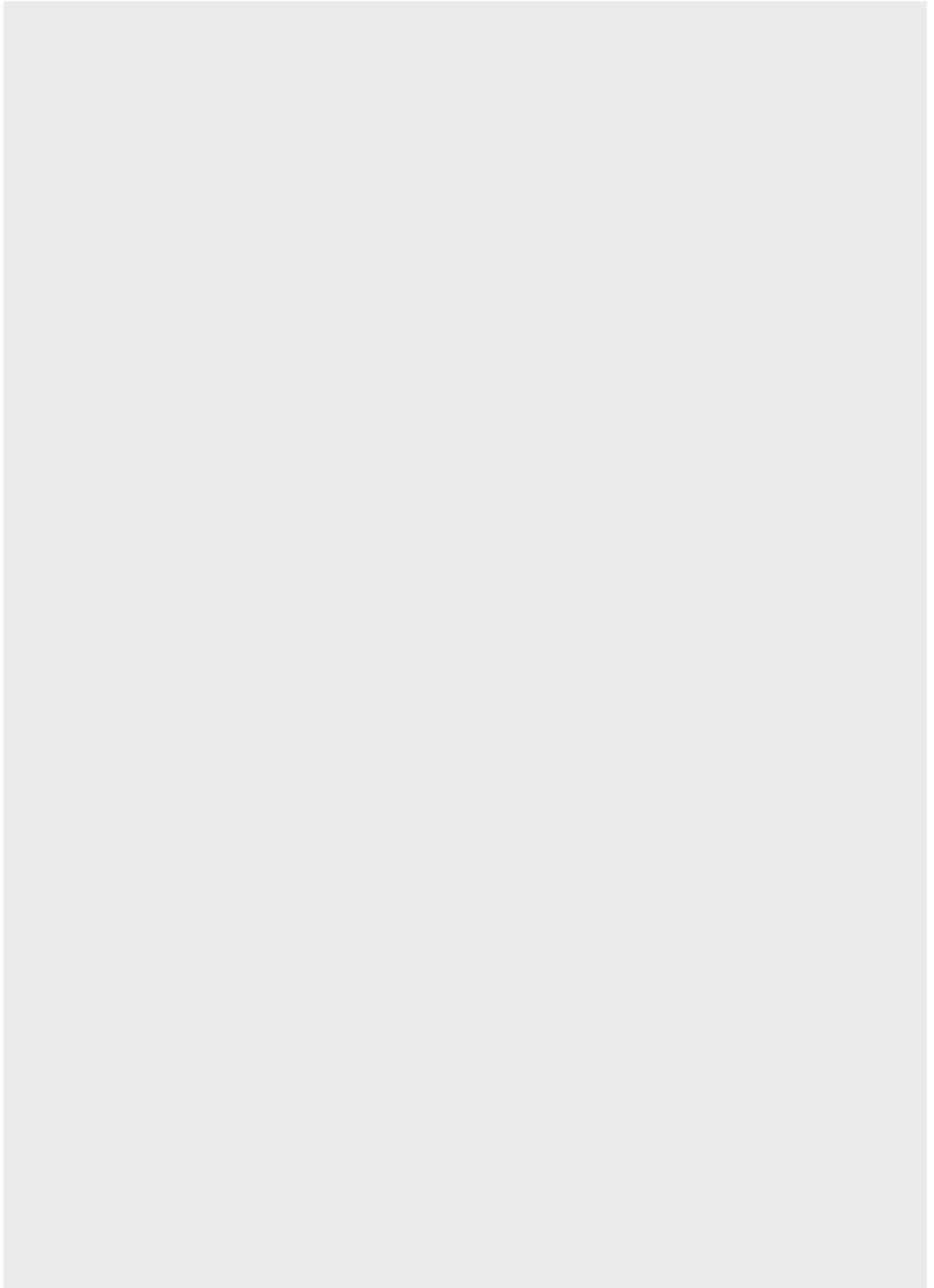
- **P: Policies**
 - Is it consistent with Phi Sigma Kappa's policies, procures and guidelines?
- **L: Legal**
 - Is it acceptable under the state and federal laws and regulations?
- **U: Universal**
 - Does it conform to the Cardinal Principles and Creed of Phi Sigma Kappa? Would society would deem it as "right?"
- **S: Self**
 - Does it satisfy my personal definition of what is right, good, and fair?

Instructions: Think about a time you made a mistake, or you made an unethical decision. Describe the situation below.

Why was it unethical?

Using the PLUS model, what filter should you have stopped at?

How do you think the PLUS model will ensure you make ethical decisions more often than not?



ACCOUNTABILITY IN PHI SIGMA KAPPA

FACILITATOR GUIDE

Notes to the Inductor:

- This topic is required but can happen at any point during the associate member experience.
- The following handouts are important for this meeting:
 - “Confrontation Style Assessment” handout
 - “**Accountability** in Phi Sigma Kappa” associate member meeting

Total Time: 60 – 90 minutes

Meeting Outcomes:

- Identify individual confrontation style.
- Learn the Thomas-Killman Confrontation Model.
- Identify uses for each confrontation style.
- Discuss confrontation as Cardinal Principles Brotherhood and Character.
- Participate in Brotherhood Circle focused on accountability.

Materials & Preparation:

- Assigned corners for each style of Confrontation: Competition, Accommodation, Collaboration, Avoidance
- Associate members should bring a pen or writing utensil

Introduction: 5 minutes

- *Welcome everyone and ask if anyone has any questions regarding last week's meeting or their associate member experience so far.*
- *Introduce the topic of the meeting, explaining this is going to focus on Character by holding yourself and your brothers accountable and managing conflict.*
- *Discuss:*
 - Do you find confrontation difficult? Why or why not?
 - What does the term “healthy confrontation” mean to you?
 - If you find confrontation difficult you are probably not alone. Humans in general have difficult confronting others because the result is unknown.
 - At this point in your life, you may or may not have had training around this skill or even much opportunity to practice confrontation.
 - This meeting is going to focus on healthy confrontation and different ways to accomplish that.
- *Briefly review the agenda for the meeting and see if anyone has any questions.*

Individual Confrontation Style: 15 – 20 minutes

- *Share instructions:*
 - First, we're going to take a quick assessment to determine what style of confrontation you naturally gravitate towards.

- Each style is good for different circumstances, so there is not a “bad” answer, or “bad” confrontation style.
 - Take a few minutes to answer the questions on the handout I provided.
- *Allow associate members a few minutes to take the assessment. Then provide the following assessment results:*
 - If you had mostly A's, you gravitate towards the “competition” confrontation style.
 - If you had mostly B's, you gravitate towards the “accommodation” confrontation style.
 - If you had mostly C's, you gravitate towards the “collaboration” confrontation style.
 - If you had mostly D's, you gravitate towards the “avoidance” confrontation style.
- *Discuss:*
 - What do you think of your results?
 - What do you think this style means for you and your involvement in Phi Sigma Kappa?
- *Share instructions:*
 - Now we're going to break into groups based on your confrontation style.
 - In your groups, discuss the positives and negatives of that confrontation style.
 - Use your worksheet descriptions for guidance.
- *Direct brothers to the corner assigned to their confrontation style.*
- ***Facilitator tip:*** *If you have a small group of associate members, or a confrontation style has one person in that group, feel free to combine groups or join that person so nobody is alone.*
- *Allow them to discuss for a few minutes and then have each group share one positive and one negative aspect of their confrontation style.*

Confrontation Model: 15 - 20 minutes

- *Share:*
 - Each confrontation style has its uses for different situations.
 - These four styles come from the Thomas-Killman Confrontation Model.
 - Refer to your worksheet as I go through the matrix and discuss more in-depth about each quadrant.
- The model has four quadrants. Each quadrant is a different style of conflict management. Each can be useful but there is one style that we would identify as “healthy confrontation.” The matrix on your worksheet is also labeled on each side: “Importance of Issue” and “Importance of Relationship.”
 - Competition:
 - High importance of issue, low importance of relationship
 - Trying to win, standing up for your own position or rights
 - **Example:** This may be someone you don't know very well, so you're more comfortable addressing the issue, and you believe your solution is the correct solution.
 - Avoidance:
 - Low importance of issue, low importance of relationship

- Side-stepping or postponing an issue or withdrawing from a threatening situation
- **Example:** This is when you are afraid of the conversation because of the individual or the topic. So you “ghost” the situation or avoid talking to the person about it altogether.
- Accommodation:
 - Low importance of issue, high importance of relationship
 - Yielding to another’s point of view or obeying an order when you don’t want to
 - **Example:** This is when another student in a group project isn’t doing their share and you end up doing a lot of work because you don’t want to complain or add more to their plate.
- Collaboration:
 - High importance of issue, high importance of relationship
 - Digging into an issue to identify underlying concerns, finding a win-win solution
 - **Example:** This is what we define as “healthy confrontation,” where you and the other person work together to find a solution that works for both of you.
- *Share instructions:*
 - Now that you’ve learned more about each style, work with the brothers around you to come up with uses for each.
 - It may help to think of situations in the past when you used one of these styles and it was successful, or when you’ve seen others use one of these styles.
 - We encourage you to think of an example you’ve experienced personally, however if you can’t think of anything, this can be something you’ve witnessed, either in real life or in a TV show or movie.
 - **Facilitator tip:** *If associate members are struggling to come up with examples, share one from a TV show or movie to give them ideas.*
- *Give associate members about ten minutes to discuss and come up with different scenarios. Afterwards, have each group share what they discussed. Each group can share more or less, depending on time.*

Steps to Healthy Confrontation: 10 - 15 minutes

- *Direct associate members to the steps on their worksheets. You can have them read it to themselves, popcorn around the room and have each brother read a different step or read it aloud to them.*
- *After the steps have been reviewed, lead a discussion using the questions below.*
 1. Don’t wait too long; grudges can lead to unhealthy relationships. However, don’t confront the other person when you’re angry either.
 - When is the next time you can be alone with this individual?
 - Do you need to set any expectations prior to the conversation?
 2. Recognize why you are upset.
 - What is the emotion you are feeling? Jealous? Angry? Sad?

- What do you need from the other person that they are not giving you?
- 3. Plan out what you are going to say.
 - How can you be clear and concise?
 - Are your points filled with emotion or are they results-oriented?
- 4. Frame the conversation around what you need from the other person.
 - What solution are you looking for?
 - What changes would you like to see for future challenges with this individual?
- 5. Follow up if necessary.
 - Were your needs met? If not, what are your next steps?
 - What do you need to do to contribute to the solution?
- *Discuss:*
 - Why do you think Phi Sigma Kappa included this in the *Brotherhood in Phi Sigma Kappa* program?
 - Why is healthy confrontation important for you to learn as brothers?
 - How does this tie into the Cardinal Principle of Brotherhood?
 - How does this tie into the Cardinal Principle of Character?
- *Share:*
 - Brotherhood is accountability. Genuine brotherhood cannot truly be developed if we let our brothers go against our values, Creed, and the Cardinal Principles.
 - Understanding how we approach conflict and being aware of different types of conflict management will make us more confidence approaching our brothers when we see something that's not right.
 - Confronting our brothers also helps us develop character because it gives a stronger sense of what is right and what is wrong.
 - Other brothers holding us accountable also helps us identify when we make mistakes so we can make better decisions for the future.

Brotherhood Circle - Accountability: 13 - 28 minutes

- *Share instructions:*
 - For the last few weeks, we've been holding Brotherhood Circles at the end of each of our associate member meetings.
 - Throughout the *Brotherhood in Phi Sigma Kappa* program, we may hold Brotherhood Circles focused on holding each other accountable.
 - On your worksheet, look at the section entitled "Brotherhood Circle - Accountability."
 - Read the instructions there and take a few minutes to jot down your thoughts.
 - ***Facilitator tip:*** *Don't inform them they're going to share with the entire group before having them write it down to encourage them to be more honest.*
- *Give associate members a few minutes to write.*
 - Today we talked about healthy confrontation and now it is time to utilize the skills we just learned to confront one another.

- This week, we're going to focus on behaviors, decisions, and actions that don't align with the Cardinal Principles or Creed of Phi Sigma Kappa.
- In order to keep this healthy and productive, we're going to identify some ground rules for us to follow:
 - Utilize steps 2-4 in the model we just reviewed. Recognize what emotions you have tied to this action, plan what you are going to say, and indicate what you need from that person.
 - Don't attack the person; explain the behavior you saw.
 - Provide specific examples when confronting so that your brother knows what exactly he needs to modify in the future.
 - If confronted, try not to get defensive, but listen to your brother and put yourself in his shoes.
 - You are simply holding each other accountable to what we all agreed to do as brothers. As humans, we all make mistakes, and we may not always realize it. This is an exercise for all of us to improve and become better Phi Sigs and have a stronger brotherhood.
- *Discuss and have associate members share what they wrote on their worksheet:*
 - During your associate member experience so far, when did you see one of your brothers do something consistent with our Creed, Cardinal Principles, or their Pledge to Brotherhood?
 - During your associate member experience so far, when did you see one of your brothers do something inconsistent with our Creed, Cardinal Principles, or their Pledge to Brotherhood?
 - **Facilitator tip:** *If there is not much discussion with associate members, share past examples of where brothers have held each other accountable and it turned into a positive experience for all.*

Closing: 2 minutes

- *Ask if anyone has questions regarding today's meeting.*
- *Share information about the next associate member meeting, when and where it will take place, as well as the focus of the meeting.*
- *Share any additional Phi Sigma Kappa or university announcements.*
- *Ask if anyone has additional questions, thank them for their participation, and dismiss.*

ACCOUNTABILITY IN PHI SIGMA KAPPA

CONFRONTATION STYLE ASSESSMENT

1. When I confront someone, my main goal is to...
 - a. Prove that I'm right.
 - b. Apologize so they're not mad at me.
 - c. Find a win-win solution for both of us.
 - d. I usually don't confront others.
2. I see confrontation as...
 - a. A challenge I want to overcome.
 - b. A way to build relationships.
 - c. An opportunity for growth and compromise.
 - d. Something that doesn't interest me.
3. I confront someone when...
 - a. I feel as though something needs to be corrected.
 - b. I made someone else upset.
 - c. My friends and/or I have a problem with someone.
 - d. The situation is really dire.
4. I confront someone when...
 - a. The issue is important, and I'm not super close to the person with who I'm having the issue with, so it doesn't matter if feelings get hurt.
 - b. The relationship with that person is very important, but the issue isn't. I just want to make sure that me and the other person are "good."
 - c. The issue and relationship are very important to me; therefore, I feel the confrontation is worth my time and energy.
 - d. I don't find a lot of instances where I feel like I need to confront. The issue or relationship isn't usually very important in those instances.
5. Choose the following set of words that best describe how you handle conflict:
 - a. Assertive, argumentative, "standing up for my rights"
 - b. Self-sacrifice, generous, "yielding to another's point of view"
 - c. Cooperative, integrative, "finding a creative solution"
 - d. Passive, "sidestepping an issue," "waiting it out"

TOTAL A'S: _____

TOTAL B'S: _____

TOTAL C'S: _____

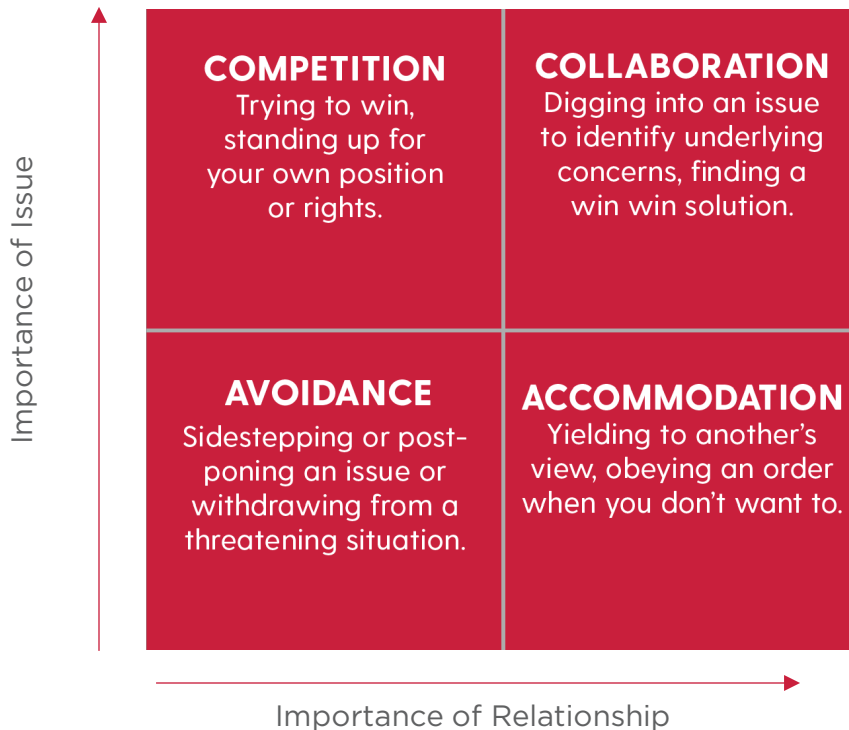
TOTAL D'S : _____

ACCOUNTABILITY IN PHI SIGMA KAPPA

ASSOCIATE MEMBER WORKSHEET

Instructions: Using your results from the Confrontation Style Assessment, work within your style group to discuss the positive and negative aspects of your individual confrontation style. Jot them down in the margins next to your style's description.

Thomas-Killman Model of Confrontation Styles



- **Competition:**
 - High importance of issue, low importance of relationship
 - Trying to win, standing up for your own position or rights
 - **Example:** This may be someone you don't know very well, so you're more comfortable addressing the issue, and you believe your solution is the correct solution.
- **Avoidance:**
 - Low importance of issue, low importance of relationship
 - Side-stepping or postponing an issue or withdrawing from a threatening situation
 - **Example:** This is when you are afraid of the conversation because of the individual or the topic. So you "ghost" the situation or avoid talking to the person about it altogether.
- **Accommodation:**
 - Low importance of issue, high importance of relationship
 - Yielding to another's point of view or obeying an order when you don't want to

- **Example:** This is when another student in a group project isn't doing their share and you end up doing a lot of work because you don't want to complain or add more to their plate.
- Collaboration:
 - High importance of issue, high importance of relationship
 - Digging into an issue to identify underlying concerns, finding a win-win solution
 - **Example:** This is what we define as "healthy confrontation," where you and the other person work together to find a solution that works for both of you.

Instructions: Identify a "use" for each of the four styles of conflict management.

Competition:

Avoidance:

Accommodation:

Collaboration:

Steps to Healthy Confrontation

1. Don't wait too long; grudges can lead to unhealthy relationships. However, don't confront the other person when you're angry either.
 - When is the next time you can be alone with this individual?
 - Do you need to set any expectations prior to the conversation?
2. Recognize why you are upset.

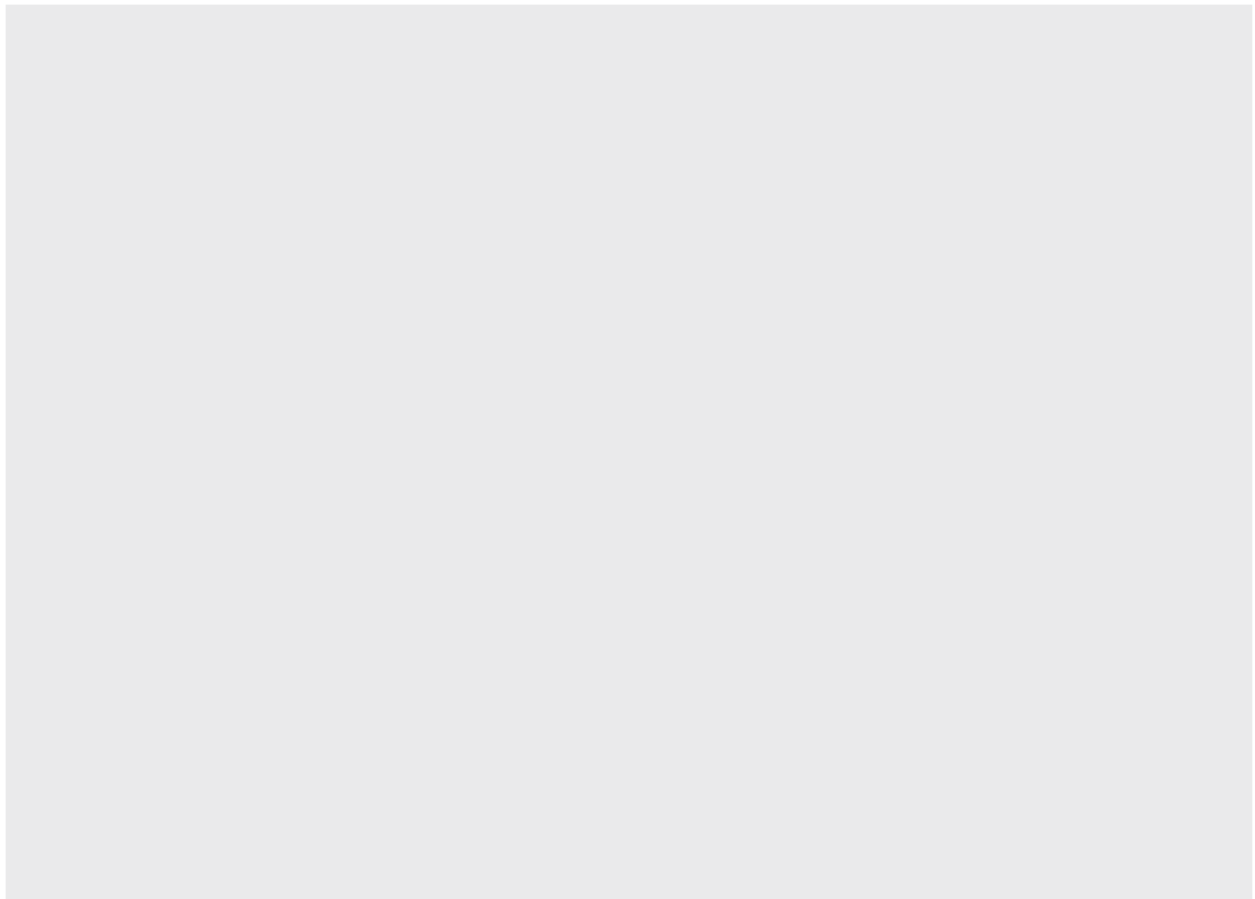
- What is the emotion you are feeling? Jealous? Angry? Sad?
- What do you need from the other person that they are not giving you?
- 3. Plan out what you are going to say.
 - How can you be clear and concise?
 - Are your points filled with emotion or are they results-oriented?
- 4. Frame the conversation around what you need from the other person.
 - What solution are you looking for?
 - What changes would you like to see for future challenges with this individual?
- 5. Follow up if necessary.
 - Were your needs met? If not, what are your next steps?
 - What do you need to do to contribute to the solution?

Brotherhood Circle – Accountability

Instructions: Answer the two questions in the space provided below.

- During your associate member experience so far, when did you see one of your brothers do something consistent with our Creed, Cardinal Principles, or their Pledge to Brotherhood?
- During your associate member experience so far, when did you see one of your brothers do something inconsistent with our Creed, Cardinal Principles, or their Pledge to Brotherhood?

Meeting Notes



INCLUSION IN PHI SIGMA KAPPA

FACILITATOR GUIDE

Notes to the Inductor:

- This topic is required but can happen at any point during the associate member experience.
- Instead of conducting this meeting as written, consider having associate members attend a diversity-focused workshop on campus or bring in an outside speaker/facilitator to cover this topic.
- If following this meeting facilitator guide to cover the Inclusion topic, the “Inclusion in Phi Sigma Kappa” associate member worksheet is important for this meeting.

Total Time: 60 minutes

Meeting Outcomes:

- Explore individual identity.
- Discuss scenarios related to perceptions of others.
- Describe fast-and slow-thinking.
- Define unconscious bias.
- Participate in Brotherhood Circle.

Materials & Preparation:

- Audio/visual equipment to play video
- Scenarios for unconscious bias section printed on slips of paper; one for each anticipated group/pair/individual
- Associate members should bring a pen or writing utensil
- Consider utilizing an outside facilitator for this meeting

Introduction: 5 minutes

- *Welcome everyone and ask if anyone has any questions regarding last week's meeting or their associate member experience so far.*
- *Introduce the topic of the meeting, explaining this is going to focus on being inclusive of others within and outside of Phi Sigma Kappa.*
- *Share:*
 - This session might be a little uncomfortable for some of us; it might challenge us to think differently, but hopefully will be rewarding for all of us.
 - Before we move forward, I'd like to remind us of the ground rules we have for each Brotherhood Circle and the ones we've added:
 - Participate.
 - Actively listen.
 - Stay off electronic or mobile devices.
 - Respect your brothers—don't interrupt, make fun of, or react negatively to something a brother says. If you disagree with something, disagree with the idea, not the person.
 - Stay open-minded.

- *Ask if anyone has any expectations they would like to add or if they have any questions.*
- *Briefly review the agenda for the meeting and see if anyone has any questions. Transition into the first activity.*

Understanding Identity: 15 - 20 minutes

- *Share that a benefit of being in Phi Sigma Kappa is the opportunity to interact with a lot of people that are different from you.*
- *Share a personal example of a brother of yours who is very different than you. Maybe he is from another state or country, is a different race or sexual orientation than you, has very different interests and passions, or grew up in a very different environment than you such as a big city versus a rural area.*
- *Discuss:*
 - There are a lot of external factors that influence who we are.
 - What factors do you think influence who you are as a person?
 - *Possible answers (share if they are not said):*
 - Parents/friends/family
 - Environment you grew up in: location, schooling,
 - Media/news
 - Social identities such as race, ethnicity, nationality, sexual orientation, gender identity, etc.
 - These experiences and perspectives inform what we value, how we make decisions, and ultimately how we perceive the world.
- *Instruct associate members to look at the first question on their worksheets. Walk them through each identity, providing these examples:*
 - First Language: Spanish, English, Chinese, etc.
 - Religion/Spirituality: Religion you prescribe to, spiritual beliefs, or non-beliefs; Muslim, Christian, Lutheran, Atheist, Agnostic, etc.
 - Age: How old you are
 - Race: Black, White, Latino/a, Native American, Asian, biracial, multiracial, etc.
 - Ethnicity: Country of origin; i.e. American, Puerto Rican
 - Class: Socio-economic status; working class, middle-class, poor, etc.
 - Sexual orientation: Homosexual, heterosexual, bi-sexual, asexual, etc.
 - Gender identity: Male, Female, genderqueer, transgender, etc.
 - Ability: Physical, mental, or emotional disabilities; able-bodied, disabled, learning disability, mental disability, etc.
- ***Facilitator tip:*** *Associate members may not take this activity seriously. It is your job as the facilitator to continue to ask them to stay engaged and emphasize the importance of diversity within Phi Sigma Kappa. Additionally, some associate members may question why “gender identity” is one of the items in the list since Phi Sigma Kappa is a fraternity. The Grand Chapter recognizes members who may have identified as something other than male prior to, or after being initiated into the Fraternity.*
- *Share:*
 - These are open-response questions so you can write any word you identify with for each of those categories or not write anything at all if you’re unsure of what to write.

- We will not share our answers unless you choose to, so feel free to answer them completely and honestly.
- Go ahead and complete the first question on your worksheet, filling in the blanks of your social identities.
- *Give them a few minutes to think and write, then instruct them to move on to questions one and two if they have not already. When all associate members have completed listing their identities and answering questions one and two, move on to the discussion.*
- *Discussion questions:*
 - Which of the identities were easiest to answer?
 - Which of the identities was hardest to answer?
 - Why is it important to understand our identities?
 - Do you see these factors influencing who you are as a person? Why or why not?
- *Share:*
 - We just talked about how we perceive our identities. Now we're going to talk about how we may perceive others' identities.

Unconscious Bias: 20 - 30 minutes

Understanding Others' Identities

- *Break associate members into groups if they are not already there. Give each group/pair one of the following scenarios. You can repeat scenarios if needed.*
- **Facilitator tip:** *For smaller associate member classes, have members do this individually or have them act as one group.*
 - *Scenario #1: A couple celebrated their five-year anniversary with dinner and a concert on Friday evening. Describe the couple.*
 - *Scenario #2: You just witnessed a robbery at the gas station convenience store. You are making a statement to the police officer at the scene. Describe the situation and the thief.*
 - *Scenario #3: The librarian at your local public library is trying to help the child find the perfect book for their next reading adventure. Describe the librarian.*
 - *Scenario #4: A CEO walks into a board room to begin preparing for a meeting. The CEO's assistant asks if there's anything they can help with. Describe the CEO and the assistant.*
 - *Scenario #5: A server in a local diner isn't very nice to your table and overall seems in a negative mood. It's frustrating for you and your friends since you came to have a good time together. Describe the server.*
- *Have associate members take notes on their worksheet, answering the question in each scenario.*
- *Then ask each group/pair/individual to share their scenario and the description they came up with.*
- **Facilitator tip:** *The reactions within your group may vary greatly. Some brothers may be completely confused, others may be uncomfortable, and some may have immediately understood the purpose of the activity which might have influenced their answers. Regardless of how brothers react to this*

activity, lean into the conversation and ensure the points are made at the end of this section.

- *Discussion questions:*
 - What were some of your initial thoughts after reading the scenario?
 - What did your group/pair (if applicable) discuss?
 - What was it like to be asked to make judgements based on so little information?
- *Share:*
 - You may have made assumptions about the individuals such as the librarian is an older, white woman, or the server is an annoying teenager, or the CEO is a clean-cut white man and his assistant is a young, attractive woman; this is part of human nature.
 - Whether we like to admit it or not, this is something our brain is doing constantly. This video explains the science behind our brain conducting what we call “fast thinking.”
- *Show “Brain Tricks – This Is How Your Brain Works” video by ASAP Science, on YouTube: <https://www.youtube.com/watch?v=JiTz2i4VHFw>. This video is 4:40 seconds; watch it in its entirety.*
- *Discussion questions:*
 - What are your initial reactions to the video?
 - What do you think this has to do with how we perceive other people?
 - How does the “priming” piece play into what we discussed earlier with the scenarios?
 - How can we better utilize slow thinking when meeting new individuals for the first time?
 - Where in your Phi Sig experience do you think fast- and slow-thinking really come into play?
 - *Make the following points if not already said:*
 - Recruitment
 - Making assumptions about other fraternities and sororities on campus
 - Being frustrated with brothers when they don’t meet your expectations
- *Share:*
 - How we grew up, what we see in the movies, TV and the media, and everything we know about the world has caused us to have pre-conceived notions about others regarding their identities.
 - This is what is called “unconscious bias.” Because each of us have individual worldviews based on our backgrounds and identities, as we discussed earlier, we each make different assumptions and have different preconceived notions.
 - We don’t even realize it, but our brain is “priming” or using previous information we’ve received to help us quickly make sense of what we are seeing and fill in the blanks of what we cannot immediately see.
 - Therefore, fast-thinking isn’t something to be ashamed of, because as humans we all do it—it’s science. However, it’s something to recognize and be aware of as we strive to uphold the Cardinal Principles in caring for all humans.

- Grand Council recently adopted a Member Discrimination Policy and is included in Phi Sigma Kappa's Policy Manual:
 - Phi Sigma Kappa is committed to providing an environment for its members and alumni present within the organization that is free from discrimination based on any personal factor unrelated to qualifications or performance. Such "irrelevant personal factors" include (without limitation) race or color, citizenship, national origin or ethnicity, ancestry, religion or creed, political affiliation or belief, age, sex or sexual orientation, gender identity or expression, physical or mental disability, marital status, pregnancy status, parental status, height, weight, military service, veteran status, caretaker status, or family medical or genetic information.
- *Ask:* What do you think this indicates about Phi Sigma Kappa as a national organization?

Brotherhood Circle: 15 - 30 minutes

- *Share:*
 - We talked a lot today about how our brain works against us sometimes, causing us to make assumptions about others.
 - Others have probably made assumptions about you, too. Maybe you realized it, maybe you haven't.
- *Discussion questions:*
 - When was a time you felt misunderstood or someone made an assumption about you? How did that make you feel?
 - How does addressing our biases and learning to be more inclusive tie back to our Cardinal Principle of Character? What about Brotherhood?
 - Love is the foundation of true brotherhood.
 - Where does love show up in brotherhood?
 - Where does it show up in your family and friends?
 - Where does love show up in our community or society?
- *Share:*
 - We've explored our own identity, recognize the perceptions we have about others, and learned about our unconscious biases.
 - As an organization that is exclusive in nature (as in we don't offer our membership to everyone), we still need to work to be inclusive.
- *Discussion questions:*
 - How can you be more inclusive as a person?
 - How can Phi Sig be more inclusive to others on campus?
 - What can you do as an individual to instill inclusivity amongst the groups you belong to, either within the Fraternity or outside?

Closing: 5 minutes

- *Ask if anyone has questions regarding today's meeting and thank them for their participation in this especially difficult topic.*
- *Encourage anyone that still has questions regarding anything discussed today talk to you or their big brother.*

- *Share information about the next associate member meeting, when and where it will take place, as well as the focus of the meeting.*
- *Share any additional Phi Sigma Kappa or university announcements.*
- *Ask if anyone has additional questions and dismiss.*

INCLUSION IN PHI SIGMA KAPPA

ASSOCIATE MEMBER WORKSHEET

Understanding My Identity

Instructions: Write how you identify under the following categories. These are open-response questions so feel free to write any word that you identify with for each category, or write nothing if you're unsure or uncomfortable.

- First Language:
- Religion/Spirituality:
- Age:
- Race:
- Ethnicity:
- Class:
- Sexual orientation:
- Gender identity:
- Ability:

1. Of the identities I listed above, the ones I'm most aware of are...

2. What this means to me on a daily basis...

Understanding Others' Identities

Instructions: Describe the individual(s) within the scenario. What do they look like?

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slight shadow on its right side, suggesting it's resting on a surface.

Meeting Notes

SOLIDARITY IN PHI SIGMA KAPPA

FACILITATOR GUIDE

Notes to the Inductor:

- This meeting is required to be held as written and must occur directly before Ritual for the Initiation of New Members.
- Sharing your local chapter history should be educational and approved by a Chapter Adviser prior to leading this meeting. Ideas are provided in the section entitled “Local Chapter History” in this meeting facilitator guide.
- Big brothers or older chapter members should be invited to this meeting to share their stories of positive solidarity, as described below.

Total Time: 60 – 90 minutes

Meeting Outcomes:

- Discuss local chapter history.
- Differentiate between positive and negative solidarity.
- Identify situations where positive solidarity is beneficial for brotherhood.
- Listen to big brothers’ stories on solidarity.
- Revise Pledge to Brotherhood.
- Participate in Brotherhood Circle.

Materials & Preparation:

- “Solidarity in Phi Sigma Kappa” worksheets for each associate member
- Materials and information on your chapter’s history, as approved by your Chapter Adviser
- Big brothers should be in attendance and prepared to share their positive solidarity stories
- Associate members should bring a pen or writing utensil
- Consider asking a local alumnus, your local Chapter Adviser, or your historian/public relations chairman to facilitate this meeting

Introduction: 2 minutes

- *Welcome everyone and ask if anyone has any questions regarding last week’s meeting or their associate member experience so far.*
- *Introduce the topic of the meeting, explaining that last week was focused on loving others within and outside of Phi Sigma Kappa, and this week is focused on loving your brothers.*
- *Share:*
 - This meeting is going to highlight our Fraternity at its finest.
 - Before we move forward, I’d like to remind us of the ground rules we have for each Brotherhood Circle and the ones we’ve added:
 - Participate authentically.
 - Actively listen.
 - Stay off electronic or mobile devices.

- Respect your brothers—don't interrupt, make fun of, or react negatively to something a brother says. If you disagree with something, disagree with the idea, not the person.
 - Stay open-minded.
- *Ask if anyone has any expectations they'd like to add or if they have any questions.*
- *Briefly review the agenda for the meeting and see if anyone has any questions. Transition into the first activity.*

Local Chapter History: 15 - 25 minutes

- **Facilitator tip:** *Below are a few ideas on how to share your chapter's history with associate members:*
 - *Consider asking a local alumnus, your local Chapter Adviser, or your historian/public relations chairman to facilitate this meeting.*
 - *Bring historical artifacts such as composites, old photographs, awards, or other items to showcase your chapter's history.*
 - *Lead a campus tour of different landmarks that are meaningful for your chapter, such as a highway or block that the chapter has adopted to clean, letters in concrete or painted around campus, the fraternity and sorority life office, properties that previously belonged to the chapter, spaces on campus that the chapter used to have meetings or events in, etc.*
 - *Regardless, what is presented should be approved in advance by your Chapter Adviser and/or International Headquarters professional staff.*
- *Share the story of your chapter's founding, being sure to include the following:*
 - *Founding date*
 - *Chapter name*
 - *Any college or university or Grand Chapter recognitions/awards*
 - *"Phi Sig-famous" alumni, including current or previous Grand Council Directors, Grand President, International Headquarters professional staff, Phi Sigma Kappa Foundation trustees, or Phi Sigma Kappa Properties board members*
 - *Interesting facts about the chapter such as old traditions that are appropriate to share, previous events held on campus*
- *Instruct associate members to answer questions on their worksheets as you follow along.*
- **Facilitator tip:** *Refrain from turning this into story-time among alumni or older brothers. It's fun to share old funny traditions or laugh at old pictures but make this educational and meaningful for the associate members as well.*
- *Share:*
 - *These men that came before us left their legacy on our chapter and now, you have the opportunity to also leave your legacy for future brothers of our chapter.*
 - *All of this breeds a sense of brotherhood and solidarity amongst undergraduates and alumni from a specific local chapter.*
 - *Solidarity can be both a positive and negative thing for local chapters.*
 - *Next we're going to discuss both in order to create a sense of healthy solidarity amongst our chapter.*

Solidarity: 20 – 30 minutes

- *Share:*
 - According to Google dictionary, solidarity is defined as: unity or agreement of feeling or action, especially among individuals with a common interest; mutual support within a group
- *Discuss:*
 - What do you think this means within Phi Sigma Kappa?
 - What are we unified by?
 - *Answers should include:*
 - Cardinal Principles
 - The Phi Sigma Kappa Creed
 - Ritual
 - Brotherhood
 - What do you think of when we say the term “positive solidarity?”
- *Share these quotes about positive solidarity. They are also on the associate members’ worksheets.*
 - “There is no stability without solidarity and no solidarity without stability.” – Jose Manuel Barroso
 - “Within each social group, a feeling of solidarity prevails, a compelling need to work together and a joy in doing so that represents a high moral value.” – Christian Lous Lange
- *Share:*
 - Solidarity around the values of the Fraternity, a general interest in Brotherhood, Scholarship, and Character, and supporting brothers through difficult times is what we’d categorize as “positive solidarity.”
 - There are also ways that solidarity can negatively impact the group or others.
- *Share the quote on negative solidarity. It is also on the associate members’ worksheets.*
 - “Demands for solidarity can quickly turn into demands for groupthink, making it difficult to express nuance.” – Roxane Gay
- *Discuss:*
 - What do you think this quote means?
 - What are some examples of when solidarity can be a bad thing?
 - *Provide these examples if brothers can’t think of any:*
 - Hazing
 - Protecting a brother from getting in trouble when he did something wrong
 - Perceiving the expulsion of members for wrong behavior as “un-brotherly” instead of seeing it as holding members accountable.
 - Groupthink leading to misperceived social norms:
 - Ex. “Everyone {drinks, takes Adderall, has sex after parties} so I should, too.”
 - Groupthink leading to bad ideas that everyone rallies around

- *Share:*
 - Solidarity is power in the form of a group. Power can be used in a positive way, and in a negative way, depending on how the person utilizes it.
 - The same goes for solidarity. We must use the solidarity we inherently have within Phi Sig for good and uphold the Cardinal Principles of our Fraternity.
 - Research shows that solidarity within a chapter can be dangerous, as it can lead to gang-like behavior. Chapters who have too strong of a solidarity typically prescribe to the “I’ve got my brothers’ backs no matter what” mentality. It’s the “no matter what” part of this statement that can be dangerous—as it insinuates that even if a member is toxic or does something to hurt someone, the brothers will protect him—no matter what it takes.
 - However, solidarity can be a positive attribute of a chapter when it’s shown by supporting a brother through their time of need. Now we’re going to hear from a few brothers on when the solidarity they found within the Fraternity helped them.
- *Ask the big brothers present to share the story they have prepared about positive solidarity.*
- **Facilitator tip:**
 - *Invite all big brothers to share a story, but don’t force everyone to share, especially if you have a large group of big brothers.*
 - *Brothers who would be best for this are members who have gone through some sort of challenge that the chapter and their brothers helped them overcome. Maybe they struggled with their academics, they transferred from another school, had a death in the family, or some other situation where their brothers were there for them.*
 - *It is suggested you have at least two to five brothers (but more can certainly volunteer), and that their stories last less than five minutes.*

Pledge to Brotherhood Revision: 10 minutes

- *Share instructions:*
 - During our second meeting, you created a Pledge to Brotherhood. Now it is time to make your first revisions.
 - Look at your first draft of the Pledge to Brotherhood you wrote during the **Founding** of Phi Sigma Kappa meeting; you should have written a goal of how you would contribute to our Fraternity and our brotherhood.
 - First, make any changes to the content of your Pledge to Brotherhood now that you have learned more about Phi Sigma Kappa and have experienced more of what the Fraternity can offer you. Has your goal changed?
 - Next, list actionable steps that you will need to take in order to achieve that legacy.
 - Use the space below to revise your Pledge to Brotherhood.

After associate members finish their revision, inform them they will have the opportunity to revise their Pledge to Brotherhood one more time during the Ritual for the Initiation of New Members. This will be the final version of what they pledge to do as a brother in Phi Sigma Kappa.

Brotherhood Circle: 10 - 20 minutes

- *Have associate members share their revised Pledge to Brotherhood.*
- *Have them specifically indicate what they changed and why.*
- *Ask them to share some “high points” from one of the big brothers’ or older members’ solidarity stories.*

Closing: 3 minutes

- *Ask if anyone has questions regarding today’s meeting and thank them for their participation.*
- *Share information about the Ritual for the Initiation of New Members such as the date, time and location, what they should wear, and a brief overview of what to expect.*
- *Remind any associate members who haven’t completed all initiation requirements such as GreekLifeEdu or paying their fees, when that needs to be completed.*
- *Share any additional Phi Sigma Kappa or university announcements.*
- *Ask if anyone has additional questions and dismiss.*

SOLIDARITY IN PHI SIGMA KAPPA

ASSOCIATE MEMBER WORKSHEET

Chapter History

Instructions: Listen along to your chapter's history and answer the following questions if applicable.

1. What is your chapter's founding date?

2. What is your chapter's name? ex. Alpha Triton

3. What are your chapter's greatest accomplishments?

4. What was the most interesting thing you learned about your chapter?

Solidarity

- "There is no stability without solidarity and no solidarity without stability."
– Jose Manuel Barroso
- "Within each social group, a feeling of solidarity prevails, a compelling need to work together and a joy in doing so that represents a high moral value."
– Christian Lous Lange
- "Demands for solidarity can quickly turn into demands for groupthink, making it difficult to express nuance." – Roxane Gay

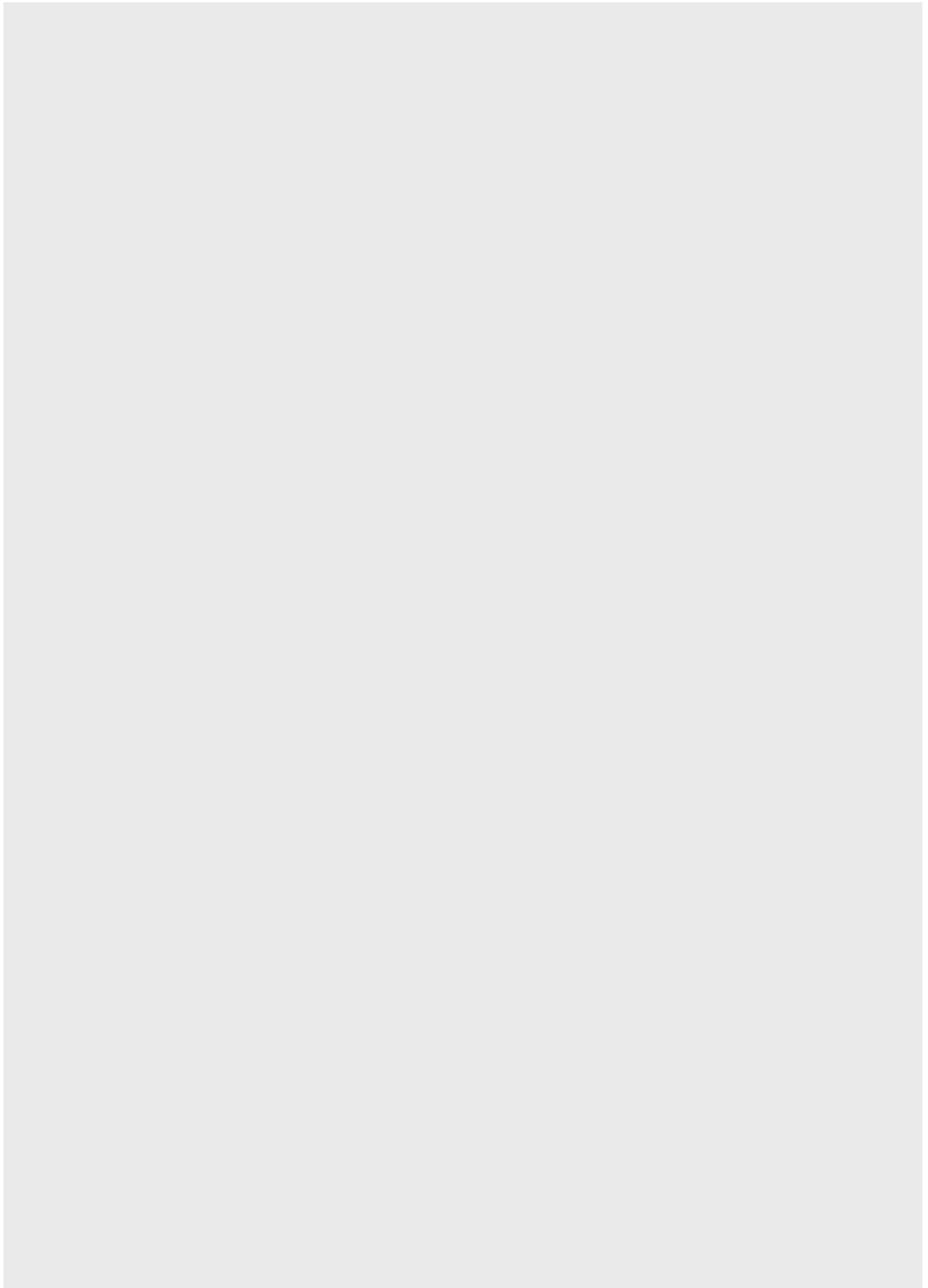
Examples of Positive Solidarity:

Examples of Negative Solidarity:

Pledge to Brotherhood: First Revision

Instructions:

- Look at your first draft of the Pledge to Brotherhood you wrote during the **Founding** of Phi Sigma Kappa meeting; you should have written a goal of how you would contribute to our Fraternity and our brotherhood.
- Now that you have learned more about Phi Sigma Kappa and have experienced more of what the Fraternity can offer you and what you can offer it, decide if your goal needs to change.
- Next, list actionable steps that you will need to take in order to achieve that legacy.
- Use the space below to revise your Pledge to Brotherhood.



TEAMWORK IN PHI SIGMA KAPPA

FACILITATOR GUIDE

Notes to the Inductor:

- This topic is optional and can occur at any point in the associate member experience.
- This topic could be covered using a variety of team-building activities or challenges. If the associate member retreat/activity is focused on teambuilding, such as going to a local ropes course or an escape room, that would also cover this topic.
- For different team-building activity ideas, visit the Activity Bank in the Resources section of the *Inductor's Guide*.
- If following the meeting as written, the “**Teamwork** in Phi Sigma Kappa” associate member worksheet is helpful, but not necessary.

Total Time: 60 - 90 minutes

Meeting Outcomes:

- Identify individual strengths in a team.
- Practice working as a team to solve a problem.
- Participate in Brotherhood Circle.

Materials & Preparation:

- Associate members should bring a pen or writing utensil

Introduction: 2 minutes

- *Welcome everyone and ask if anyone has any questions regarding last week's meeting or their associate member experience so far.*
- *Introduce the topic of the meeting, explaining that it will be focused on their individual strengths and skills they bring to a team and creating effective team dynamics.*
- *Briefly review the agenda for the meeting and see if anyone has any questions. Transition into the first activity.*

Identifying Strengths & Skills: 10 - 15 minutes

- **Facilitator tip:** *If associate members took the 16 Personalities assessment during the **Leadership** in Phi Sigma Kappa meeting, feel free to utilize that assessment to complete the next few activities. If associate members didn't complete that assessment, feel free to use another leadership/personality assessment that they may have taken through your school/university, or ask them to think about their strengths in general.*
- *Share instructions:*
 - Using either your results from a leadership assessment or what you know about yourself in general, write a skill or a strength in each block in the first column you believe can benefit you in a team.
 - In the second column, write how that skill or strength allows you to contribute to a team.

- In the last column, write about a time when you utilized that skill or strength recently in a group setting.
- **Facilitator tip:** Fill this out for yourself beforehand to provide an example.
- Give brothers about seven minutes to fill it out and then bring everyone back to the large group to discuss.
- Discussion questions:
 - Was this easy or difficult? Why?
 - Were there certain skills or strengths that you had an easier time coming up with examples for? Why do you think that is?
 - What is different about your skills or strengths in how they show up in a team, as opposed to how they help you work independently?
 - *If applicable:* After thinking more about these skills/strengths, do you feel differently about your results than when you first took the assessment?

Group Dynamics: 35 - 45 minutes

- Share instructions:
 1. Now that you've identified your skills and strengths, as well as when you've used them, we're going to see them in action.
- Read scenario on worksheet:
 1. You and your associate members have just survived the crash of a small plane. Both the pilot and copilot were killed in the crash. It's mid-January and you are in Massachusetts. The daily temperature is 10 degrees Fahrenheit and the nighttime temperature is 10 below zero. There is snow on the ground and the countryside is wooded with several creeks in the area. The nearest town is 20 miles away. You are all dressed in business clothes appropriate for a ritual meeting. Your group managed to salvage some items from the wreckage.
 2. First, on your own, rank the following items in order of importance (1 being most important, 12 being least important) to your survival on your worksheet.
- Give associate members about five minutes to rank the items on their own.
- Then ask them to get into small groups and work together to rank the items. After about 15 minutes, bring them back together to debrief the activity.
- Share answers and have each group mark incorrect rankings. Recognize the group who had the most items in the correct order.
- Correct ranking and rationale:
 1. **Cigarette lighter (without fluid):** The biggest concern of the group should be exposure to cold. The cigarette lighter can provide a source of warmth and be used as a signaling device. The group should first light a fire, which can be done with a cigarette lighter, even if it doesn't have fluid.
 2. **Ball of steel wool:** The group can use this to spark flames with the cigarette lighter and make a fire. Even if the steel wool is a little wet, it's the group's best chance at making a fire for warmth.
 3. **Extra shirt and pants for each survivor:** Clothing has many uses including extra warmth, bandages, bedding, signaling, shelter, and fuel for the fire.

4. **Can of Crisco shortening:** A can of shortening has many uses. A mirror-like signaling device can be made from the lid. After shining the lid with steel wool, it will reflect sunlight and generate 5 to 7 million candlepower. To ensure the signaling device is seen, a member could climb a tree and use the mirrored lid to signal search planes. Members could also rub the shortening on exposed skin for protection against cold. It can be melted to use for fuel. When soaked into a piece of cloth, melted shortening will act like a candle. The empty can is useful in melting snow for drinking water. It is much safer to drink warmed water than to eat snow since warm water will help retain body heat.
5. **20 x 20 foot piece of canvas:** The canvas would provide a shelter and protect against wind and snow. Spread on a frame of trees, it could be used as a tent or wind screen. It can be used as a ground cover to keep everyone dry. It can also be used as a signaling device.
6. **Small ax:** The ax could be used to chop wood for the fire as well as clearing a campsite, cutting tree branches for ground insulation, and constructing a frame for the canvas tent.
7. **Family sized chocolate bars (one per person):** Chocolate will provide some food energy. Since it's mostly carbohydrates it supplies energy without making digestive demands on the body.
8. **Newspapers (one per person):** These can be useful in making fire. They can also be used as insulation when rolled up under clothing. A newspaper can also be used as a megaphone if rolled up into a cone.
9. **Loaded .45-caliber pistol:** The pistol can provide a sound-signaling device; the international distress sign is three shots fired in a row. The butt of the pistol could be used as a hammer and the powder from the shells will assist in making fire. By placing a small bit of cloth in a cartridge emptied of its bullet, one can start a fire by firing the gun at dry wood on the ground. Although a pistol can be used in hunting, it would take a sharp eye to shoot and kill an animal. It's not higher on the list because of its potential danger in a stressful situation.
10. **Quart of 100 proof whiskey:** The only uses of whiskey are an aid to fire building and fuel for a torch (made by soaking a piece of clothing in the whiskey and attaching it to a tree branch). The empty bottle could be used for storing water. One might think that drinking it could make a person warm, but in fact it has the opposite effect as alcohol takes on the temperature it is exposed to and drinking a freezing beverage would cause the esophagus and stomach to freeze. Alcohol also dilates the blood vessels to the skin, resulting in cold blood being carried back to the heart, resulting in a rapid loss of body heat. Therefore, someone who drinks it is more likely to have hypothermia.
11. **Compass:** The compass' only use is that it could be used as a reflector of sunlight. In these conditions, a group member should not go on their own to attempt to walk to the next town, which the compass encourages.
12. **Map made of plastic:** This is also among the least desirable of items because it encourages a group member to go out on their own.

However, the plastic could be used as a ground cover to keep members dry.

- *Discussion questions:*
 - What was your group's process like?
 - How did your group work together? How did you display teamwork?
 - Was there anything you think your group could have done differently?
 - How did your strengths/skills influence your work in the group?
 - How did you see others' strengths and skills displayed?
 - Were there skills/strengths you think were missing from your group?
- *After about ten minutes of discussion, transition to the Brotherhood Circle.*

Brotherhood Circle: 10 – 25 minutes

- *Discuss:*
 - When was a time you were successful in a team?
 - When was a time you were not successful as a team?
 - When was a time you had to work with a team to overcome an obstacle or accomplish a goal?
 - Did you overcome the obstacle or accomplish a goal? Why or why not?
 - How do you, as an individual, show up in a team? Are you willing to contribute, do you take the lead, or do you sit back and only contribute when asked?
 - Are you proud of how you show up in a team? Why or why not?
 - Are you proud of how you show up in Phi Sigma Kappa? Why or why not?

Closing: 3 minutes

- *Ask if anyone has questions regarding today's meeting and thank them for their participation.*
- *Share information about the next associate member meeting, when and where it will take place, as well as the focus of the meeting.*
- *Share any additional Phi Sigma Kappa or university announcements.*
- *Ask if anyone has additional questions and dismiss.*

TEAMWORK IN PHI SIGMA KAPPA

ASSOCIATE MEMBER WORKSHEET

Identifying Strengths and Skills in a Team

Instructions: Write a skill or a strength in each block in the first column you believe can benefit you in a team. In the second column, write how that skill or strength allows you to contribute to a team. In the last column, write about a time where you utilized that skill or strength recently in a group setting.

SKILL OR STRENGTH	WHAT THIS SKILL/STRENGTH ALLOWS ME TO DO	WHEN/WHERE I RECENTLY USED THIS SKILL/STRENGTH

Phi Sig Survival

Instructions:

- You and your associate members have just survived the crash of a small plane. Both the pilot and copilot were killed in the crash. It's mid-January and you are in Massachusetts. The daily temperature is 10 degrees Fahrenheit and the nighttime temperature is 10 below zero. There is snow on the ground and the countryside is wooded with several creeks in the area. The nearest town is 20 miles away. You are all dressed in business clothes appropriate for a ritual meeting. Your group managed to salvage some items from the wreckage.
- First, on your own, rank the following items in order of importance (1 being most important and 12 being least important) to your survival. Then you will complete the same process as a group.

ITEM	INDIVIDUAL	GROUP
A ball of steel wool		
A small ax		
A loaded .45-caliber pistol		
Can of Crisco shortening		
Newspapers (one per person)		
Cigarette lighter (without fluid)		
Extra shirt and pants for each survivor		
20 x 20 foot piece of heavy duty canvas		
A sectional air map made of plastic		
One quart of 100-proof whiskey		
A compass		
Family-sized chocolate bars (one per person)		

Meeting Notes

COURAGE IN PHI SIGMA KAPPA

FACILITATOR GUIDE

Notes to the Inductor:

- This topic is optional and can occur at any point during the associate member experience.
- Instead of conducting this meeting as written, consider having associate members attend an event on campus that covers topics such as hazing, alcohol and other drugs, bystander intervention, and sexual assault to cover this topic. Many fraternity and sorority life offices offer or require workshops like these for all new members on campus.
- Consider bringing in an outside facilitator to lead this meeting, as associate members may be more honest, get to hear from an expert, and take the content more seriously. They can lead the meeting as written, or cover the same topic using their own material.
- If following this meeting facilitator guide to cover the Courage topic, be sure and pre-select case studies following the facilitator guide and associate member worksheet that best apply to your chapter.
- If following this meeting facilitator guide as written, the “**Courage** in Phi Sigma Kappa” associate member worksheet is helpful, but not necessary.

Total Time: 60 - 90 minutes

Meeting Outcomes:

- Define courage.
- Solve a case study around bystander behavior.
- Identify a bystander intervention model.
- Participate in Brotherhood Circle.

Materials & Preparation:

- Case studies, pre-selected and printed from the ones provided in this *Guide* after the “**Courage** in Phi Sigma Kappa” associate member worksheet
- Associate members should bring a pen or writing utensil

Introduction: 5 - 10 minutes

- *Welcome everyone and ask if anyone has any questions regarding last week's meeting or their Phi Sig experience so far.*
- *Introduce the topic of the meeting, explaining this is going to focus on courage and how to be an active bystander in potentially harmful situations.*
- *Discuss:*
 - What is your definition of courage?
 - C.S. Lewis defines courage as “Courage is not simply one of the virtues, but the form of every virtue at the testing point.”
 - What do you think he’s referring to when he says, “testing point?”
 - We’re going to discuss some case studies that will identify testing points you may experience or may have already experienced in college.

Case Studies & Bystander Intervention Model: 40 - 55 minutes

- Before the case studies:
 - *There are several options of case studies provided in the Inductor's Guide of the Brotherhood in Phi Sigma Kappa program. Prior to the meeting, read through the case studies and select which ones you will have the associate members work through.*
 - *It is suggested that you select at least one case study within each category: alcohol, drugs, hazing, and sexual assault. Work with your Chapter Adviser, Executive Board, or Chapter Consultant if you are unsure which case studies are most appropriate for your chapter.*
 - *We suggest breaking associate members into pairs or smaller groups and having them each work on a different case study.*
 - *When printing the case studies for the associate members, be sure to not include the "facilitator tip" underneath each case study. This is to make sure you have covered all of the issues the case study alludes to.*
- Facilitating the case studies:
 - *Partner or group associate members together.*
 - **Facilitator tip:** *If you have a smaller associate member class, have them work on several case studies as one group, or have them work on a case study individually and report back to the rest of the brothers.*
 - *Share the following Intentional Emergence Model:*
 1. Notice the event.
 - What do you see?
 - What is the situation?
 - Who is involved?
 2. Understand the problem.
 - What indicates to you that it may be a problem?
 - Is somebody in danger or in trouble?
 - Did someone you know do something unethical?
 3. Assume personal responsibility.
 - What is telling you to intervene?
 - Why is it your responsibility to intervene? What ethical decision-making filters are causing you to want to intervene (laws, policies, campus rules, society expectations, Phi Sig expectations, your conscious)?
 - How does this relate to you being a good friend, brother, or human being?
 4. Know how to help.
 - Can you intervene yourself?
 - Do you need to call 911 or ask someone else for help?
 - Is there a campus resource you can direct someone to?
 5. Step Up!
 - What do you need to say or do to intervene?
 - How can you take immediate action?
 - When do you need to intervene? Is it an emergency?
 - *Pass out respective case studies.*
 - *Instruct them to read the scenario and discuss how they would intervene, taking notes on their worksheets.*

- *If time allows, have each group provide a synopsis of their scenario and share the solution(s) they discussed.*

Brotherhood Circle: 10 - 20 minutes

- *Discuss:*
 - After working through the case studies, can you think of a time you should have intervened, but didn't?
 - What prevented you from intervening?
 - How does being an active bystander align with the Creed and Cardinal Principles of Phi Sigma Kappa?
 - Who would we be harming, and how, if we chose not to act upon what we learned today?
 - In the future, how do you want your brothers to intervene if they see you doing something wrong?

Closing: 5 minutes

- *Ask if anyone has questions regarding today's meeting and thank them for their participation.*
- *Share information about the next associate member meeting, when and where it will take place, as well as the focus of the meeting.*
- *Share any additional Phi Sigma Kappa or university announcements.*
- *Ask if anyone has additional questions and dismiss everyone.*

COURAGE IN PHI SIGMA KAPPA
ASSOCIATE MEMBER WORKSHEET

*"Courage is not simply **one** of the virtues, but the form of **every** virtue at the testing point." – C.S. Lewis*

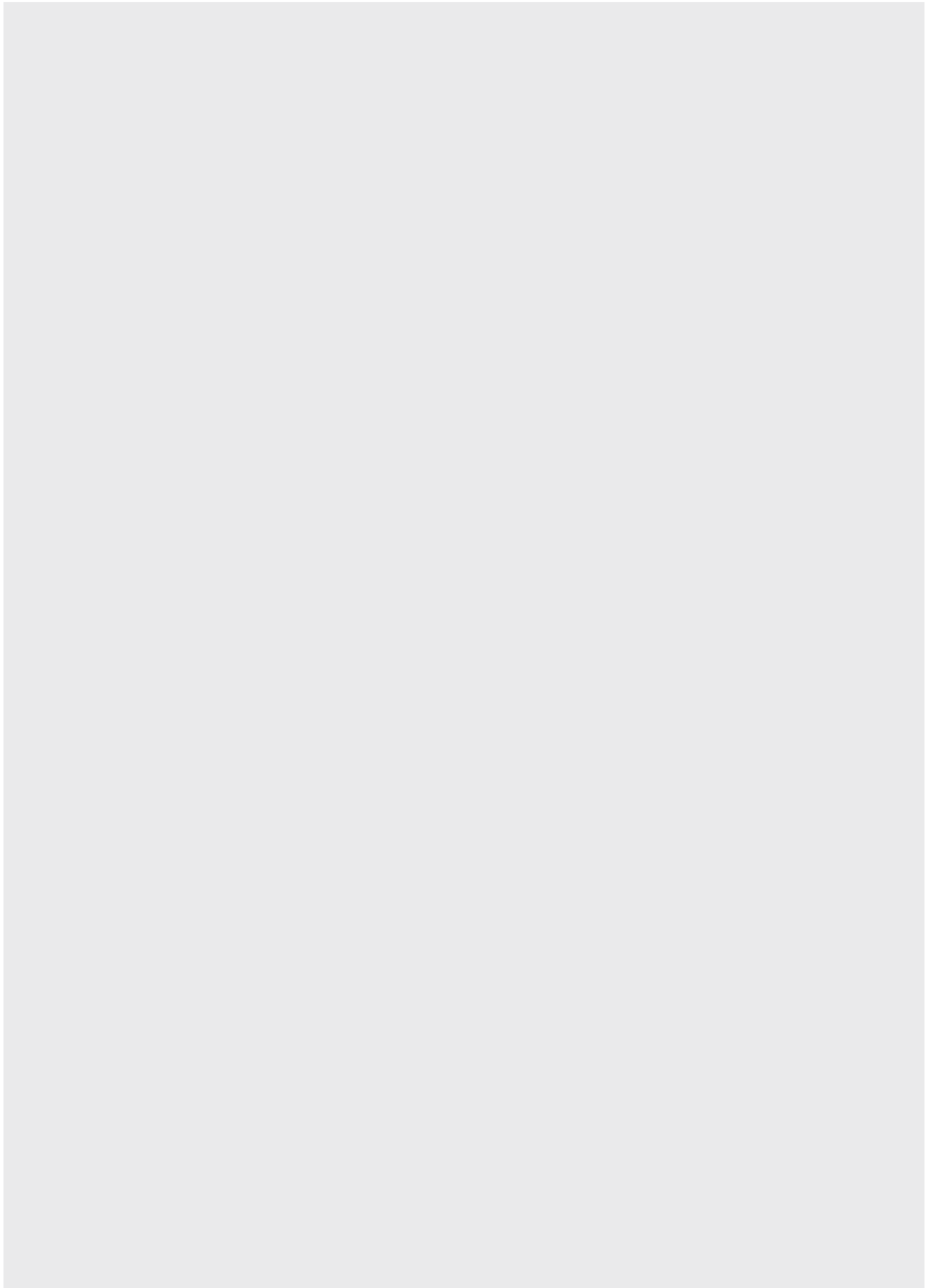
Intentional Emergence Model

- Notice the event.
 - What do you see?
 - What is the situation?
 - Who is involved?
- Understand the problem.
 - What indicates to you that it may be a problem?
 - Is somebody in danger or in trouble?
 - Did someone you know do something unethical?
- Assume personal responsibility.
 - What is telling you to intervene?
 - What ethical decision-making filters are causing you to want to intervene (laws, policies, campus rules, society expectations, Phi Sig expectations, your conscious)?
 - Why is it your responsibility to intervene?
- Know how to help.
 - Can you intervene yourself?
 - Do you need to call 911 or ask someone else for help?
 - Is there a campus resource you can direct someone to?
- Step Up!
 - What do you need to say or do to intervene?
 - How can you take immediate action?
 - When do you need to intervene? Is it an emergency?

Case Study

Instructions: Work with your group or own your own to solve the case study using the model above.

Meeting Notes



COURAGE IN PHI SIGMA KAPPA

CASE STUDY OPTIONS

Instructions for the Inductor:

- Prior to the meeting, read through the case studies and select which ones you will have the associate members work through.
- It is suggested that you select at least one case study within each category: alcohol, drugs, hazing, and sexual assault. Work with your Chapter Adviser, Executive Board, or Chapter Consultant if you are unsure which case studies are most appropriate for your chapter.
- We suggest breaking the associate members into pairs or smaller groups and having them each work on a different one, if possible. If you have a smaller associate member class, have them work on several case studies as one group, or have them work on a case study individually and report back to the rest of the brothers.
- When printing the case studies for the associate members, **be sure to not include the “facilitator tip”** underneath each case study. This is to make sure you don’t give them the answer and you cover all challenges in the case study.

Drugs

1. *You’re at one of your associate member meetings where the big brothers were in attendance. At the end of the meeting, the Inductor asks if anyone has any other questions or announcements. One of the older brothers stands up and explains that he recently got a prescription for Adderall and is willing to “share for anyone who wants to negotiate.” You know this particular big brother is one of the rowdier guys in the chapter and has been known to require “favors” from his little brother such as doing his laundry or being his designated sober driver. You’re not comfortable with him making this announcement but don’t want to embarrass yourself if you’re the only one who feels this way. How would you intervene?

***Facilitator tip:** This case study alludes to selling and distributing prescription drugs, which is illegal, and the big brother potentially hazing.*

2. *You’re at an off-campus house party with a few of your brothers and some friends of yours who are in a sorority. You all have been drinking for the past few hours and someone you don’t know walks up to the group and asks if anyone wants to go to the bedroom to smoke weed. One of your friends in the sorority immediately says “Sure!” and starts to walk away with the guy. You know she’s putting herself at risk but are unsure of how to stop her without offending anyone. How would you intervene?

***Facilitator tip:** This case study alludes to combining alcohol and marijuana, which can double the effect of alcohol on the body and is dangerous, and a woman putting herself in a risky position with a man she doesn’t know.*

**indicates a scenario that falls under multiple categories*

3. One of your associate members who you used to be close with during the first few weeks of the semester hasn't been at Phi Sig events lately. You've texted him a few times, but he doesn't respond very often. You know he's been at a lot of parties lately and that's probably affecting his schoolwork, in addition to his involvement with the chapter. The next time you hang out with him, he seems different and is distant. He goes to the bathroom at one point and comes back more energized and ready to party. You knew he was doing drugs at parties, but this behavior makes you afraid he's using more frequently. How do you intervene?

Facilitator tip: *This case study alludes to drug abuse but could also tie in with mental health challenges. Either way, a brother pulling away from his responsibilities and becoming more distant is cause for another brother to step in.*

Hazing

1. *You're at one of your associate member meetings where the big brothers were in attendance. At the end of the meeting, the Inductor asks if anyone has any other questions or announcements. One of the older brothers stands up and explains that he recently got a prescription for Adderall and is willing to "share for anyone who wants to negotiate." You know this particular big brother is one of the rowdier guys in the chapter and has been known to require "favors" from his little brother such as doing his laundry or being his designated sober driver. You're not comfortable with him making this announcement but don't want to embarrass yourself if you're the only one who feels this way. How would you intervene?

Facilitator tip: *This case study alludes to selling and distributing prescription drugs, which is illegal, and the big brother potentially hazing.*

2. Your big brother happens to be in one of your classes. He's recently missed a lot of classes because he is an officer in Phi Sig and has a part-time job. He often will ask for your notes from class. You usually don't mind helping him out because he works so hard for the chapter. After a few weeks, he begins to ask for your completed assignments and answers to the study guide the professor reviewed in class before mid-terms. When you were hesitant, he became pushy saying "this is what brothers do." When the professor begins to discuss the end-of-semester group project, your big brother asks you to partner with him because he knows you'll "take care of it." You really don't want to because you have a lot going on in your other classes and could use a partner that would contribute. You're afraid saying "no" might impact what your big brother and the other older brothers think of you. You don't want to risk not being initiated next week. How would you intervene?

Facilitator tip: *While this may not be seen as direct hazing, there's definitely some peer pressure and fear of retaliation if the brother doesn't lend his big brother course materials, which could be considered hazing.*

**indicates a scenario that falls under multiple categories*

3. You're in a class with a few friends you met during freshman orientation over the summer who are now pledging another fraternity. They come to class every Friday looking horrible; like they've been up all night. You ask them if they're okay and they always say "yes," but never look or seem okay. The class also meets Mondays and Wednesdays and they always seem fine those days, but Fridays are different. They never seem happy about the night before like they've been partying and having a good time; they just seem disheveled and tired. You suspect the older brothers in that fraternity are making them stay up all night and they are being hazed but you don't want to be a snitch. How would you intervene?

Facilitator tip: *While this is about another fraternity, it's important to ensure safety of all members of the fraternity and sorority community. Usually the campus fraternity and sorority life office has a way to report suspected hazing anonymously. Make sure you know how they can report hazing and share with associate members.*

4. It's the beginning of your second year in Phi Sig and you couldn't be more excited to get a new associate member class, maybe run for an officer position, and take a little brother. You and some of your associate class brothers are eating dinner at a restaurant the night before classes start. One of them begins to mention his excitement for recruitment and to get new "pledges." He goes on to explain to everyone that he feels as though "we missed out" by not being hazed even a little bit and wants to start a few "traditions" for your chapter. The suggestions he's making aren't anything crazy or dangerous, such as making associate members wear specific outfits one day each week or plan a scavenger hunt around campus, but you know that would still be considered hazing and is against university and Phi Sigma Kappa policy. You seem to be the only one who doesn't agree, so you don't want to go against your brothers, but you also don't want the chapter to get in trouble. How would you intervene?

Facilitator tip: *While no hazing has occurred yet, and the hazing isn't anything seemingly dangerous, now is the time to stop discussion around it so it doesn't become a problem later.*

Sexual Assault

1. *You're at an off-campus house party with a few of your brothers and some friends of yours who are in a sorority. You all have been drinking for the past few hours and someone you don't know walks up to the group and asks if anyone wants to go to the bedroom to smoke weed. One of your friends in the sorority immediately says "Sure!" and starts to walk away with the guy. You know she's putting herself at risk but are unsure of how to stop her without offending anyone. How would you intervene?

Facilitator tip: *This case study alludes to combining alcohol and marijuana, which can double the effect of alcohol on the body and is dangerous, and a woman putting herself in a risky position with a man she doesn't know.*

**indicates a scenario that falls under multiple categories*

2. You're at a party and someone you've had a crush on for a while is there. They are pretty drunk, and so are you, so you decide to make a move. After talking a while, it's clear they want to be alone with you. You know that if you go back to your place you'll be tempted to have sex, but you are sure they are too drunk to give consent. You've been waiting to make a move for a long time and they also seem to really want to be with you too. You know you need to say "no," but you don't want to risk losing a chance with them. How would you handle this situation?

Facilitator tip: *This is a time when the brother would need to intervene with himself. If there are more questions about this case study, have brothers refer back to the **Integrity** in Phi Sigma Kappa meeting, or other training associate members participated in, around consent.*

3. In your associate member class GroupMe, your brothers are talking about the mixer/pair tonight with another sorority. Some of the guys are "claiming" girls in the sorority they want to try and sleep with tonight and are talking crudely about how they plan to go about doing that. Some of the women they're mentioning are your friends and you know they wouldn't like being talked about this way. How would you intervene?

Facilitator tip: *While no sexual assault has occurred yet, now is the time to intervene because the language being used is aggressive towards the women and is inappropriate. If an assault did occur, or was alleged, the GroupMe messages could be used as evidence and would not help the individuals or the chapter.*

Alcohol

1. *You're at an off-campus house party with a few of your brothers and some friends of yours who are in a sorority. You all have been drinking for the past few hours and someone you don't know walks up to the group and asks if anyone wants to go to the bedroom to smoke weed. One of your friends in the sorority immediately says "Sure!" and starts to walk away with the guy. You know she's putting herself at risk but are unsure of how to stop her without offending anyone. How would you intervene?

Facilitator tip: *This case study alludes to combining alcohol and marijuana, which can double the effect of alcohol on the body and is dangerous, and a woman putting herself in a risky position with a man she doesn't know.*

2. One of the brothers in your associate class just got dumped by his high school girlfriend. She attends a university a few hours away and was apparently cheating on your brother with some guy in her residence hall. Your brother is angry and upset and asks everyone to drink with him tonight in his residence hall room. You know he has a fake ID and can buy alcohol from the grocery store with no problem, but alcohol is not allowed in the residence halls and you are afraid of getting caught because the Resident Assistant (RA) is a stickler for the rules. He has a temper while sober and adding alcohol to this situation will probably make him more upset. You know this isn't a good idea for a variety of reasons—but are unsure of what to do. How would you intervene?

Facilitator tip: *This case study alludes to purchasing alcohol illegally, breaking campus policies, as well as drinking alcohol to handle emotions. Drinking while angry will enhance the mood of the individual and could lead to him getting aggressive.*

3. You are at a party with some brothers, a few of which have agreed to be designated sober drivers for the night. However, you notice one of them has a beer in his hand. The next time you see him, he's doing shots with some other brothers. One of them asks "Hey man, aren't you supposed to be the designated driver tonight?" He responds with "Yeah I've only had a few drinks though; I'm good." A half an hour later, you see him drinking another beer and he seems to be in a good mood, but not too drunk. He suddenly gets a call from someone needing a ride and he announces to everyone that he needs to leave. You're unsure that he should be getting behind the wheel, but decide he knows his own limits and is probably fine. How would you intervene?

Facilitator tip: *This case study alludes to driving under the influence and potential hazing, depending on how the brothers were asked to be designated sober drivers for the evening. Even if he seems "okay," his blood alcohol content (BAC) is still probably too high to legally drive, given he had multiple drinks that evening in a short time period.*

**indicates a scenario that falls under multiple categories*

LIFELONG LEARNING IN PHI SIGMA KAPPA

FACILITATOR GUIDE

Note to the Inductor:

- This topic is optional and can occur at any point in the semester.
- There are a lot of options for the Inductor to cover this topic; see list below in the “Preparation” section of this meeting facilitator guide.

Total Time: Varies

Meeting Outcomes:

- Identify an academic or career preparation resource, whether that be a campus office, local expert, alumnus, or community resource.
- Discuss lifelong learning.
- Participate in Brotherhood Circle.

Preparation:

- *You have several options to cover this topic.*
- *The focus should be one of the followings:*
 - *Study tips, learning styles, or other ways to help with schoolwork*
 - *Current issues or events*
 - *Networking and career preparation*
 - *Etiquette*
 - *Experiential learning*
- *Below are examples, or options, of what you could do to achieve each focus area listed above:*
 - ***Study tips, learning styles, or other ways to help with schoolwork***
 - *Invite someone from your college or university's learning center, academic enhancement office, or library to present a workshop on how to succeed academically.*
 - *Ask juniors or seniors who have excelled academically to either lead small group discussions with associate members who they share a major with, or to participate in a panel (for smaller chapters). Conversations should be focused on study successes they've had, as well as mistakes they've made around their academics.*
 - *Find an academically focused workshop or event occurring on campus or in your community and require associate members to attend.*
 - ***Current issues or events***
 - *Invite a faculty member who works in a department such as political science, social sciences, social work, or business and economics to speak at your meeting to discuss current events.*
 - *Ask a local alumnus who's involved in politics, social issues, or a non-profit organization in your area to come and discuss current events.*

- **Networking or career preparation**
 - *Invite someone from your college or university's career center to come to your chapter and present a resume-writing workshop.*
 - *Host a networking event between associate members and local alumni. Research networking tips online and ensure associate members are getting legitimate networking practice.*
 - *Find another networking/career preparation event or workshop occurring on campus or in your community and require associate members to attend.*
- **Etiquette**
 - *Host an etiquette dinner for associate members or all brothers and ask a local etiquette expert to host.*
- **Experiential learning**
 - *Take associate members to a museum, campus workshop or lecture, or local community event where they are learning something new.*

Planning this Meeting:

- *Start planning this meeting about a month in advance.*
- *Internal planning:*
 - *Ask associate members several weeks in advance what they would be interested in learning more about from the topics listed above. Do this by providing associate members a few options you think can work for your group size, schedules, and resources available. Try and provide a few options that cover a variety of the topics above. For example, do not provide three options that would fit "study tips, learning tips or other ways to help with schoolwork" as they might have been required to take a freshman seminar class that covered much of this same information.*
 - *Work with your local Chapter Adviser to ensure it's a quality program. Provide him your plan after discussing with associate members and ask for his opinion on what would be best, logistics of the program, and tips on how to best execute.*
 - *All programs/ideas for this meeting should be approved by Chapter Adviser.*
- *External planning:*
 - *Make sure to contact any guests such as alumni, older brothers, and/or university staff or faculty well in advance; aiming for **at least three weeks' notice**.*
 - *If you're wanting to attend a campus or community workshop or event, make sure you know the details such as when, where, and if it costs anything. This could determine if it's feasible.*
 - *If it is feasible, contact the event organizer to see if they can fit all of your associate members. Some events could be available for large crowds, while others may only be held in a 20-person classroom, for example, and may not be able to accommodate everyone.*

Guest Speaker Introduction: 5 minutes

- *Welcome everyone and ask if anyone has any questions regarding last week's meeting or their Phi Sig experience so far.*
- *Be sure and introduce the speaker, where they work/what they do, and the topic of the presentation/workshop.*
- *Ask associate members to give the guest speaker their undivided attention and that after the presentation there will be a Brotherhood Circle.*

Brotherhood Circle: 10 – 20 minutes

- *After the program, workshop, or meeting, be sure and debrief the information with the Brotherhood Circle discussion questions below.*
- *Discuss:*
 - *What was something new you learned?*
 - *Why do you think this was part of the *Brotherhood in Phi Sigma Kappa* program?*
 - *What are your goals in college?*
 - *How can Phi Sigma Kappa help achieve those goals?*
 - *What are your goals post-college? Where do you see yourself in five years?*
 - *How can Phi Sigma Kappa help achieve those goals?*
 - *What does lifelong learning mean to you and how do you see Phi Sigma Kappa promoting that?*

Closing: 5 minutes

- *Ask if anyone has questions regarding today's meeting and thank them for their participation.*
- *Share information about the next associate member meeting, when and where it will take place, as well as the focus of the meeting.*
- *Share any additional Phi Sigma Kappa or university announcements.*
- *Ask if anyone has additional questions and dismiss everyone.*

RESOURCES

TABLE OF CONTENTS

Phi Sigma Kappa Glossary of Terms.....	131
Phi Sigma Kappa Fast Facts.....	135
Phi Sigma Kappa Crossword Puzzle.....	137
Facilitation Best Practices.....	138
Smaller Associate Member Class Tips.....	140
Activity Bank.....	141
“Campus Resources” Handout for Associate Members.....	146
Resources List.....	148
References & Recognition.....	149

PHI SIGMA KAPPA GLOSSARY OF TERMS

Alumni: a group of initiated brothers who have graduated from their respective schools or universities. This is the plural form of alumnus.

Alumnus: an initiated brother who has graduated from his respective school or university. This should only be used to identify a single alumnus.

Associate member: a new member of a local chapter who has not yet completed the Ritual for the Initiation of New Members.

Alumni Advisory Board: a group of alumni who are appointed to assist a local chapter and led by the International Headquarters-appointed Chapter Adviser.

Cardinal Journey: the brotherhood development program for undergraduate members, launched at the 67th General Convention in Dallas, TX. This program includes the *Brotherhood in Phi Sigma Kappa* associate member education program.

Cardinal Principles: the three ideals of the Grand Chapter - To Promote Brotherhood, To Stimulate Scholarship and To Develop Character.

Chapter Adviser: an alumnus brother who assists with a local chapter and mentors the local chapter officers in their roles. He is also the leader of the Alumni Advisory Board.

Chapter Consultant: International Headquarters professional staff member who travels to local chapters to provide support and feedback. The Chapter Consultant is the local chapter's main contact for questions, comments, and concerns.

Chapter Eternal: the chapter that all initiated brothers become a member of upon passing away.

Constitution and Bylaws: the governing document of the Grand Chapter that all local chapters must abide by.

Court of Honor: a board made up of previous Grand Presidents that provides guidance and historical context to the Grand Council.

Crest: an emblem of the Fraternity that was approved by the 51st General Convention on August 15, 1987. Its meaning is known only to the initiated members of the Grand Chapter.

Day of Giving: an event held annually in conjunction with Phi Sigma Kappa's Founders' Day on March 15, that provides an opportunity for members, alumni, parents and friends to show their support through a donation to the Phi Sigma Kappa Foundation. Gifts made during Day of Giving provide academic scholarships, educational programming, and support for leadership development initiatives for members of Phi Sigma Kappa.

Dormant status: a semester-to-semester membership status option for undergraduate members who are studying abroad or are otherwise unable to participate in local chapter activities. All requests for dormant status must be made with the local chapter's Executive Board and approved by International Headquarters professional staff.

Executive Board: the group of six symbolic officers who lead a local chapter, including President, Vice President, Secretary, Treasurer, Inductor, and Sentinel.

Executive Director/Chief Operating Officer: the individual hired by the Grand Council and supervised by the Grand President who oversees the International Headquarters professional staff and the day-to-day operations of Phi Sigma Kappa.

Expansion: an un-chartered local chapter consisting of initiated and associate brothers who are enrolled at a specific campus or university that is recognized by the Grand Chapter. This group may also be referred to as a colony.

Expulsion: the process that removes a member from a local chapter's membership roster, and therefore the chapter, whether that be the member's choice, the chapter's choice, or the Executive Board's choice

Founders' Day: this day is a celebration of Phi Sigma Kappa's founding at the University of Massachusetts (formerly known as Massachusetts Agricultural College) in 1873 and is observed annually on March 15.

General convention: an event held every two years to conduct the business of the Grand Chapter, provide undergraduate and alumni brothers engaging educational programming, observe the ritual of Phi Sigma Kappa, and celebrate accomplishments of the biennium. The general convention voting delegates have the ability to change legislation for the Grand Chapter.

Grand Chapter: the entire entity that makes up Phi Sigma Kappa and can be used interchangeably with Fraternity. All members of Phi Sigma Kappa are considered members of the Grand Chapter.

Grand Council: the board of alumni volunteers, led by the Grand President, who act as Phi Sigma Kappa's governing board and provide vision for the Grand Chapter and direction to the International Headquarters staff and Fraternity committees and volunteers.

Grand Council Director: the six additional alumni members of the Grand Council who are not serving as the Grand President. There are also two undergraduate representatives elected to the Grand Council each year.

Grand President: the volunteer alumnus who is elected each biennium to serve as the leader of the Grand Council and ultimately of the Grand Chapter.

GreekLifeEdu: an online learning module and assessment that focuses on risk-related challenges commonly seen in fraternities such as alcohol use, sexual assault, and hazing. This program is required for all associate members to complete prior to being initiated into Phi Sigma Kappa.

"Hills and a Star": the book given to all members upon associating with the Grand Chapter, which includes history and facts about Phi Sigma Kappa.

Interfraternity Council (IFC): a council led by undergraduate fraternity members that exists where there are two or more North American Interfraternity Conference member (or non-member) fraternities on a campus. The Council's purpose is to advance fraternity on campus and provide interfraternal leadership to the entire community.

International Headquarters: the office located in Indianapolis, Indiana where the professional staff employed by Phi Sigma Kappa works on a day-to-day basis. This building also holds the Albert D. Shonk, Jr., Archives & Educational Center.

International Headquarters professional staff: the paid staff members who oversee the day-to-day operations of the Grand Chapter, Phi Sigma Kappa Foundation, and Phi Sigma Kappa Properties board.

Local chapter: a chartered group of initiated and associate members, who are enrolled at a specific campus or university that is recognized by the Grand Chapter. May also be referred to as an undergraduate chapter.

myPhiSig: an online platform to engage undergraduate and alumni members. Associate members must create a myPhiSig account in order to complete requirements for initiation.

North American Interfraternity Conference (NIC): the trade association that represents 66 inter/national men's fraternities, of which Phi Sigma Kappa is a member. The NIC provides resources and educational opportunities for member organizations.

Officer Portal: the online platform that hosts resources and required reports and forms for local chapter officers and Chapter Advisers to be submitted to International Headquarters.

Officer Academy: the annual officer training event that is held annually for select local chapter officers and/or Chapter Advisers and provides position-specific training for officers to succeed in their roles.

Official Motto of Phi Sigma Kappa: "Do Unto Others As You Would Have Them Do Unto You," is our guide to the realization of the true spirit of brotherhood. The official Motto of Phi Sigma Kappa is also known as The Golden Rule and was adopted in 1985 during the Merger of Phi Sigma Kappa and Phi Sigma Epsilon.

Phi Sig Forward: the strategic plan that consists of the future initiatives for the Grand Chapter and was launched at the 67th General Convention.

Phi Sigma Kappa Foundation: the entity that provides scholarships, grants, educational programming, and leadership development initiatives for the Fraternity. It is categorized as a 501(c)(3) charitable and educational tax-exempt organization, separate and independent from the Grand Chapter, whose express purpose is to promote academic excellence and serve as an educational funding resource for the members of Phi Sigma Kappa.

Policy Manual: the document that consists of specific policies the Grand Chapter operates under and all local chapters must abide by.

Phi Sigma Kappa Properties: the board who exists to help ensure local chapters' housing empowers and does not hinder their success. Properties provides consulting and secured loans to alumni clubs and housing corporations to ensure the continued success of local chapter houses.

Ritual of Association: the ritual held at the beginning of the associate member experience. This is the first ritual that an associate member participates in and should be held as soon as possible after accepting his invitation for membership.

Ritual for the Initiation of New Members: the ritual held to initiate associate members into the Grand Chapter. All associate members should have completed the requirements of the *Brotherhood in Phi Sigma Kappa* program, should have a zero balance with the local chapter, and have the required GPA before being initiated.

Robert M. Zillgitt Leadership Institute: a program funded by the Phi Sigma Kappa Foundation that is an annual selective leadership development experience for future leaders of a local chapter; also known as Zillgitt or the Zillgitt Institute.

The Signet: the official magazine publication of Phi Sigma Kappa. It is an educational publication with historical and instructive content about Grand Chapter operations, goals, values and objectives. It is also a source of news about local chapter activities, alumni, and the Chapter Eternal.

The Phi Sigma Kappa Creed: the Creed displays Phi Sigma Kappa's belief and purpose, is known by all brothers, and was written by Stewart H. Herman, Sr.

The Phi Sig Insider: a monthly e-publication that is sent to all local chapter Executive Board officers throughout the academic year. The publication contains important information from International Headquarters including action items, deadlines, and upcoming Fraternity events.

Shonk Undergraduate Leadership School: the annual event held with the goal to train local chapter members and officers to be effective leaders of their chapters and beyond. Historically, this event has been held every summer, and in conjunction with general convention every other year.

The Merger of Phi Sigma Kappa and Phi Sigma Epsilon: the event when Phi Sigma Kappa Fraternity and Phi Sigma Epsilon Fraternity merged together in 1985 at the 50th General Convention in Washington, D.C.

Triple T's: the symbol located on the crest and the associate member pin; it's meaning is only known to initiated brothers of the Grand Chapter.

Unassociated member: an associate member who decided to resign his potential membership in Phi Sigma Kappa prior to being initiated.

1873 Society: the Phi Sigma Kappa Foundation's annual giving program exclusively for undergraduate members. The Society is a unique way for undergraduates to learn about the Foundation and provide charitable gifts that fund leadership programs and educational initiatives.

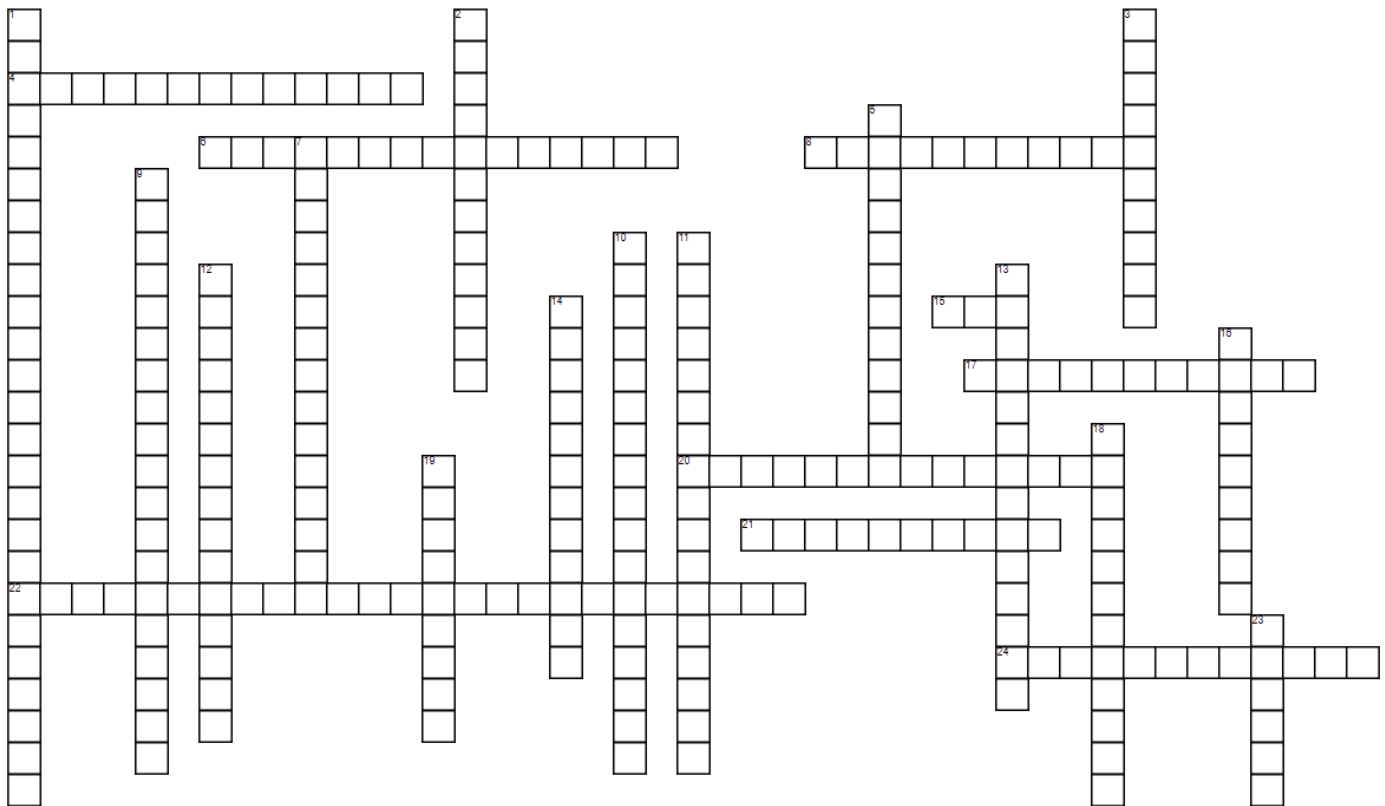
PHI SIGMA KAPPA FAST FACTS

Instructions for Inductors: Use these facts to integrate the history of the Grand Chapter into your associate member education program. Consider using them to create a Jeopardy-style game during the **Founding** of Phi Sigma Kappa meeting or share a few before each meeting to focus on the history throughout their experience.

- Phi Sigma Kappa Fraternity was founded on March 15, 1873 at the Massachusetts Agricultural College that is now known as University of Massachusetts.
- There are six founders of Phi Sigma Kappa, Joseph Francis Barrett, William Penn Brooks, Frederick George Campbell, Xenos Young Clark, Jabez William Clay and Henry Hague.
- There are seven Phi Sigma Epsilon founders, Raymond Victor Bottomly, W. Roy Campbell, W. Ingram Forde, Humphrey Jones, Robert C. Marley, Orin M. Rhine, Fred M. Thompson.
- Phi Sigma Epsilon was founded on February 20, 1910 at the Kansas State Normal College, now known as Emporia State University. This chapter was re-chartered in 2018 as the Alpha Epsilon chapter of Phi Sigma Kappa.
- The merger between Phi Sigma Kappa and Phi Sigma Epsilon occurred August 14, 1985 at the 50th General Convention of Phi Sigma Kappa in Washington, D.C. The merger was under the direction of then Grand President, Anthony (Tony) Fusaro who is still involved with the Grand Chapter today as the national ritual chairman and serves on the Court of Honor.
- The crest and flag were changed at the 51st General Convention to incorporate the symbolism of Phi Sigma Epsilon.
- Phi Sigma Kappa became a charter member of the North-American Interfraternity Conference in 1909.
- In 1948, the Grand Chapter adopted the Phi Sigma Kappa's current initiation ritual, written by Brother Herbert L. Brown.
- For Phi Sigma Kappa's 50th anniversary, a memorial tablet "The Shrine" was placed on Old North Hall where the idea of the Fraternity was originally conceived. In 1960, Old North Hall was demolished and replaced with Machmer Hall, where "The Shrine" is now located on University of Massachusetts' campus.
- The first Phi Sigma Kappa International Headquarters office was first established in 1938 in Chicago, IL, moved to Drexel Hill, PA in 1956 and later moved to its current home in Indianapolis, IN in 1976.
- The motto of Phi Sigma Kappa is "Do Unto Others As You Would Have Them Do Unto You," and is based on The Golden Rule.
- Phi Sigma Kappa International Headquarters professional staff consists of several talented individuals organized into departments such as expansion, chapter services, education, operations and finance, and advancement. Staff members are a mix of Phi Sig alumni, members of other fraternal organizations, and some who are not a member of a fraternity or sorority.
- There are six symbolic officers on a local chapter's Executive Board, they are the President, Vice President, Secretary, Treasurer, Inductor, and Sentinel.
- There are six degrees of membership. They are:
 - First Degree: undergraduate member who's completed the Ritual for the Initiation of New Members
 - Second Degree: an initiated member who becomes an Executive Board officer

- Third Degree: an initiated member who graduates from his college/university or is certified by the Chapter Adviser as one who is no longer enrolled at the school
 - Fourth Degree: an alumnus who is named to any appointive office of the Grand Chapter, such as a Chapter Adviser or International Headquarters professional staff member
 - Fifth Degree: an alumnus who is elected to the Grand Council
 - Sixth Degree: an alumnus who is elected Grand President
- There are eleven prescribed rituals; all except for two, the Ritual for the Funeral Service and a Public Lecture on the Principles of True Fraternity, are known only to initiated members of Phi Sigma Kappa.
- Phi Sigma Kappa Fraternity is made up of three entities; the Grand Chapter, the Foundation, and Properties.
- The Phi Sigma Kappa Properties board looks to the long-term success of Phi Sigma Kappa through responsible management and growth of property assets for the benefit of all members.
- The Phi Sigma Kappa Foundation, founded in 1947, is the entity that provides scholarships, grants, educational programming, and leadership development initiatives for the Fraternity. It is categorized as a 501(c)(3) charitable and educational tax-exempt organization, separate and independent from the Grand Chapter, whose express purpose is to promote academic excellence and serve as an educational funding resource for the members of Phi Sigma Kappa.
- The Grand Council is made up of 7 alumni members, including the Grand President, who leads the direction of the Grand Chapter.
- The Court of Honor is made up of past Grand Presidents who advise the current Grand Council.
- General convention is held every two years to conduct the business of the Grand Chapter, provide undergraduate and alumni members engaging educational programming, observe the ritual of Phi Sigma Kappa, and celebrate the accomplishments of the Fraternity in the biennium.
- The philanthropy partner of Phi Sigma Kappa is the Special Olympics and was adopted as such at the 55th General Convention in 1995.
- Cardinal Journey is Phi Sigma Kappa's brotherhood development program for undergraduate chapters, launched at the 67th General Convention in Dallas, TX. This program includes the *Brotherhood in Phi Sigma Kappa* associate member education program.
- The Phi Sigma Kappa Creed was written by Brother Stewart W. Herman, Sr.
- The Robert M. Zillgitt Leadership Institute was implemented in 2000 to provide leadership development for a select group of undergraduate members and still occurs today.

PHI SIGMA KAPPA CROSSWORD



ACROSS

- 4 the Fraternity motto
- 6 national philanthropy partner of the Fraternity since the 55th General Convention in 1995
- 8 Cardinal Principle related to Justice
- 15 number of degrees of membership
- 17 Cardinal Principle related to Wisdom
- 20 a volunteer alumnus who works with a local chapter
- 21 board made of alumni volunteers who look to the long-term success of property assets of the Fraternity
- 22 current name of university where Phi Sigma Kappa was founded
- 24 the Fraternity colors

DOWN

- 1 the office located in Indianapolis where the day-to-day operations of the Grand Chapter are conducted
- 2 a chartered, undergraduate group recognized by the Grand Chapter at a college or university
- 3 entity founded in 1947 that provides scholarships, grants and educational programs for members of the Fraternity
- 5 board made up of past Grand Presidents
- 7 Phi Sigma Kappa's brotherhood development program that includes Brotherhood in Phi Sigma Kappa for associate members
- 9 what the stripes on the Phi Sigma Kappa flag represent
- 10 a traveling paid staff member of the International Headquarters who is a local chapter's main contact
- 11 the event held every two years that conducts the business of the Fraternity, including voting to change Fraternity legislation
- 12 name of Fraternity Phi Sigma Kappa merged with in 1985
- 13 the group of six symbolic officers who lead a local chapter
- 14 governing board of the Fraternity made up of volunteer alumni
- 16 official magazine publication of Phi Sigma Kappa
- 18 the entire international entity that makes up all brothers of Phi Sigma Kappa
- 19 Cardinal Principle related to Honor
- 23 total number of rituals historically prescribed by Phi Sigma Kappa

FACILITATION BEST PRACTICES

Facilitation is a big part of your role as Inductor and it's not an easy skill to master. A big part of facilitation is the ability to know your associate member class and read the room to adapt to their needs. A few pointers are provided below on leading discussions within the meetings:

- Any discussion or activity debrief is a time for you to lead the conversation. The questions provided are to help guide you, but do not feel restricted by them. If the conversation flows in a different direction, you as the facilitator have the power to lean into that or steer it back towards the content if it gets off-topic.
- Brotherhood Circles also are able to be customized. The general topic should be discussed, but how you do that could look differently based on the group.
- If there is an activity that you feel would not work for your chapter, take note of that and talk to your Chapter Adviser or contact International Headquarters. There are a variety of ways to get to the same learning outcome and you have the ability to be creative and come up with a different activity or learning method.

Read through the tips below to help you be a successful facilitator before each meeting, during each meeting, and after each meeting.

- Before the meeting:
 - Logistics and location:
 - Think of creative spaces on campus you can use and what best fits the need of the meeting.
 - Ensure you will have the technology, equipment, and room set up you will need.
 - Reserve rooms on campus and space for all meetings and events ahead of time so you don't have to scramble last-minute to find a room and to help you stay on the schedule you created.
 - Meeting Preparation:
 - Make sure to read the meeting facilitator guide top-to-bottom to fully understand the content, gather any materials you may need, and print any worksheets or handouts you may need.
 - This also is a time for you to edit the session or customize certain discussions to make it benefit your associate members.
 - Make sure you build credibility with the associate members by speaking confidently and positively about the meeting beforehand. If you're negative about the meeting, they're also going to have a negative attitude, making it more difficult for everyone.
- During the meeting:
 - Set the tone:
 - At the beginning, set the tone for the meeting by reviewing what you discussed at the previous meeting, sharing any expectations you may have for them, or share a story to make the topic relevant to them. The "Introduction" part of each facilitator guide gives you suggestions to set the tone correctly.

- It's important to showcase the "why" behind the meeting topic and its importance. Make it relevant to them and they'll be more interested and more participatory.
 - If you're nervous at the very beginning, have associate members do a quick pair-and-share. Give them a fun question such as "what was the best thing that happened to you this past week?" or something related to the topic such as "Describe a time you were a strong leader." This will give you a minute to breathe while they chat amongst themselves.
- Engaging your audience:
 - If you're losing the attention of the audience...
 - ask questions at the end of a section of content or hold a discussion to test the group's understanding of the content.
 - have everyone stand and stretch or do a quick icebreaker or activity to re-engage associate members.
 - If you're only getting short or "yes" or "no" answers...
 - turn a large group conversation into a pair-and-share first, and then have individuals share what they discussed with their partner.
 - make sure you're asking open-ended questions. Ask "why" if somebody gives a short answer. Why do you feel that way? What is your thought process? Why do you agree or disagree?
 - If brothers keep steering the conversation off track...
 - create a "parking lot" sheet or PowerPoint slide with questions/ideas unrelated to the topic that you may be able to revisit later in the session, after the session individually, or in a future meeting.
 - offer to have a private conversation after the meeting if an individual is continuously bringing something up that's off-topic.
 - feel free to inform participant(s) that their question/comment will be addressed later in the session or in a later meeting if applicable.
- After the meeting:
 - Follow up on any questions you didn't know the answer to or send out any materials used such as PowerPoints.
 - Touch base with any individuals who didn't seem engaged or who left early, especially if it was abnormal behavior for that person. If it was a "heavier topic," you'll want to ensure that person is okay if something made them uncomfortable or upset.
 - Evaluate yourself and ask for feedback from others. What went well? What didn't go so well? Consider sending a survey at the very end of the associate member experience to see which meetings/activities stood out to them, what they liked, what they didn't like, and how you could improve as a facilitator.

- Continue to build credibility. Be confident, even if it didn't go well. Don't talk poorly of yourself to brothers because that will put the idea in their heads that you're not a good facilitator. Learn from it and try again in the next meeting.
- General facilitation tips:
 - The facilitator should be listening more than talking; 70% of the time should be participant interaction and 30% should be on the facilitator.
 - Silence is okay. Sometimes participants need time to process the question or the discussion before they respond. The facilitator shouldn't feel like they need to fill the void by talking more.
 - Be aware of your facilitation strengths and weaknesses. If you say "um" frequently or get nervous and shaky at the beginning of each meeting, work to overcome that by practicing.
 - Create a space within your associate member meetings where brothers can be authentic and share freely what is on their mind. Set ground rules, especially for "heavier topics," for brothers to be respectful, actively listen, and to keep information shared in the meetings to themselves.
 - If you are finding it challenging to facilitate certain activities or discussion, seek out help from campus resources including your campus fraternity and sorority advisor or a leadership or career development office. They may be able to provide some materials or training to help you become a better presenter and/or facilitator.

Smaller Associate Member Class Tips

Some associate member classes may be very small (five people or less) and leading conversations and facilitating activities with a small group can be difficult. Read below for some tips on how to make this program work with a small group:

- **Invite more people.** Consider asking different older brothers or big brothers to attend associate member meetings each week. This can be a benefit for several reasons:
 - Associate members and older brothers get to know each other better
 - Older brothers can become familiar with the goals of the *Brotherhood in Phi Sigma Kappa* program
 - This will expand the group to make discussions and Brotherhood Circles richer, as well as provide more people to make activities possible.
- **Plan ahead.** Read the facilitator guides ahead of time to determine which activities need to be adjusted.
 - Can the activity be done as an individual?
 - Is there another way to complete the activity?
 - Do you have a different activity in mind that can reach the same concept?
- **Consider the group a "small group."** Any time a facilitator guide asks the Inductor to split the group into small group—don't worry about it. They're already a small group!
- **Read the "facilitator tips."** Some *facilitator tips* in the facilitator guides provide further details on how to adjust for a smaller group.

ACTIVITY BANK

Name Games

Name Toss

Materials: two balls, such as tennis, Wiffle, or Nerf balls and space for group to stand in a circle or multiple circles depending on group size.

Instructions:

- Have the group stand in a circle. If the group is larger than 10, have participants create multiple circles.
- Hand the ball to one person and instruct them to throw it to another person in the circle. Before they toss, they should make eye contact and say that person's name. Then the second person makes eye contact with a third person, saying their name before tossing the ball.
- This pattern continues until everyone has received the ball; each person needs to remember who they tossed it to, and who tosses it to them.
- Each person needs to make sure they are saying the person's name prior to tossing it to help them memorize names.
- The last person then tosses it back to the first person and the same pattern is repeated.
- After the group gets the pattern down, introduce the second ball by handing it to the last person in the original pattern. That person then tosses it to the person who tossed it to him in the original pattern and so forth, therefore reversing the original pattern.
- The goal is for the group to have both balls going at once, one with the original pattern and the other with the pattern in reverse.
- If at any point the group drops a ball, the group must start over.
- **Facilitator tip:** This is best played during the first associate member meeting.

Blanket Name Game

Materials: Blanket/dark-colored sheet and space for group to move around

Instructions:

- Make sure all participants have introduced themselves to one another.
- Split the group into two teams and have them stand on either side of a blanket or other partition that allows one person from each team to stand on either side of it, and not be able to see one another. The blanket should be held up by two other people.
- Each team sends one person forward, standing on either side of the blanket. The holders drop the blanket, and it is the goal of each person to say the other person's name first. The first person to guess the name correctly, earns a point for their team.
- The game continues until all participants have had a chance to guess, or all participants have been paired against one another to ensure all members learn everyone's names.
- **Facilitator tip:** This is best played during the first or second associate member meetings.

Going on a Trip

Materials: None

Instructions:

- Have the group sit or stand in a circle.
- Ask someone to start off by introducing themselves and something they'd bring on a trip that starts with the first letter of their first name. For example, "My name is Matt and I'm bringing a map."
- The next person then introduces themselves in the same way, but also has to say the person before him. For example, "My name is Josh and I'm bringing jeans. Matt is bringing a map."
- The third person has to continue by introducing himself as well as the two people who went before him. This continues until everyone has introduced themselves and the rest of the participants who went before them.
- **Facilitator tip:** you can change this up by specifying the prompt to going to the beach, going camping, going on a road trip, going on a picnic, etc.
- **Facilitator tip:** This is best played at the first associate member meeting.

Get-To-Know-You Activities

Personal Information Cards

Materials: index cards; one per person

Instructions:

- Pass a notecard out to all participants.
- On one side of the card, have participants write their name.
- Have them flip to the other side of their notecard and lead them through the following questions, one at a time. Instruct them to write their answers in the corresponding locations on their notecard:
 - In the middle, write a word that describes you
 - In the upper left corner, write three important values you live by.
 - In the upper right corner, write three things that make you happy.
 - In the lower left corner, pick one of each of these pairs of words that best describes you: introvert or extrovert, logic or emotion, systematic or spontaneous.
 - In the lower right corner, write three words that describe why you chose to join Phi Sig.
- After you've finished guiding the group through completing their notecards, have them share with a partner. After they are done sharing, have them find another partner. Continue until everyone has shared with each other, or until time has run out.
- **Facilitator tip:** This activity is best conducted at the second or third associate member meeting.

Ball Pit Toss

Materials: Different color balls, or pieces of paper crumbled into balls; one ball per person and space for group to move around

Instructions:

- Have the balls or paper balls in a bin/basket for participants to grab.
- Assign each of the questions below to one of the colors available. For example, question one is purple, question two is blue, etc.

- Have colors and associated questions listed on a PowerPoint, board, or piece of paper where everyone can see.
- After each person has grabbed a ball, have them find a partner who has the same colored ball. Once they've found a partner, have them introduce themselves (if they don't already know each other) and answer the question assigned to their colored ball.
- Give the pairs about one minute, then have them switch balls with another player so everyone has a new color. They must then repeat the process with a new partner who has the same color as their new ball.
- Question examples:
 - What is your favorite movie?
 - What is your pet peeve?
 - What are you most afraid of?
 - Who you look up to?
 - What TV show(s) have you recently binged?
 - What is your favorite hobby or way to relax?
 - Why did you choose to join Phi Sig?
 - What did you choose to attend {insert name of college or university}?
 - What is your favorite high school or college memory so far?
 - What is your favorite thing about your hometown?
 - If you could only eat one meal for the rest of your life, what would it be?
- **Facilitator tip:** This is best played at the first or second associate member meeting. For larger associate member classes, this could also work at a third or fourth associate member meeting to encourage brothers to meet new people.

Guess Who

Materials: Slips of paper or index cards; one per person

Instructions:

- Have each participant write an interesting or unique fact about themselves, a funny story, or an embarrassing moment they've experienced on a slip of paper or index card. Inform them it will be read aloud.
- Once completed, have all participants crumble or fold paper and place into a hat, cup, bin or basket.
- **Facilitator tip:** you can also have participants sit in a circle and have them throw papers or index cards into the middle of a circle.
- Have each participant pick up a different crumbled or folded paper or index card and ask one participant to start off by reading aloud the piece of paper or index card he picked up.
- After the first participant is finished, ask the group to guess who wrote that fact or story.
- Continue having participants read the story they picked aloud and other participants guessing who it was, until all pieces of paper have been read.
- **Facilitator tip:** This is best played after a few associate member meetings and the group is comfortable with one another.

Team-Builders

Structure Building

Materials: Varies; space for group to move around

Instructions:

- This game can be played using a variety of materials. Some examples are listed below:
 - Balloons (should be inflated beforehand)
 - Straws
 - Marshmallows
 - Toothpicks
 - Popsicle sticks
 - Tape
 - Uncooked spaghetti
 - String or yarn
- Break the group into smaller groups of three to five members, if necessary. Give each group a limited amount of time to build their structure.
- The structure must be free-standing, meaning it must be able to stand on its own without it leaning up against something or someone holding any part of it.
- After time is up, evaluate each group's structure to see who has the tallest one—that team wins the game!
- **Facilitator tip:** This can be played at any point but can also be used to cover the **Teamwork** in Phi Sigma Kappa topic, as long as Brotherhood Circle still takes place afterwards.

Ships and Sailors

Materials: Space for group to move around

Instructions:

- Inductor serves as the “captain,” everyone else serves as a “sailor.”
- The captain calls out a command ALL sailors must complete the command within about three to five seconds. Any player who has not completed the action within the timeframe is “out.”
- Play continues until only one player or one small group remains.
- Commands:
 - Captain's coming: Stand up straight and salute. Don't move until the captain says “at ease”
 - Sail west: everyone runs to the right
 - Sail east: everyone runs to the left
 - Pirates: everyone runs to the front
 - No pirates: everyone moves to the back
 - Hit the deck: everyone lies down on their stomach
 - Man overboard: everyone finds a partner. One kneels down and the other stands behind and places a hand on their partner's shoulder. Both partners put their hands above their eyes, as if they're on the lookout.
 - Three hands rowing: three sailors line up in a group and pretend to row
 - Four hands playing cards: Four sailors get in a group and pretend to play a card game
 - Five hands eating: Five sailors get in a circle and pretend to eat.
 - Walk the plank: Six sailors line up single file, with their hands on the shoulders of the person in front of them

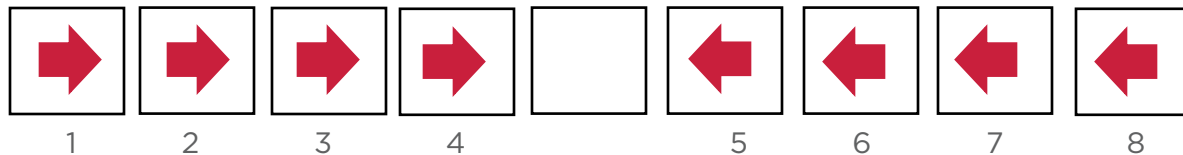
- **Facilitator tip:** It is best to call the mix up the commands throughout the game but call the ones that require the larger amount of people (four, five and six) at the beginning before people get “out.”
- **Facilitator tip:** This can be played at any point but can also be used to cover the **Teamwork** in Phi Sigma Kappa topic, as long as Brotherhood Circle still takes place afterwards.

Traffic Jam

Materials: Chalk or masking tape

Instructions:

- Before the meeting, make nine squares using chalk (outside on ground) or masking tape (inside or outside on ground or floor) like the example shown below. Once you have participants, have them stand in each square, facing the direction of the arrows shown below.



- The object of the game is to move the players on the left side, to the right; and the players on the right side, to the left, following the rules listed below. The facilitator should share the rules with all participants after they are standing in their squares.
- Rules:
 - Participants may not move backwards or turn around.
 - Participants may not move around anyone facing the same direction you are facing.
 - Participants may not move more than one person at a time.
 - Participants must move to an unoccupied space in front of them (no moving backwards).
 - Participants may move past a player facing the opposite direction to get to the empty space behind him.
 - Participants may not move past more than one participant at a time (must be facing the opposite direction).
- **Facilitator tip:** For smaller groups, this game can also be played with seven or five players, as opposed to nine. For larger groups, have others watch and act as silent observers.
- **Solution:**
 - Pattern is the following: left side – 1 move; right side – 2 moves; left side – 3 moves; right side – 4 moves; left side – 4 moves; right side – 4 moves; left side – 3 moves; right side – 2 moves; left side – 1 move
 - Solution using the numbers under each box in the example above:
- **Facilitator tip:** This can be played at any point but can also be used to cover the **Teamwork** in Phi Sigma Kappa topic, as long as Brotherhood Circle still takes place afterwards.

CAMPUS RESOURCES

HANDOUT FOR ASSOCIATE MEMBERS

Chapter: _____

University/School Name: _____

Instructions: Fill in each section with the applicable information for your campus. This form should be distributed to all associate members at the beginning of their associate member experience or during the **Integrity** in Phi Sigma Kappa meeting. This can also be a good resource for the entire chapter.

Counseling Services:

Name of Office/Department:

Phone Number:

Address:

Hours of Operation:

Types of Services Offered:

Other:

(Secondary) Name of
Office/Department:

Phone Number:

Address:

Hours of Operation:

Types of Services Offered:

Student Health and Wellness:

Name of Office/Department:

Phone Number:

Address:

Hours of Operation:

Types of Services Offered:

Other:

(Secondary) Name of
Office/Department:

Phone Number:

Address:

Hours of Operation:

Types of Services Offered:

University Police/Public Safety:

Name of Office/Department:

Phone Number:

Address:

Hours of Operation:

Types of Services Offered:

Other:

(Secondary) Name of
Office/Department:

Phone Number:

Address:

Hours of Operation:

Types of Services Offered:

Fraternity and Sorority Life office:

Name of Chapter's Fraternity/Sorority
Advisor:

Phone Number:

Address:

Hours of Operation:

Types of Services Offered:

(Secondary) Name of
Fraternity/Sorority Advisor:

Phone Number:

Address:

Hours of Operation:

Types of Services Offered:

Other:

Substance Abuse Office:

Name of Office/Department:

(Secondary) Name of
Office/Department:

Phone Number:

Phone Number:

Address:

Address:

Hours of Operation:

Hours of Operation:

Types of Services Offered:

Types of Services Offered:

Other:

***Sexual Assault Center/Title IX Coordinator/Office:**

Name of Office/Department:

(Secondary) Name of
Office/Department:

Phone Number:

Phone Number:

Address:

Address:

Hours of Operation:

Hours of Operation:

Types of Services Offered:

Types of Services Offered:

Other:

Other relevant on-campus resources (if applicable):

***Confidential vs. non-confidential resources for survivors of sexual assault or violence**

If a member is sexually assaulted or a survivor of sexual violence, it is important to know there are support resources available. If they are not certain about whether they would like to report the incident, the confidential (they are not required to report the assault to anyone) resources available are generally the counseling center, health center, clergy member and campus victim advocate or community advocate. If the member is confident about their choice to report, in addition to the confidential resources listed, the following non-confidential resources are generally available: Title IX Coordinator, police, campus safety or professional staff (e.g. residence assistant, fraternity/sorority advisor, dean of students, etc.).

An important note about confidentiality: Most campus/university professional staff and all faculty are required by law to report suspected incidents of dating violence, sexual violence and stalking to the university. This is to help the campus ensure that the student has access to the services they need, and to minimize any threat to the campus community if the abuser is also a student or staff/faculty member. Victim advocates, licensed counselors, medical staff and clergy do not have to report to the university administrators. In most instances, they can discuss the situation with students confidentially. If unsure about whether the resource has to report, the member always has the right to ask about confidentiality before choosing to share their experience.

RESOURCES LIST

Inductors have several resources to help you implement the *Brotherhood in Phi Sigma Kappa* program.

- **This *Inductor's Guide*:** This *Guide* can serve as a resource for you. If you're feeling confused, lost, or unsure what to do next, your first go-to is this *Guide*.
- **Officer Portal:** All materials related to the *Brotherhood in Phi Sigma Kappa* program can be found on Officer Portal.
- **Local resources:** Your Chapter Adviser and Executive Board brothers will also be a great resource for you to brainstorm ideas and can even help lead meetings to change up the voice the associate members are hearing each week. Local alumni can also provide a unique perspective and showcase the lifelong membership of Phi Sigma Kappa; consider inviting them to come and cover a topic.
- **Your campus fraternity and sorority advisor (FSA)** can also be a great resource. Not sure of your campus policies or procedures? Need help facilitating a certain session from an expert? Need ideas of what other fraternities are doing on your campus? This college or university staff member can be useful in a variety of ways.
- **International Headquarters professional staff:** If you have a question regarding the program, need fresh ideas or are nervous about facilitating a certain activity or discussion, feel free to reach out to your Chapter Consultant or Leslie Pedigo, Director of Education at leslie@phisigmakappa.org.

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