

Member Services Handbook



DELTA KAPPA EPSILON

Gentlemen, Scholars & Jolly Good Fellows

Table of Contents

Introduction

Interest Group to Associate Chapter	3
Primary Objective - Grow	4
Member Education	5
Preparing Your Petition	5
Fundamentals Checklist	6
Associate Chapter Kickoff	8
Associate Chapter to Chartered Chapter	10
Primary Objective - Grow	11
Mapping Your Path Forward	12
Growing Pains	13
Member Education	15
Petitioning for Your Charter	15
Petition Checklist	16
Chartering Ceremony	18
Sustainable Chapters	19
Continuity in Operations	20
Standards of Excellence	21
Member Education	22
Your Future	23
DKE Actionable Standards List	24

Introduction

Delta Kappa Epsilon Fraternity has produced high-quality graduates for nearly 200 years. Since its inception in 1844, the Fraternity has seen the likes of Presidents, Supreme Court Justices, CEOs, and entertainers among a plethora of alumni members.

The journey upon which you are to embark will be one that will have a lasting impact on your undergraduate experience and your life. While there are many practical takeaways from being part of one of the older fraternal organizations in the United States, what is most memorable and oft-cited by the Fraternity's members is the ultimate foundation of brotherhood.

In this handbook you will find a comprehensive pathway from the humble beginnings of a Delta Kappa Epsilon Interest Group to the exciting programs often maintained by thriving chapters. While we do not intend to dictate your plans for you - DKE believes in self-governance and student leadership, after all - we want to make sure you are adequately able to guide yourselves while using the DKE support staff to assist you along the way.

All of us likely share similar experiences to those in which you may now and will soon find yourself. Let that be a note of relief and inspire confidence in our ability to collectively achieve that which will serve all of us and the organization - lasting growth.

As you read through these pages and utilize the resources contained therein, we wish you the utmost success in this venture and look forward to serving and working alongside you as you achieve your goals. Not every person chooses a fraternal experience and of the ones who do, not many may claim the pride of being a chartering member.

With an honest zeal and genuine effort, you too may be one "in the bonds" of Delta Kappa Epsilon.

~The International Fraternity Headquarters~

Interest Group to Associate Chapter

Congratulations on taking the first step in a journey that we hope will have a profound and lasting positive impact on both your undergraduate and professional life. Few people get the honor to start an entirely new student organization, especially a chapter of Delta Kappa Epsilon. We hope you will take pride in this opportunity and maintain your drive from the development of your Interest Group to the acquisition of an official charter.

In this section, we will review the primary functions and objectives of the *Interest Group* phase. You will also find a list outlining the action items that should be completed to successfully prepare for your petition to become an *Associate Chapter*, the next phase in the establishment process.

Primary Objective - Grow

The viability of your group is based highly on your ability to recruit quality men from a variety of backgrounds and years in school. A diversified membership gives you advantages in recruiting that may not be found in other established chapters who focus on a single “profile” or pool of potential members.

The first step in setting yourself up for recruitment success is to begin establishing your group’s values. Ideally, you want these to tie back to the [mission and vision](#) of Delta Kappa Epsilon in order to set the “DKE tone” early on. Some examples of values which you may choose include:

- Authenticity
- Innovation
- Work Ethic
- Honesty
- Trust
- Zeal

...and many others (just Google search examples of organizational values). A full version of this exercise is completed during the first transition period from *Interest Group* to *Associate Chapter*.

Once you have lightly defined who you are and what you are about, the next step is to set a local vision for where you want to go. Your vision, combined with your values and DKE’s mission, will help you create and refine your sales¹ pitch. You may find [these resources](#) helpful from one of the leaders in Fraternity and Sorority Recruitment, PhiredUp. You are also encouraged to connect with the DKE International Headquarters (IHQ) staff to assist, too.

While there is some fluidity when it comes to approval of petitions for Associate Chapter status, it should be noted that the **minimum standard number of members for DKE is 40**, or the largest membership on campus if the fraternity size average is less than 40 members.

¹ **Note:** You will want to identify the things that make you different from the other fraternities on your campus; distinction can be a key factor in a potential member’s decision to join DKE or another org

Member Education

As you begin working with your consultant to set the foundation for your transition from Interest Group to recognized Associate Chapter, the DKE staff will work with you to provide all the resources you need for a successful member education program. During the Interest Group stage, you all will be responsible for completing an online recruitment training, working to schedule upcoming Associate Chapter education and chapter meetings, and learning the responsibilities of chapter officers. These resources can be found on [our website](#). For more information, contact the Assistant Director of Chapter Services or the Senior Coordinator of Member Education.

Preparing Your Petition for Associate Chapter Status

At such time as your Interest Group feels prepared, and in coordination with the chapter services team, the Interest Group can submit a petition to be granted Associate Chapter status. This petition consists of a series of questions related to your progress to completion of the Interest Group checklist, campus data, and reflections from the members of the group.

Prior to completing the petition, please review the following attachments needed for submission:

- Written recruitment plan
- Financial plan/budget
- IG Checklist and any progress already made with the Associate Chapter checklist
- Two (2) letters of recommendation in support of your petition
- A complete roster of IG members (names, emails, phone numbers, majors/minors, expected graduation years, relatives in DKE, current GPA)
- Personal statements of interest in being a member of DKE from each member on the roster

Additionally, be prepared to respond to the following questions:

- Any members already initiated in another Fraternity? Explain.
- # male students on campus, # and names of national Fraternities on campus, # and names of local fraternities on campus, % males in Fraternities, average chapter size
- 3-4 ways you intend to impact the Fraternity community in a positive way
- Advisor information (names, phone numbers, emails)
- Status with the local IFC/Fraternity life office
- Housing or facility information (if applicable)
- Understanding of DKE health-and-safety standards and ability to instruct internally

Fundamentals Checklist for Associate Chapter Petition

Students' Responsibility | Ongoing

Review "[Standards of Excellence](#)" to gain a sense of the annual chapter performance expectations | You will begin benchmarking for those as an *Associate Chapter*

Category		Task	Date Completed
Recruitment	<input type="checkbox"/>	Establish Chapter Builder Account ²	
	<input type="checkbox"/>	All members complete online recruitment training lesson	
	<input type="checkbox"/>	Planning meeting with DKE Staff	
	<input type="checkbox"/>	Social media account creation	
	<input type="checkbox"/>	ID core group of at least 10 members	
	<input type="checkbox"/>	Create a recruitment plan for the IG (need to hit 40 ³ for chartering)	
Finance	<input type="checkbox"/>	Begin designing ⁴ a budget using DKE fee schedule	
	<input type="checkbox"/>	Establish savings target for chartering fee (\$2400)	
	<input type="checkbox"/>	Establish savings target for \$355/man initiation fee (chartering)	
Campus Relations	<input type="checkbox"/>	Establish connection with the Fraternity Life/IFC staff advisor	
	<input type="checkbox"/>	Submit this program packet to IFC advisor (if requested)	
	<input type="checkbox"/>	Designate a Brother Beta (president)	
	<input type="checkbox"/>	Review campus process to register as a Recognized Student Organization (RSO) ⁵	

² If platform still in use

³ Use this as the chartering goal; acceptance of lower number for Associate Chapter purposes may vary based on circumstances

⁴ You may not be collecting dues during the *Interest Group* phase, but it is good practice to prepare through budget development and communication of expectations with your members

⁵ You may have to wait until Associate Chapter Status is given to officially register

Operations Management	<input type="checkbox"/>	Designate an official mailing address and/or establish a local PO Box	
	<input type="checkbox"/>	Draft your initial set of bylaws ⁶	
	<input type="checkbox"/>	Affiliate with the campus' Interfraternity Council (IFC) ⁷	

IHQ Responsibility

Category		Task	Date Completed	Staff Initials
Alumni & Network Relations	<input type="checkbox"/>	Campus Notification/Media Statement		
	<input type="checkbox"/>	NIC Notification		
	<input type="checkbox"/>	DKE Alumni Announcement		
	<input type="checkbox"/>	Recruit Advisors for IG		
	<input type="checkbox"/>	Train Advisors for placement		
<i>(Add additional items as relevant)</i>	<input type="checkbox"/>			
	<input type="checkbox"/>			
	<input type="checkbox"/>			
	<input type="checkbox"/>			

⁶ These will be refined over time

⁷ See footnote 5; each IFC should have a procedure in line with the NIC [Standards](#) - “Responsible Growth”

Associate Chapter Kickoff

The Associate Chapter Kickoff welcomes an Interest Group as an official Associate Chapter of Delta Kappa Epsilon. The kickoff will be facilitated by a member of Delta Kappa Epsilon’s staff at the local campus. The kickoff is a two-day training that helps the Associate Chapter create a foundation for success moving forward. The first day of training focuses on setting the chapter officers up for success by introducing their responsibilities and expectations for their roles, explaining how to manage the chapter’s budget, completing a deep-dive into chartering requirements, and team-building activities. Day two is a training for the entire Associate Chapter. We will begin the morning by pinning members into Delta Kappa Epsilon and continue the day by offering important health-and-safety training, recruitment training, and brotherhood-building opportunities. At the end of the Associate Chapter Kickoff the group should have the starting blocks to begin to plan their upcoming semester and will be further supported by six weeks of Founding Father Education.

Agendas for Training Sessions:

Training Day 1 (<i>Executive Leaders</i>)	Training Day 2 (<i>All-Chapter</i>)
<input type="checkbox"/> Introductions	<input type="checkbox"/> Introductions
<input type="checkbox"/> Exec. Committee Operations	<input type="checkbox"/> Induction Ceremony
<input type="checkbox"/> Officer Roles and Expectations	<input type="checkbox"/> Social Event Management Training
<input type="checkbox"/> Officer goal-setting exercise (individual and group)	<input type="checkbox"/> Brotherhood Activity
<input type="checkbox"/> Budget Development	<input type="checkbox"/> Founding Father Education
<input type="checkbox"/> Chartering Requirements review	<input type="checkbox"/> <i>Lunch</i>
<input type="checkbox"/> Officer planning session	<input type="checkbox"/> Hazing Prevention
<input type="checkbox"/> Brotherhood Activity	<input type="checkbox"/> Accountability in the Chapter
<input type="checkbox"/> Summation and Closing	<input type="checkbox"/> Recruitment Training
	<input type="checkbox"/> Member Commitments
	<input type="checkbox"/> Chartering Path and Closing

Responsibilities for preparing for the Associate Chapter Kickoff

Fraternity Staff	Students/Associate Chapter
<input type="checkbox"/> Scheduling Dates	<input type="checkbox"/> Reserving adequate space for sessions

<input type="checkbox"/> Sending staff facilitators	<input type="checkbox"/> Catering/meals for lunch
<input type="checkbox"/> Ritual Equipment	<input type="checkbox"/> Membership agreements completion and submission
<input type="checkbox"/> Induction ceremony script	<input type="checkbox"/> Attendance of members at all sessions
<input type="checkbox"/> Associate Member Pins	
<input type="checkbox"/> Notifying campus of status change	

Associate Chapter to Chartered Chapter

After successfully navigating the Interest Group phase of the chapter establishment process, Associate Chapters should demonstrate proficiency in the *Interest Group* fundamentals while expanding upon the management functions and other programs of the chapter. The Kickoff program is designed to give you the tools necessary to implement the proper functions of successful chapters. While there are some action items specific to the *Associate Chapter* phase, the basic premise of the *Associate Chapter* phase is to prove an ability to meet the DKE Standards of Excellence.

Primary Objective - Grow

The *Interest Group* phase's primary objective was to *grow*, and it is the same now. While you should continue to focus on and enhance your recruitment program and practices, the *Associate Chapter* should also grow its programming and expand its management functions.

Revisit the fundamentals checklist for *Interest Groups* (pp. 5-6). You will notice the task categories included:

- Recruitment
- Finances
- Campus Relations
- Operations Management

In the *Associate Chapter* phase, we are now going to include additional categories such as:

- Health & Safety
- Scholarship
- Service & Philanthropy
- Accountability
- Member Education

...as well as expand operations management, alumni relations, and campus relations.

At this point of the establishment process, the *Associate Chapter* should have a full slate of officers with their respective responsibilities. Your bylaws should be updated to reflect the new *Associate Chapter* status and the added essentials for success as an affiliate of Delta Kappa Epsilon.

This phase is your opportunity to begin "Mapping Your Path Forward". You should refine your SMART goals and develop action plans with a focus on the tasks outlined in the checklist for the *Associate Chapter* phase. At this time, too, you will begin working with your assigned Chapter Consultant to achieve these goals and ensure your action plans are sufficient and practical.

Mapping your path forward

We know that starting a new organization can be a daunting task, especially if you are someone who has not been exposed to fraternities much. No need to fear - mastering some basic management functions and following the framework we have created will help you. While DKE is a believer in [self-governance](#), our staff and resources are sufficient to help you get started and begin designing⁸ your processes.

We have all heard it before...maybe. The key to getting your organization up and going is to be intentional about setting goals, designing action plans, and holding yourselves accountable to those goals and plans. You will want to remember that even the best-designed plans may have to be modified or scrapped entirely in response to your local circumstances. Contact a DKE team member if you feel like you are not mastering this process.

SMART Goals

While all successful organizations may vary in taking their time to work through each piece of a SMART goal, each does likely set their goals with intentionality and careful thought. You did this exercise during the *Associate Chapter Kick-Off*, so let's revisit what we mean by SMART goals:

- S - Specific
- M - Measurable
- A - Attainable
- R - Relevant *or* Realistic
- T - Timely

You will probably never hear a DKE staff member tell you a goal you have in mind is a bad goal - unless it is obviously problematic (e.g. an unruly rager for 1000 people is likely to end any chance of successfully moving forward in this establishment process). However, we will ask questions and may recommend you refine your goals so that they align with the SMART model. Contact your consultant for additional support.

Action Plans

The International Fraternity provides a framework and guidelines for tasks that need to be completed to successfully petition for *Associate Chapter* status. In line with our self-governance approach to Fraternity, though, it is impossible for staff to create action plans for every unique group going through the establishment process. (If you recall, you should have completed an action-planning exercise during the *Interest Group* member education program; now is a good time to revisit those materials.)

⁸ **Note:** Some administrative processes are managed and designed by the IHQ, and this information will be provided to you at the appropriate time

After defining yourselves, your sales pitch, and your goals, review these components against the checklist provided and begin creating your action plans to make demonstrable progress. Remember, this is different from goal-setting; action plans are where the details come into play. Let's look at some of the components that may require attention when creating action plans:

- Plan manager or point person (an officer or someone who can be trusted to lead)
- Checkpoint dates and deadlines
- Assigned members (who is responsible for what)
- Budgetary needs (you should price things in a master list)
- Subtasks and an order in which to complete them
- Policy limitations (what you “can’t do”; University, IHQ, Insurance, 3rd Party Venue, etc.)
- External partners and their responsibilities

...among other items that may be relevant to your specific action plan. Some plans may be more involved than others; creating a bank account is usually simpler than planning a social event with another organization. Contact a DKE team member if you feel like you are not mastering this process.

Growing Pains

It is possible that you may begin to hit some bumps in the road to petitioning for your charter. Now that the *Associate Chapter* has objectives and standards to meet, and a full leadership team with sometimes competing interests, it will be vital to lead from your *Associate Chapter's* vision.

Doug Lanpher, DKE's Executive Director, will often remind students, staff, and others that having a clear vision serves as a vital component of the establishment process. It helps keep you grounded and focused. You may also start to observe different methods and approaches to leadership, conflict response, planning, and simple personality.

Emotional Intelligence

This may or may not be a familiar concept to you, but it can help you to more easily understand and work with people, especially in moments of disagreement. Let's take a quick look at the generally-accepted, [primary components](#) of emotional intelligence:

Component	Explanation
Self-Awareness	Being conscious about your state of mind and your emotional state
Self-Management	Ability to control your responses and your outlook on situations
Social Awareness	Understanding others' mental and emotional states and responding appropriately
Relationship Management	Employing the other components to lead, emphasize teamwork, and influence your peers in a constructive way

The short of it is this - you have to work with each other to achieve the ultimate goal of attaining a charter for your Associate Chapter. When in doubt, or if you need a detached third-party to assist, contact your Chapter Consultant or an advisor to assist. Your success in tough situations is based on your response.

Averting a Crisis

Believe it or not, not everything is a crisis. The best thing to do - unless it's a health and safety emergency - is assess the situation and think critically about how to respond and make corrections. This is where emotional intelligence can come into play.

Being mindful about your action plans and holding each other accountable to them throughout will keep progress moving in a constructive direction. You should periodically assess your progress during your leadership team meetings and, as appropriate, with the chapter. Make adjustments when needed, admit and correct failures if they happen, and *always ask for help*.

Contact your consultant for a sample comprehensive health-and-safety plan outline.

Build a Culture of Consistency and Accountability

Your chapter culture⁹ consists of your “values, mindset, and behaviors” that drive success. When your practices align with your cultural concepts, you create an environment that not only exemplifies DKE, but creates a fraternal experience that members will value and potential members will want to have.

Consistency requires that you establish practices that are able to be sustained over longer periods of time. This can be applied to any of the following, and more:

- Goal-setting
- Progress/status updates on projects
- Recruitment target achievements
- Relationship maintenance with various stakeholders
- Chapter meetings and activities
- Document retention and transition

One easy way to do this is to set expectations by developing a calendar of activities. This ensures your members know what is happening and when; by providing this early, and regularly reminding members¹⁰ of what's to come, you can avoid lapses in practice and undercut excuses of ignorance.

Accountability is holding members to the expectations established by the chapter, DKE IHQ, and/or your campus or other advisors. We often associate accountability with “punishment” for behavioral infractions, but it is equally important in other areas. If your leaders are not

⁹ Meehan, Rigby, and Rogers; 2008; Harvard Business Review

¹⁰ This should also be applied to Standards of Excellence expectations for members

following-through on their action plans, the chapter cannot meet its goals, and growth will be subdued or stagnant.

Your members will take cues from their leaders, so it is essential that the leadership team is publicly in agreement as often as possible. There may be disagreements in discussions when making decisions, but leadership teams should take care to address all concerns and differing points of view. Ultimately, there should be one decision and an honest effort to follow that decision.

Culture starts at the top. If you find that there are problems or concerns about which you are uncomfortable addressing locally, please connect with your advising partners and Chapter Consultant so we can assist in moving forward.

Member Education

Member education for Associate Chapters includes live instruction, personal study, and online module assignments. Each of these forms of instruction is intended to provide you with the knowledge needed to have a successful member experience. Topics covered include organizational information, local chapter information, health-and-safety must-knows, and some operational instruction (i.e. how to run your chapter).

As you begin working with your consultant to set the foundation for your transition from Interest Group to recognized Associate Chapter, the DKE staff will work with you to provide all the resources you need for a successful member education program. A member of the DKE staff will facilitate a six-week educational program for the first class of Associate Chapter members. This curriculum will focus on establishing the DKE brand on campus, Fraternity history, and operational training to ensure the Associate Chapter will have a strong foundation. Following this first class, the Associate Chapter will transfer to the standardized four-week member onboarding program that is required for all Chapters. For more information, contact the Assistant Director of Chapter Services or the Senior Coordinator of Member Education.

Petitioning for your Charter

At such time as your Associate Chapter feels prepared, and in coordination with the chapter services team, the Associate Chapter can submit a petition to be granted full Chapter status. This petition consists of a brief series of questions and reflections related to your progress to completion.

If you have reached this stage of the establishment process, your consultant will begin working with you to adequately prepare.

Checklist for Charter Petition

Chapter Responsibility | Ongoing | Intertwined with Standards of Excellence Benchmarks

Category		Task	Date Completed
Finance	<input type="checkbox"/>	Register/apply for an EIN with the IRS	
	<input type="checkbox"/>	Set-up a chapter bank account (checking account; recommend savings as feasible)	
	<input type="checkbox"/>	Register with Alpha Fraternity Management and Alpay for dues and billing	
	<input type="checkbox"/>	Budget (save) for chartering and per-member initiation fees	
	<input type="checkbox"/>	Refine budget to account for DKE and/or University fees	
Operations Management	<input type="checkbox"/>	Set a date for a chapter-wide planning retreat	
	<input type="checkbox"/>	Schedule weekly chapter meetings	
	<input type="checkbox"/>	Begin creating digital officer notebooks	
	<input type="checkbox"/>	Complete a mission-, vision-, and goal-setting exercise (<i>refine from Interest Group section as appropriate</i>)	
Health & Safety	<input type="checkbox"/>	Design a comprehensive health-and-safety plan (<i>contact consultant for sample</i>)	
	<input type="checkbox"/>	Demonstrate competence in social event management (plan and implementation)	
Scholarship	<input type="checkbox"/>	Develop an academic performance and support plan	
	<input type="checkbox"/>	Develop method to monitor GPA standard	
Service & Philanthropy ¹¹	<input type="checkbox"/>	Host at least one service and one philanthropy event each semester	
	<input type="checkbox"/>	Create an internal method to track service hours accrued	

¹¹ Make sure to understand the distinction between a service and philanthropy event

	<input type="checkbox"/>	Create an internal method to track dollars raised for charitable contribution	
Campus Relations	<input type="checkbox"/>	Participate in Greek life activities (Greek Week, Dance Marathon, etc.)	
Accountability	<input type="checkbox"/>	Establish a judicial board and process	
Alumni Relations	<input type="checkbox"/>	Schedule regular meetings with the chapter advisor(s)	
	<input type="checkbox"/>	Host at least one alumni event each semester	
	<input type="checkbox"/>	Distribute an alumni newsletter each semester	
	<input type="checkbox"/>	Establish connection with local or chapter-affiliated alumni association	
Member Education	<input type="checkbox"/>	Successfully complete member education without IHQ facilitation	
	<input type="checkbox"/>	All members complete Founding Father education program	
	<input type="checkbox"/>	100% of members complete TightRope online education	
IHQ Relations	<input type="checkbox"/>	Complete all administrative requests	
	<input type="checkbox"/>	Attend all IHQ events	

The Chartering Ceremony

Delta Kappa Epsilon believes it is appropriate for associate chapters who successfully petition for their charter to have an opportunity to celebrate the achievement with their brothers, alumni, and other VIP guests.

The general process for beginning the chartering process and ceremony planning includes the following:

- Submit your chartering petition
- The DKE Board of Directors votes to approve
- DKE IHQ works with chapter to pick a ceremony date
- IHQ assists to identify other chapters, staff, and volunteers to attend
- Chapter completes a full initiation
- Chapter and IHQ plan a banquet to officially confer a charter and make special recognitions

This is a relatively new piece of the establishment process, so once a Board vote is taken and we are notified of approval to confer a charter for the chapter, IHQ staff will work with relevant stakeholders to begin planning this program.

If you have made it to this point in the establishment process, please accept our heartfelt congratulations for all your work and success! Continue reading to gain a sense of the additional expectations of chartered chapters. Remember, all of the components to this point are continuous.

Sustainable Chapters

Congratulations! Whether you started as an *Interest Group* and have worked through the entire establishment process, started with an *Associate Chapter* and helped complete the process, or find yourself at the helm of your *Chartered Chapter*, this is an experience which can be most rewarding.

As you may have learned, setting up a new chapter is not so different from starting a business - with some obvious differences based on business type, of course. You need people, capital (money), a management structure, a sales pitch, and a strong commitment to stewardship of the entire enterprise. You likely made some mistakes along the way, but hopefully you learned from them and improved your operations and practices.

In this section, we will walk you through some final management practices that will help you thrive for years to come. Additionally, you will also find DKE's current *Standards of Excellence* benchmarks which each chapter is responsible for attaining year to year.

Continuity in Operations

Your officer role tenures are likely either one semester or one year. When you think about this against the *big picture*, it is hardly any time at all. How you prepare your successors and maintain your chapter records is vitally important. Equally important is having a transition mechanism in place before new officers are selected.

Documentation

In the "Checklist for Charter Petition" section "Operations Management", one of the action items assigned toward charter acquisition is to create digital officer notebooks. These serve as diaries and archives for your succeeding officers. Being able to refer back to past actions, practices, and decision processes can eliminate unnecessary labor and potential conflict when you have a paper trail to guide you forward.

DKE does not have a standard for how chapters create these, but an online cloud is usually the best for today's needs and general modes of interaction. A Google Drive or a Microsoft Cloud, or even the Apple iCloud, are great options. However, you are encouraged to adopt a system that is best for your chapter and your resources (i.e. can the chapter afford a paid service or not?).

These notebooks should have some logical manner of ordering to them so that past documents can be easily accessed and then mimicked for new additions. Be sure to monitor who has editorial access to your documents and folders so as to avoid any erroneous changes or mishaps.

Officer Transitions

It is not enough to simply “give the key” to the next person - strong chapters are intentional about training new officers before they assume their roles, and often will have shadow programs to begin early skill development. Intentionality is key.

Exiting officers should prepare notes and schedule meetings with their successors to review “how things are done” in the chapter. That is not to say that every process will be carried forward in its current form; processes should be reviewed regularly to make improvements or adjustments based on the circumstances of the day.

It is further encouraged that chapter officers utilize their advisors during transitions since advisors are often the stakeholders with the most knowledge about general practices and traditions. You may also elect to include your chapter consultant with DKE IHQ to assist in facilitating joint sessions of officer transitions. Please contact your consultant if you would like a sample transition plan or assistance developing your own.

Standards of Excellence

DKE has implemented a Standards of Excellence program for its chapters. This program is designed to foster strong operations in a variety of functional areas with which you should now be familiar. There may be some additions from the previous checklists, but the core functions, tasks, practices, and objectives have been progressively included throughout the establishment process to ensure your chapter is ready for success upon attainment of its charter.

Mastering the Standards

The standards are not particularly difficult up on first review. A closer reading, though, should be indicative of a system-level mode of thinking versus a task-level. The standards are designed such that your operations become systems, your systems form your chapter identity, and your chapter identity is the basis of your chapter’s culture - full circle.

A careful review of the standards annually, in conjunction with the work completed in partnership with your chapter consultant and advisors, is paramount to the continued success of the chapter. Beware of making assumptions that things will always stay the same. Similarly, as you have been encouraged to review your internal processes regularly and make adjustments, IHQ follows this method and periodically makes adjustments in the interest of the entire organization.

Alignment of your practices with the standards will ensure a fruitful fraternal experience for everyone involved.

Utilizing Your Support System

Advisors and consultants exist for a particular purpose - to help you. While DKE firmly believes that students are capable of doing the work of fraternity through self-governance, it is also part of the learning and development process that our chapters and its members understand how to work together with external partners. You do this in the classroom with group projects and you may do this in your workplace. Mastering the techniques - soft *and* hard skills - while you have the opportunity to, prior to a livelihood being attached to it, is what the fraternal experience is really about. Brotherhood is formed through relationships and intentionality. Successful operations for a chapter occur in the same manner.

Consultants. At DKE, our consultants CARE - Coach, Advise, Respond, and Encourage. It is not the role of the consultant to provide answers for every question, nor is it the role of the consultant to do the work for the chapter. Consultants serve a large portfolio of chapters, and must balance their time with all constituents. However, consultants are tasked with being available to work with chapter leaders to solve problems, create plans, and offer feedback toward these ends. Regardless of the historical relationship of your chapter with IHQ, our purpose is to help you be successful in everything you do. Do not hesitate to reach out and ask for help for the small and the big things. We are likely your biggest supporters and advocates.

Advisors. Your closest support is your advisors. Alumni advisors bring a wealth of knowledge to the fraternity experience due in part to the fact that they have been where you are. They have also since acquired and/or enhanced real world skills which may have been formed during their undergraduate years. The advisor's role is similar to that of the consultant, except that your chapter is their entire focus. Your chapter is best served when you engage your advisors in a mutually beneficial manner. Often, they may be waiting for you to reach out. It is a goal of DKE to pair chapters with at least two advisors and form alumni boards for each chapter. The integrated member experience is what distinguishes successful chapters.

Member Education

Chapter Education

Starting with the Spring 2022 semester, all Chapters of Delta Kappa Epsilon will be expected to utilize our standardized Associate Member Onboarding program. This program has been developed and written by members of our DKE staff to provide all Associate Members of DKE a safe, educational, and developmental member onboarding experience. This program is four-weeks in length from induction to initiation. The program will focus on onboarding the Associate Members with the pertinent knowledge of DKE history, values, and mission of the organization while focusing on developing the relationship between all the Associate Members and Active Members of the chapter. We will provide an Associate Member Education guide for all Chapters and Associate Chapters which will include the week to week facilitation guides, guides on how to conduct all ceremonies, and best practices when it comes to facilitating the program. This program will include an online component. We at DKE provide an online course

for Member Onboarding that covers DKE history, common health & safety concerns, and best practices in DEI and mental wellbeing.

International Programs

Delta Kappa Epsilon offers three different International Educational programs for our members to attend. These programs include: Officers Academy, DKE Convention, and Emerging Leaders Institute. It is our expectation that every Chapter sends two delegates to each of the three programs. Officers Academy is held annually in January. Currently we expect that every Chapter sends both their Brother Beta and their Vice President of Health & Safety. We will be continuing to add more officers in the coming years. Convention happens once every two years during the summer of even numbered years. It is an expectation that the Brother Beta and another member of the executive board attend the event. Emerging Leaders Institute will happen once every two years during the summer of odd numbered years. Every chapter is expected to send two members. It is recommended that these be members who are either rising sophomores or rising juniors. Chapters are billed for the registration fees via our event fees charged in the fall and spring semesters.

Your Future is a Product of Your Actions

This guidebook is intended to serve as a foundation for chapter success, regardless of in which stage of the establishment process you find yourself. Whether you are just starting out, navigating the details of the chartering ceremony, or simply hoping to be inspired to jolt your chapter to a new awakening, the decisions you make and the actions you take are what will define what kind of chapter yours is.

Think critically, ask questions, learn from your mistakes, and push forward. Fraternity should be a rewarding and fun experience, but it will also challenge you in ways you might not have been before. That is a good thing, and is part of the learning and growing process. Our greatest hope is that you will be able to one day reflect fondly on your time as an undergraduate member while continuing to pursue all the opportunities DKE has to stay involved.

Fraternity membership is for a lifetime, and this is just the beginning.

DKE Standards of Excellence

Chapter Responsibility | Actionable selections from [master list](#) | Assessed annually | Review the full list linked at the top of column 2 with your fellow officers and chapter members

Ops Category	<u>SOE Code/ Citation</u>	Standard	Responsible Officer
Alumni Relations	Advisory Board 1 & 2	Chapter has at least two advisors (at least one DKE alumnus)	<i>Shared w/ IHQ</i>
Alumni Relations	Ritual 4	Alumni advisor is present at all Ritual Initiation ceremonies	
Operations Management	Admin Process 1	Administrative processes are kept current (rosters, bylaws, balances with IHQ)	
Operations Management	Edu. 1	Brother Beta reviews standards each semester with verification to IHQ	
Operations Management	Ritual 2	Chapter Ceremony is performed at each chapter meeting (Ritual)	
Operations Management	Ritual 5	Chapter has a full Ritual set in fair to good condition	
Accountability	Standards Board 1	Chapter has a trained and operational standards board	
Accountability	Standards Board 2	Standards Board has at least 6 members	
Campus Relations	Host Institution Standing 1	Chapter is recognized and in good standing with the host institution	
Finance	Finances 1	Chapter has a zero-dollar balance with DKE IHQ	
Health & Safety	Alcohol/ Social Event Mgmt. 3.1 & 3.2	Alcohol is sold on a per-drink basis through a licensed and insured third-party venue during social events <i>OR</i> the chapter utilizes an effective BYOB system	
Health & Safety	Alcohol/ Social Event Mgmt. 8	Chapter utilizes a guest list for all social events with alcohol and maintains a maximum attendee ratio of 3 (guests) per 1 (member)	
Health &	Hazing 3	The statement of position on hazing is	

Safety		presented to all members each academic year	
Health & Safety	Education 1.1; <i>inclusive of all relevant SOE sections</i>	Chapter has a prepares and presents comprehensive, written health & safety plan/program	
House Facility	Fire Safety 1	All chapter facilities and properties comply with local fire and health codes	
IHQ Relations	Education 1.3.3	Brother Beta and alternate delegate attend Deke University-Convention	
IHQ Relations	Ritual 1	Chapter completes and passes biennial Ritual inspection and training	
IHQ Relations	Internet Use 2; whole section	Chapter appropriately utilizes social media	
IHQ Relations	Education 1.3.1	Chapter sends Brother Beta and VP of Health & Safety to Deke University-Officers Academy; identified chapters also send recruitment chairman/en	
IHQ Relations	Education 1.3.2	At least two delegates attend Deke University-Emerging Leaders	
IHQ Relations	Internet Use 1	Chapter has written approval (is in good standing) from DKE IHQ to utilize names, logos, insignia, and other DKE-specific identifiers	
Member Education	Associate Member Onboarding 1	Chapter new member education is no longer than 6 weeks, or 42 days from start to initiation/completion	
Member Education	Associate Member Onboarding 2	Chapter utilizes the official DKE member onboarding (and continuing) education program in chapter operations	
Member Education	Education 1.2	All applicable members complete the TightRope onboarding program	
Recruitment	Chapter Size 1	Chapter maintains membership of at least 40 members, or is the largest chapter on campus if the campus	

		fraternity average is under 40	
Scholarship	Grade Point Average 1	Chapter maintains a cumulative average GPA of at least 2.75	
Service & Philanthropy	Philanthropy 3	Chapter supports DKE's designated philanthropic organization through annual donations	
Service & Philanthropy	Service 1 & 2	Each member accrues a minimum of 10 service hours per semester	
Service & Philanthropy	Philanthropy 1 & 2	Each member accrues a minimum of \$50 per semester in funds raised for philanthropy	



DELTA KAPPA EPSILON

Gentlemen, Scholars & Jolly Good Fellows

Changes may occur for academic year 2022-23 DKE Dues/Fees Breakdown 2021-2022

Charge Type	Amount per Semester	Amount per Year
Membership Dues	\$73	\$146
US Health & Safety Fee	\$160	\$320
CA Health & Safety Fee	\$36	\$72
Initiation Fee	\$335	\$335
Event Fee	\$1000	\$2000
Inactive Member Fee	\$25	\$50
Debt Retirement Fee	\$50	\$100

Member Charges

- Active Members: Membership Dues, Health & Safety Fee, and Debt Retirement if applicable
- New (Associate) Members: Initiation Fee and Health & Safety Fee
- Inactive Members: Inactive Member Fee

Charge Descriptions

- *Membership Dues:* Charges associated with developing resources for chapter operations, chapter travel/in person visits, staffing, and general operations of the International Fraternity, such as the headquarters.
- *US Health & Safety Fees:* Charges associated with liability insurance, legal coverage, building and maintaining a reserve fund for potential claims, and educational resources surrounding health and safety.
- *CA Health & Safety Fees:* Charges associated with legal coverage and educational resources surrounding health and safety, and building and maintaining a reserve fund for potential claims in excess of CA coverage. All charges are billed in USD.
- *Initiation Fee:* One time charge associated with onboarding new members into the Fraternity, including items like active member (diamond) pin, recognition (lapel) pin, and membership scroll as well as educational resources like member onboarding and chapter travel to initiations.

- *Inactive Member Fee:* Fee charged for undergraduate members who are not on an Active or New (Associate) Member status with the International Fraternity. This is a temporary status only.
- *Debt Retirement Fee:* For chapters with a previous debt to the International Fraternity, \$50/man/semester will be applied as a debt retirement fee until the debt is paid in full.
- *Event Fee:* Event fees covers the cost of 2 attendees to the Winter Officers' Academy and 2 attendees to the Summer Event (either Convention or Emerging Leaders Institute). This fee does not include travel to the events.

Fall 2021 Administrative Schedule

- 7/15 Chapter rosters are due back from officers for the Fall 2021 invoice. Roster adjustments are allowed between 7/15 to 8/15. Exceptions will be made for chapters at universities starting after 8/15.
- 9/1 Fall 2021 Active Member invoice is due. A minimum of 50% is due, however a discount of 10% of Membership Dues will be applied to the invoice if it is paid in full.
- 10/1 New (Associate) Member rosters are due back from chapter officers. Adjustments are allowed through 10/31. Any adjustments to the roster after 10/31 that result in a decreased amount of new members will be applied as a credit to the chapter account against the next invoice. Any adjustments that result in an increase to the roster will result in an invoice due upon receipt.
- 11/1 Fall 2021 New (Associate) Member invoice and any remaining amount of the Active Member invoice is due.
- 12/1 Spring 2022 chapter rosters are due back from officers for the Spring 2022 invoice. Roster adjustments will be allowed through 1/31. Please denote graduating seniors appropriately on this roster.

Spring 2022 Administrative Schedule

- 2/1 Spring 2022 Active Member invoice is due. A minimum of 50% is due, however a discount of 10% of Membership Dues will be applied to the invoice if it is paid in full.
- 2/15 New (Associate) Member rosters are due back from chapter officers. Adjustments are allowed through 3/31. Any adjustments to the roster after 3/31 that result in a decreased amount of new members will be applied as a credit to the chapter account against the next invoice. Any adjustments that result in an increase to the roster will result in an invoice due upon receipt.

4/1

Spring 2022 New (Associate) Member invoice and any remaining amount of the Active Member invoice is due.

How Charges are Applied

Delta Kappa Epsilon invoices each chapter each semester through the Chapter Web Access system. Each Brother Beta and Treasurer should have an individual CWA account login and password (if you do not, please email Julie Johnson at jjohnson@alphafraternitymgmt.com to request one). On CWA, you will be able to see all charges related to your chapter, including your total balance and due dates.

For reference, US based chapters can click this link to pay:

<https://alphamg.twa.rentmanager.com/Shared/Login?locationID=1>

Canadian chapters should reach out to Julie Johnson at jjohnson@alphafraternitymgmt.com for information on how to wire funds to DKE International.

If your chapter participates in the Alpay or EZBill+ program, all members will also have a Member Web Access where they can check their individual charges and balance. On MWA, members' payments will go directly to the chapter. Chapter payments to the International Fraternity should be processed through CWA.

If you have any questions on the Alpay or EZBill+ program and how it can raise you chapter collections to 95%+, please contact Julie Johnson at jjohnson@alphafraternitymgmt.com and cc Turner Spears at turner@dke.org.

Delinquent Dues Policy

Any amounts not covered in a payment plan after their due date will be assessed a late fee of 10% of the outstanding balance.

Chapters with an outstanding balance on their Fall invoice after 11/1 or on their Spring invoice after 4/1 will be placed on Administrative Suspension until the balance is paid or a payment plan in place. If this is not corrected by 12/1 or 5/1 respectively, the Chapter will be required to utilize the Alpay program at Alpha Fraternity Management to ensure timely billing and collections.

If further financial infractions occur, such as failure to fulfill the financial obligation of the payment plan, the chapter may be referred to the Treasurer of the DKE Board of Directors. At the discretion of the Treasurer, the chapter may be referred to the greater Board of Directors for a vote to suspend the chapter's charter.

To gain reinstatement, the previous balance owed will need to be paid in full or meet other conditions imposed by the Board of Directors, and the group will be reinstated with associate chapter status, being required to fulfill the then current requirements for an associate chapter to be re-chartered.