

Prytanis: A Practical Guide for the Chapter Prytanis

AS PRYTANIS . . .

. . . your responsibilities are many. The enclosed material and information is designed to assist you during your term of office.

You should have a copy of the most recent Black Book. I urge you to become familiar with the contents of this publication, as it gives you the guidelines needed for making your decisions.

It is all too easy to get bogged down in minute details while the most important activities are forgotten or completed in a half-hearted fashion. If you develop the ability to work with your fraters and are able to gain their support and participation in many programs of your chapter, your term will be very successful.

In truth, if you are able to delegate responsibilities and motivate your fraters and new members, then the chapter will be able to:

1. Seek out and recruit more quality men for the chapter.
2. Hold a retreat to plan your chapter's goals and objectives.
3. Maintain sound fiscal management (including some funds saved for the future).
4. Establish strong communications with alumni, district officers, chapter members, the university, the community, and the Offices of the Grand Chapter.
5. Involve the members in the chapter operations-the rest will fall into place and your term will be successful.

In a nutshell, if you are able to operate your chapter in an efficient manner using sound management ideas-you will find that you have more time (and will have more fun) to enjoy fraternity living with men who share your ideals.

We are here to assist you as best we can. Don't hesitate to call on us at any time.

Yours in the bond,

Timothy J. Murphy, CFC

Executive Vice President/CEO

BEING PRYTANIS . . .

Leading a TKE chapter calls for the deployment of some rather special resources on the part of the Prytanis.

For one thing, the chapter Prytanis is a leader of equals-at the very least. Sometimes, he may find himself having to exercise leadership in a situation where some of the fraters are, in fact, superior to him in seniority, knowledge and skill. Therefore, this is all the more reason for the Prytanis to have his chapter's goals accomplished through influence and persuasion, not instruction and direction. An effective Prytanis will find that he must be sensitive to the feelings of his fraters. Feelings sometimes erupt but are often suppressed behind the mask of civility and protocol. A safe but not easy rule to follow is to attempt to evaluate to the best of one's ability how fraters are likely to not only think about one's opinions and decisions, but also how they are likely to feel about them. This calls for sensitivity, empathy, tact, and patience.

A leader in a voluntary and democratic organization such as TKE must be certain that the needs of the members are fulfilled in the activities undertaken, whether at meetings or in projects. It is often too easy to believe that the leader's view and proclivities, however well-intentioned, are shared by the chapter. In the final analysis, a leader's job is threefold-to get the projects of the chapter accomplished through joint effort, to satisfy the needs of the individual member, and to fulfill his own needs. How

ever, any one or two of these cannot be satisfied at the expense of the remainder. For the best results, all three must be simultaneously accomplished.

The successful Prytanis does not live in isolation. He maintains personal contact with his members. He endeavors, by maintaining open relationships, to get the kind of feedback so vital to keep a chapter on its correct course. He becomes a good listener and cultivates the art of dialogue.

Furthermore, a Prytanis can be most effective if he uses the processes of consultation and participation in decision-making. Sharing authority, while accepting ultimate responsibility, will help develop that sense of cooperation so essential to successful TKE operations.

The Prytanis is the Number One Man of his chapter. His thoughts, attitudes, and behavior set the tone for the chapter. If he is enthusiastic, it is likely that the fraters will be enthusiastic. If he is apathetic, it is equally likely that the fraters will be apathetic. Remember-apathy is as catching as enthusiasm.

In truth, it has been said that leadership is not a title, a crown, a mantle, or a bag of tricks. Leadership has to be earned-earned by acquiring the respect, trust, and cooperation of the members.

A Prytanis will do well to remember that democratic leadership is accomplished in a setting of consent, consensus, collaboration, and confidence.

OFFICE OF PRYTANIS

As Prytanis of your chapter, you assume an important and responsible office. To carry out your many and varied duties, you should become familiar with the many manuals and other materials which are available to you.

Remember that you are in office to exercise initiative and leadership which will serve your chapter, as well as govern it. You will be called upon to constantly oversee the other members of your Executive Committee and be a leader in determining the policies of your chapter.

The welfare of the chapter is in your hands. With honesty, courage, and common sense, you can be successful in maintaining the esteem of your fraters.

Developing Leadership

As Prytanis, you will want to adopt a philosophy and a leadership style where you will have both a great concern for your own personal growth and well being and, at the same time, have an awareness of, sensitivity to, and genuine regard for the needs and identities of your members.

As you develop your own leadership style," you may wish to remind yourself of your goals by adopting a statement similar to the following:

I will treat my fraters with the same human dignity and consideration which I have an absolute right to expect myself.

The Hebrews put it this way:

If a man is not for himself, who will be for him? If he is not for others, what is he?

Becoming an Effective Leader

So how does one become an effective leader? Simply by helping the uninvolved grow and experience a sense of belonging and contributing to the fraternity. You can do this in a number of ways:

A. Since it is difficult to lead a chapter in a direction it may not want to go, it is essential that you get clear feedback on what the members want. The best way to accomplish this is in a chapter retreat. During the retreat, break the chapter into small groups to address issues raised by the members.

B. Get as many members involved on committees as possible.

TAU KAPPA EPSILON CHAPTER OFFICER JOB CHECKLIST

The success of a chapter depends on the effort extended by its members. Although there are only eight elected offices, getting everyone involved in the chapter operation is essential if the attitude and progress of the entire chapter is to be positive. This list of officer responsibilities can be used to get everyone active

in the chapter's activities. Some of the tasks traditionally given to the chapter's leaders can be delegated to individuals or small task forces.

1. PRYTANIS

a. Prepare a letter to Executive Vice President Timothy J. Murphy on chapter outlook. Send a copy to the Grand Province Advisor, Province Advisor, Chapter Services Director Adam Rapp, your Chapter Advisor, and Board of Advisors. Indicate the number of men in the chapter. Also include rushing results or when rush will be held. Show prospects for the year. Include major projects planned. And indicate any need for a visit from your Chapter Management Consultant or Province Officials.

b. Should receive all mail destined for officers; go through it to determine what needs to be done, then route it to the members concerned as soon as possible. Check correspondence from the Offices of the Grand Chapter, and other chapters.

c. Submit list of chapter officers to the Offices of the Grand Chapter. Also any status changes in the Board of Advisors and Chapter Advisor. Indicate chapter address and telephone number, as well as each officer's telephone number.

d. Review committee set-up with the Epiprytanis and make any necessary changes. Communicate frequently with the committees and check their progress.

e. Does the chapter have a written set of goals for the year? If not, have a

retreat and develop them. (Refer to the Retreat Kit). Compare chapter goals monthly with current chapter status-give progress report at meetings. One target should be the Top TKE Chapter Award from the International Fraternity, or other awards.

f. Have all officers read the material in their officer's kits received from the Offices of the Grand Chapter. Set up time for you and the Chapter Advisor to discuss job descriptions with each officer both before and after election. Hold Executive Committee meetings just prior to chapter meetings. Stress officer reports. If each officer does not have an officer's kit, get them one. Turn these over during officer installations. Have your officers evaluate the content of the information and bring their comments to you.

g. Record all fraternity events and deadlines in a prominently displayed chapter calendar. Make sure all deadlines are met, that the chapter is well represented at all events, and that plans are made far enough in advance for future events.

h. Distribute the Grand Chapter Report and other publications when received from the Offices of the Grand Chapter. Be sure all officers have read it. Post these on the Chapter Bulletin Board.

i. Encourage all members to attend the Regional Leadership Conferences and District Conferences.

j. Work closer with the Chapter Advisor and Board of Advisors. If any that are eligible have not been initiated, plan to do so. Use the materials for the Chapter Advisor and Board of Advisors from the Offices of the Grand Chapter. The Chapter Advisor (if a member of TKE) should supervise post-initiation instruction.

k. Select a member of the staff at the college/university to be your Faculty Advisor to work with the chapter's scholarship program.

l. Maintain favorable rapport with campus officials. Periodically meet with them to obtain mutual understanding.

m. Serve on Membership Quality Board.

2. EPIPRYTANIS

a. Ensure the officers and chapter have at least one retreat per year-two would be better.

b. Insure that chapter by-laws are up to date. Review and revise if needed. Immediately enter changes from any legislation passed at the last Conclave or during the chapter meeting.

c. Be well versed in parliamentary procedure and get members to read and understand the following: Black Book, chapter by-laws, and Robert's Rules of Order.

d. Be sure the chapter's committees are operating satisfactorily. Use a chapter calendar to record all committee meetings and follow-up that they are held as required and are submitting progress reports to you in writing.

e. Working with the Activities Committee, promote campus organization memberships for chapter members.

f. Set up a continuing community and campus relations program. Use the VIP Manual for suggestions. Apply for the Grand Council Award for Public Relations Achievement.

g. Promote honorary memberships-faculty, fathers, Board of Advisors members, and community leaders.

h. Set up a chapter improvement committee to study ideas to better the chapter's programs. Make it a standing committee to meet monthly.

i. Work closely with the Prytanis and be able to step into his shoes if the need arises.

j. May serve on Membership Quality Board in lieu of Prytanis.

k. Serves as the chapter's Risk Manager and chairs the Risk Management Committee.

3. GRAMMATEUS

a. Check with Prytanis on present status of correspondence. Be sure the Offices of the Grand Chapter are aware of the names of the present officers and the present activities and plans of the chapter.

b. Be familiar with how to contact the Offices of the Grand Chapter and District Officials for assistance with chapter problems and ordering supplies.

c. Inform chapter of supplies that are available from your Offices of the Grand Chapter-officer, committee, and personal items. Work with the Crysophylos in ordering supplies and help with distributing them to members. You may want to keep extra stamps for the convenience of members.

d. Make sure your correspondence file is in good shape for the year. Require all members to give you a copy of all official correspondence so that you may keep the file up to date. Use your bulletin board effectively.

e. Keep your minute book up to date on a weekly basis.

f. Send copies of your minutes to the Offices of the Grand Chapter at least once a month.

g. Compile a list of names, addresses, and phone numbers of your members and other important people. Distribute copies to all and use to check attendance at functions. Work out a system so that everyone can be contacted in the shortest amount of time if the need arises.

h. At meetings, give a report of correspondence received during the previous week that may be of interest to other members.

i. Does the chapter have its own stationery and letterhead?

j. Set up permanent files for officer/committee reports.

4. CRYSTOPHYLOS

- a. Prepare budget and share with Chapter Advisor, Board of Advisors, and Offices of the Grand Chapter. Be sure the budget is realistic. Include in the budget money for delegate's expenses to Conclave, Leadership Conferences, Province Conferences and Rush workshops.
- b. Follow-up closely on accounts receivable (money owed to the chapter). Pay all bills promptly. Set up a collection plan and follow through. Consult the Board of Advisors- they can help.
- c. Have Committee Chairmen report expenses. Be sure Committee Chairmen know how much money they are allotted in the budget. Report all new members and initiates to the Offices of the Grand Chapter and be sure to pay fees on time.... This saves money!
- d. Read the Crysophylos Manual and adapt suggested procedures to your method of accounting.
- e. Prepare Annual Report for the Offices of the Grand Chapter (due by May 15 of each year).
- f. Appoint one or more assistants to aid you in collections, billings, and so forth. With this help, continuity in your office is better assured.
- g. Be certain that Form 990 is filed with the IRS each year (due by November 15).

5. HEGEMON

- a. Look over, discuss with chapter, and promote the Membership Development Program.
- b. Set up an interesting content program such as lectures, or other programs, directed at members' personal interests and academic needs.
- c. Is your Membership Development Program in writing and available to all concerned? Share your program with the chapter, alumni advisors, and the university. Prepare, plan, or revise present program if necessary. Make sure the chapter and new members understand the program and its purposes. Solicit ideas for the improvement of the program from all members-new and current.
- d. Serve on Membership Quality Board.
- e. Set up an effective big brother system.
- f. Set up new member projects that include the new members and the big brothers. Make them constructive and rewarding for the chapter and individual members. Remember that

your actives are the ones who will provide the example of the chapter's fraternalism-make it a good example. Include service projects.

g. Install the practice that a new member should replace himself with at least one quality candidate for membership each year.

h. As the Fraternity Educator, do all members understand the Black Book?

i. Make sure that all new members become familiar with the operations of the chapter. Encourage them to serve on committees.

j. Encourage new members to attend Leadership Conferences, Province Conferences, and Conclave. Put the dates on the chapter calendar.

k. Prepare and send a letter to parents indicating that their son has joined Tau Kappa Epsilon. Indicate the financial requirements of membership in the fraternity. Send news releases to the new member's hometown newspaper announcing his joining.

6. PYLORTES

a. Check condition of the chapter's ritual equipment, as well as the fraternity and national flags. Arrange for repairing, cleaning or replacement. Constructing a new altar or gavel stand makes a good new member project. Get plans from the Offices of the Grand Chapter.

b. If needed, periodically remind the chapter of the proper methods to enter a chapter meeting once the meeting has started.

c. In conjunction with the Epiprytanis, assure order at meetings by understanding Robert's Rules of Order. (One simple and helpful tip: only one person speaks at one time).

d. Take an inventory of trophies, furniture, supplies, etc.-so as to know what possessions the chapter has if the information is ever needed.

e. Develop your chapter's RISK MANAGEMENT Plan, and file it with The Offices of the Grand Chapter. Be sure to educate all members about member and guest safety, essential elements of Risk Management/Reduction.

7. HYPOPHETES

a. Scholarship:

1. Regularly chart grades of actives and new members both at mid-term and at the end of the term. Compare with past performances and information such as the All Men's

Average and All-Fraternity Average. Set up a procedure for assisting and encouraging improvement.

2. Consult the counselor's office and library for information that will help you design your program.
3. Update your chapter's study file.
4. Update the chapter's library and set up a project to finance resource materials you wish to add to it.
5. Set up a chapter awards program for scholarship.
 - a. Get a copy of the S.O.A.R. Manual (scholarship) from TEF, it's free!
 - b. Charge the Scholarship Committee.
 - c. Consider the fraternity's Founders Student Loan Fund and TKE Guaranteed Student Loans, available to both graduates and undergraduate members. Do research to find out what other financial aids are available from other sources.
 - d. Keep your eight ritual books in good shape. Replacement copies may be ordered from the Offices of the Grand Chapter. Follow-up with Pylortes on ritual equipment that needs repair.
 - e. TKE is a singing fraternity. Use the Teke Songbook and submit your own ideas. Organize practice singing sessions with the chapter.
 - f. Know the ritual. Practice it often with the chapter, especially before initiation.

8. HISTOR

- a. Set up plans for chapter publications. Keep new chapter alumni records received from the Offices of the Grand Chapter up to date. Notify the Offices of the Grand Chapter of any new addresses.
- b. Update the chapter's scrapbook and improve where possible.
- c. Start to add to your chapter history. This can be invaluable when used as a reference for interesting feature items in alumni newsletters. Appoint an assistant so as to give continuity to your alumni programming.
- d. Arrange for photos to be taken at all events.
- e. Set up a schedule to meet important dates, such as articles for the Grand Chapter Report. Write down important dates and events in your officer's calendar.

- f. Be certain the chapter scroll is complete. Correct any discrepancies and notify the Offices of the Grand Chapter so that their records are complete.
- g. Be sure that awards applications are filled out and submitted on time. You may want to appoint a small task force to handle this responsibility.
- h. Obtain from the Offices of the Grand Chapter example chapter newsletters for ideas. Or, sign up for the chapter newsletter program with the Offices of the Grand Chapter.
- i. If it has not been done already, set up a chapter alumni association. Obtain a manual from the Offices of the Grand Chapter for programming and design ideas. Find a willing and interested alumnus to assist you or take charge of this duty.

9. RUSH CHAIRMAN

- a. Budget for rush and order the necessary supplies.
- b. Get your plan in writing and have it done early. Set up a file of prospective members. Use the Rush Chairman's Manual, Summer Rush Manual, and the Triangle Achievement Award Manual, all available from the Offices of the Grand Chapter via the web site.
- c. Use the chapter's written New Member Program as a selling point in rush.
- d. Publicize rush with posters, buttons, school newspaper, and members wearing TKE letters.
- e. Obtain a list of incoming freshmen from the school administration for use in summer rush. Budget for summer rush early.
- f. Keep members of the chapter informed, instructed, and practiced in rush. Set up a procedure to assist and promote day-to-day and year 'round rush.

A WISH FOR LEADERS

I sincerely wish you will have the experience of thinking up a new idea, organizing it, and following it to completion, and then having it be magnificently successful.

I also hope you'll go through the same process and have something "bomb out."

I wish you could know how it feels to run with all your heart and lose horribly.

I wish that you could achieve some great good for mankind, but have nobody know about it except for you.

I wish you could find something so worthwhile that you deem it worth investing your life.

I hope you become frustrated and challenged enough to begin to push back the very barriers of your own personal limitations.

I hope you make a stupid, unethical mistake and get caught red-handed and are big enough to say those words, "I was wrong."

I hope you give so much of yourself that some days you wonder if it's worth it all.

I wish you a magnificent obsession that will give you reason for living and purpose and direction and elan and life.

I wish for you the worst kind of criticism for everything you do, because that makes you fight to achieve beyond what you normally would.

I wish for you the true experience of leadership.

THE LEADER

A brief synopsis of organizational structure as it affects the achievement of defined goals.

I. The Leader's Responsibility to the Group

A. The leader of a group must be capable of viewing the organization from a distance.

B. Know and understand the desires and wishes of the group as a whole and as individuals.

C. Utilize the individual member in a constructive way so as to benefit the individual and organization.

II. Internal Group Development

A. The leader must recognize the changing external environment of the organization.

B. Prevention of digression due to tradition and rigidity

III. Anxieties met by leaders who find themselves doing the majority of the group's work

A. Recognition of the basic premise of identity and anxiety

B. The act of leadership

1. Recognition of organization principles

2. Recognition of human relations principles

IV. Responsibility in Delegating Responsibility

A. Decision-making and delegated authority

B. Recognizing: Under these circumstances, or in these circumstances

V. Responsibility of Maintaining the Group as a Cooperative Unit

A. Understanding the individual within a unit

1. Bureaucratic concepts

2. Laissez-faire concepts (hands-off)

B. De-self-realization of self-realization of leadership of the group

C. Cooperation towards objectives

1. Human needs

2. Organizational needs

IN TKE, WHO COMES FIRST?

In any organization there is an operational structure. TKE probably has as little structure as possible-but from time to time it's important to explain the organizational design so that new members can grasp the scope of their responsibility.

For direction, Tau Kappa Epsilon turns to a unit named the

"Grand Chapter." The Grand Chapter is the legislative body that establishes the laws and sets the direction for the Fraternity. In composition, this body is nearly unanimously controlled by undergraduates.

The makeup of the Grand Chapter is one representative from each undergraduate chapter, one representative from each chartered alumni association, the eight Grand Officers and all living Past Grand Prytani.

To demonstrate the control that undergraduates have in Grand Chapter decisions, remember that today there are over 282 undergraduate chapters and colonies. Each time a chapter votes (either in Grand Chapter session or by mail ballot), it counts as two votes. There are approximately 60 chartered alumni associations-each has a single vote. Eight Grand Officers have one vote each, and there is a single vote each for the living Past Grand Prytani.

In addition to establishing the policy of the Fraternity, the Grand Chapter must approve any change to the Black Book (the fraternity constitution and by-laws) and they also approve all new charters to be granted. The Grand Chapter, assembled at Conclave once every two years to act on business, also elects a Grand Council.

The Grand Council, composed of eight Grand Officers, serves in a fashion similar to a Board of Directors of a corporation. The Grand Officers are volunteers and receive no compensation other than actual expenses incurred when traveling for the Fraternity.

A primary function of the Grand Council is to implement the policy determined by the Grand Chapter at Conclave. In addition, the Council gives direction to the Fraternity during the interim between Conclaves and hires an Executive Vice President, who in turn employs a staff.

The Management Team members are paid, full-time fraternity professionals. Under the leadership of the Executive Vice President, they deal with the day-to-day operation of the world's largest social fraternity. It is their responsibility to provide chapters and members the wide variety of services the Fraternity offers and to work to insure the continuing growth of the Fraternity.

The Executive Vice President names additional fraters to serve as District Presidents. With the approval of the Grand Council, these volunteers provide additional services to chapters and are official representatives from the General Fraternity to the chapters. They serve without pay and are reimbursed only for out-of-pocket expenses. District Vice Presidents are appointed by the District President and they visit and assist chapters in their district.

But what is the structure all about? The final level of organization must be the focal point of all levels of the organization-the chapter unit. The Chapter Unit includes the undergraduate chapter, the Chapter Advisor and Faculty Advisor (who are selected by the chapter), and the Board of Advisors.

The role of the Chapter Advisor is, as the name implies, to advise the chapter and the officers. The Board of Advisors, composed of four or more adults and always including the Chapter Advisor plus the current chapter Prytanis and Crysophylos, is the corporate board of the chapter and is the only entity which can hold title to the property, enter into major contracts, seek loans, etc.

The Grand Chapter, Grand Council, Fraternity Staff, Province Volunteers, Chapter Advisors, Faculty Advisors, and Boards of Advisors are part of the structure of TKE. The individuals involved give countless hours of time so that TKE can be a better fraternity for you.

TOP TKE CHAPTER

To qualify for consideration, all applicants must meet 20 out of 23 requirements in the Grand Council Policy on Chapter Standards:

Chapter size must be at least 75 men or be in the upper 10% on campus.

Grade point average of your chapter must be .2 above the All Male Average on your campus.

All fees, premiums and accounts receivable must be current with the Offices of the Grand Chapter.

The chapter's Chapter Advisor attends 3 or more chapter/officer meetings per month.

The chapter Board of Advisors holds 4 or more meetings per year.

The chapter has a functioning Membership Quality Board, Recruitment Standards, Member Standards, New Member Education Program, Ongoing Educational Program, and Chapter Code of Conduct.

At least 15% of the members must be involved in major campus activities other than the chapter.

The chapter must conduct at least 1 formal ritual meeting per month.

The chapter must conduct 3 informal ritual meetings per month.

The chapter must conduct 1 or more chapter retreats per year.

The chapter must conduct 1 or more officer retreats per year.

All chapter officers must have a minimum 2.4 grade point average (based on a 4.0 grade point system).

The chapter must average at least 10 hours of community/campus service per member.

The chapter participates in meaningful philanthropic projects.

The chapter sends at least 3 newsletters per year to their alumni.

The chapter must conduct at least 3 alumni functions per year.

Meet at least 6 times per year with the campus Greek Advisor.

The chapter sends 3 or more members to Conclave.

The chapter sends 7 or more members to a Leadership Conference.

The chapter initiates 20 or more new members per year.

The chapter has a risk management committee established.

The chapter has a written risk management policy.

The chapter conducts annual risk management sessions for the entire chapter on alcohol, anti-hazing and general risk management.

TOP TEKE

For consideration as a Top Teke, a frater must:

Be listed as a Senior in school

Have an average 2.5 GPA or above a C

Submit a transcript of his grades

Be involved in fraternity activities

Participate in campus activities

Graduate in the year awarded

MOST IMPROVED CHAPTER

Chapters compete against their own record for the previous year . . . not against the record of other chapters. Areas considered in the comparison are:

Membership Rush

Finances Campus Activities

Housing Public Relations

Scholarship Management

APPLICATIONS

Award applications may be obtained by writing to the Offices of the Grand Chapter, 8645 Founders Road, Indianapolis, Indiana 46268-1393.

RECOGNITION OF ACHIEVEMENT AWARDS

Recognizes those chapters that have effective and successful year-round programs based upon:

Membership Recruitment

Chapter Management

Public Relations

Alumni Relations

Member Education Programming

GRAND PRYTANIS KEY LEADER AWARD

Presented each year by the Grand Prytanis to involve alumni who have rendered valuable assistance to a chapter of TKE. Chapters may nominate their advisor, member of the Board of Advisors, or active alumnus for this award.

DEADLINE FOR ENTRIES . . .

All applications for awards must be received at the Offices of the Grand Chapter no later than May 15.

RESOURCE MATERIALS

Here are some publications which you will want to be familiar with throughout your term of office. These may be ordered from the Offices of the Grand Chapter.

1. The Black Book - Constitution and Bylaws of the General Fraternity, and a suggested set of chapter by-laws.
2. Rush Chairman's Manual - Philosophy and ideas for rushing