

SIGMA NU FRATERNITY, INC.

**ETHICAL LEADERSHIP
DEVELOPMENT PROGRAM**



ALL CHAPTER LEAD

MODULE B: CHAPTER DEVELOPMENT

SESSION 5: OFFICER TRANSITIONS

FACILITATOR GUIDANCE NOTES

ALL CHAPTER LEAD MODULE B: SESSION 5 – OFFICER TRANSITIONS

SESSION OUTLINE

OFFICER TRANSITIONS

A. OBJECTIVES:

- To review the success and challenges of the term/year
- To provide closure for outgoing officers
- To build teamwork and common focus for new officers
- To understand what is expected of new officers

FACILITATORS: This session should be facilitated by This session should be facilitated by a team of chapter leaders – Commander, Lt. Commander and Chapter Advisor or Alumni Advisory Board member.

SESSION MATERIALS:

- Flipchart
- Markers
- Pen and Paper (1 each per participant)
- Officer Binders

B. OUTLINE:

	COMPONENTS	TIME FRAME	LEADERSHIP ROLES	RESOURCES
	Open Session		Commander	
5.1	Review Objectives	5 min.	Facilitator	Facilitator Notes
5.2	Individual Officer Meetings	60 min.	Facilitator	Facilitator Notes
5.3	Group Discussion	30 min.	Facilitator	Facilitator Notes
5.4	Current Executive Board Debrief	30 min.	Facilitator	Delegation Checklist handout
5.5	New Executive Board Meeting	30 min.	Facilitator	Delegation worksheet
5.6	Wrap-up/Closing	5 min.	Staff Member	Facilitator Notes
	Close Session		Commander	

ALL CHAPTER LEAD MODULE B: SESSION 5 – OFFICER TRANSITIONS FACILITATOR GUIDANCE NOTES

OBJECTIVES:

- To review the success and challenges of the term/year
- To provide closure for outgoing officers
- To build teamwork and common focus for new officers
- To understand what is expected of new officers

FACILITATORS: This session should be facilitated by a team of chapter leaders – Commander, Lt. Commander and Chapter Advisor or Alumni Advisory Board member.

This session should be attended by all chapter officers including those that serve on the executive board, that chair committees, and any other appointed or elected officers/chairs. The first portion of the session (5.1 – 5.3) should be attended by all officers, while the second portion of the session (5.5 – 5.7) focuses on the incoming and outgoing executive board members.

The session requires that both incoming and outgoing officers complete a number of worksheets and organize information and resources in preparation for the transition. The following list of expectations and needed materials should be provided to officers at least one week in advance of the session.

OUTGOING OFFICERS should collect (create if needed) and bring the following materials to the session. These will be reviewed with the incoming officers.

- Officer Notebook (organized, updated and 3-hole punched – see checklist)
- Completed Outgoing Officer Report worksheet
 - List of expectations for the office (in addition to copy of Leadership Consultant triplicate form)
 - Timeline of projects/events for the year/term
 - Completed project reports for each major project (this should include date of the project, what went well, changes that should be made in the future, contact numbers, budget and any other information needed for the new officer to replicate the project)
- Outgoing Executive Board Report worksheet (Executive Board members only)
- Officer Notebook Checklist handout
 - Budget breakdown of dollars spent on individual projects this year/term
 - List of contact names and phone numbers for people and groups worked with during the term/year
- One-on-One meeting handouts (parts 1 & 2)

INCOMING OFFICERS should bring the following with them to the session. This information will be reviewed with outgoing officers.

- Officer manual (download by going to your specific officer resource page and retrieving the first PDF document). Officer resource pages may be accessed at http://www.sigmanu.org/programs/officer_resources/index.php, or through officer quick links such as www.sigmanu.org/commander, www.sigmanu.org/leadchairman, www.sigmanu.org/treasurer
- Incoming Officer worksheet
- Group Balance worksheets (parts 1 & 2)
- Incoming Executive Board Accomplishments worksheet

SESSION MATERIALS:

- Flipchart
- Markers
- Pen and Paper (1 each per participant)
- Officer Binders

5.1 Review Objectives 5/5

Welcome the officers and thank them for making their participation in this session a priority. Review the objectives of officer transitions and the importance of having them.

- To review the success and challenges of the term/year
- To provide closure for outgoing officers
- To build teamwork and common focus for new officers
- To understand what is expected of new officers

Today we are going to transition to the new officers in order to set ourselves up for a successful year. We need everyone to participate and be fully engaged in order to have an effective transition. This is an opportunity for new officers to gain some insight into what each officer will be responsible for during the upcoming year. This is also an opportunity for outgoing officers to make sure that all of the great things that were put in place and accomplished over the past year are not lost.

Review the session materials and make sure everyone has the correct materials and is on the same page about what is to be accomplished during this session.

Unlike some other LEAD sessions, this meeting will be led by the participants. It is important that each of you consider the impact a productive transition can have on both individual officers and the chapter as a whole. For some of you, your transition consisted of being handed a binder of information, receiving a pat on the back, and being told, "Good Luck. Call me if you need anything!" Keep in mind all of the learning on the job that accompanies an experience like that, and what is lost or delayed due to an officer not being fully prepared at the beginning of his term. Let's ensure that the knowledge transferred and work accomplished today puts each of the incoming officers, and our chapter as a whole, on a path to excellence.

5.2 Individual Officer Meetings 60/65

Break into one-on-one groups, pairing incoming and outgoing officers by position. During this section the new and old officers should cover the details of the position, using the officer binder as a guide in explaining responsibilities, expectations and available resources that the incoming officer can utilize.

If the chapter has an Alumni Advisory Board, advisory members should be included in these meetings, based on the positions they advise.

The following items should be covered by the outgoing officer during these meetings:

- Officer manual & officer resource page (http://www.sigmanu.org/programs/officer_resources/index.php)
- Outgoing Officer Report worksheet
- Officer Notebook Checklist (use as talking points to cover the information and resources included in the officer notebook)
- One-on-One Meeting checklists

As the meeting progresses, the incoming officer should take notes and answer the questions on the Incoming Officer worksheet, to ensure that key information is retained.

After 45 minutes, instruct officers to transition to Q&A to cover any specifics the incoming officer may wish to cover. If any officer pairings were unable to get through all of the information, or significant questions remain unanswered, have them schedule a time to follow-up outside of the session to finish their one-on-one meeting.

5.3 Group Discussion 30/95

This time should be left open for any further questions that can assist new officers.

Either as a large group, or in smaller sub-groups, the following questions could be addressed.

- What do outgoing officers wish they knew before they began their position?
- What can outgoing officers do at this point to help new officers?
- What was beneficial about the individual meetings?
- How can the outgoing officers serve as an accountability mechanism for the new officers?
- What goals were discussed during the officer meetings?

- How can officers effectively report to the Lt. Commander?
- What will be the role of the committees?
- What will be the role of the Executive Board?

Once this discussion is concluded, the non-executive officers may depart (incoming and outgoing executive members will be needed for the next section).

5.4 Current Executive Board Debrief 30/125

The current Executive Board should review and cover the information they recorded in the Outgoing Executive Board Report and Group Balance Sheet Part 1 handouts. This information should be compiled on a flipchart with two sections, titled “met” and “pending.”

Once this is created, a discussion between current and new executive board officers should decide which of the items that are “pending” should be transferred as goals to continue to work on with the new board. Also, new goals should be set with the help of the outgoing executive board members. (For exercise and information about setting goals, utilize all or part of All Chapter LEAD Module B: Session 1 – Goal Setting.)

Once this discussion is concluded, the outgoing officers may depart.

5.5 New Executive Board Meeting 30/155

Here, the new Executive Board should hold its first meeting. The Lt. Commander should review the Executive Board Meeting resources found in his officer manual to assist in running these meetings.

Suggested meeting agenda

- Open Floor – begin by opening the floor to any member who would like to bring something to the board or voice a concern. A 5 minute time limit per person/issue is recommended.
- Old Business – past and ongoing chapter matters or tabled business.
- Officer Reports – each executive officer gives his weekly report to the board. In addition, a written report is given to the Recorder so that he can develop the chapter meeting agenda.
- New Business – new issues to bring before the chapter.

As part of this first meeting, it is suggested that the Board use its time discussing the questions found in Part 1 of the Group Balance Sheet handout. Additionally, time should be spent in setting expectations amongst the members (What do you expect each other as Executive Board Members?)

A date should be set at this time to hold an Executive Board Retreat where goals will be set for the following term/year, committees are selected and any remaining officer/chair appointments are finalized. Suggested activities and topics to cover during the Executive Board Retreat can be found at the end of this session as Supplemental Reference Material.

Part 2 of the Group Balance Sheet should also be discussed, either at this session or the retreat, to better understand how this Board will work together and where they can improve.

5.6 Wrap Up/Closing 5/160

Before we wrap up for the day, I would like to thank all of you for taking the time to be here and for your ideas and suggestions. I think that by working together, we can really make some great progress this year. It is so important that we follow through with the process we started today. By laying the foundation now, following through on our plans and keeping one another accountable to the responsibilities, goals and expectations we have laid out we have the ability to leave a strong legacy in our role as executive officers of this chapter.

Close the session by having all members make comments about the upcoming term and their hopes/goals.

ACTION ITEMS

- Ask participants to report session on the Sigma Nu web site, adding their feedback and ideas, found at www.sigmanu.org under Programs & Services>LEAD>LEAD Session Evaluation Forms.

ALL CHAPTER LEAD MODULE B: SESSION 5 – OFFICER TRANSITIONS OUTGOING OFFICER REPORT

**This worksheet should be completed by all outgoing officers prior to the session.
Use the back of this sheet if additional space is need.**

Purpose: to assist in officer transition by focusing on the accomplishments and to provide a critique of your year in office. This report should serve your successor as a supplementary resource in planning for his term.

Office: _____

Name: _____

Date: _____

1. List other officers/chairmen with whom you worked and the projects involved.

2. List specific successes realized during your term in office and the reasons for their success.

3. List any problems or disappointments you encountered as part of your office and suggest ways of avoiding or correcting them.

4. List additional materials and sources of information you found most helpful. Include the phone numbers for alumni and faculty advisors, university/college faculty and staff, community resources and alumni.

5. Explain the timetable of activities for your office. Give suggestions for increasing efficiency and effectiveness.

6. List any other suggestions you feel would be helpful to your successor in carrying out the responsibilities of this office.

ALL CHAPTER LEAD MODULE B: SESSION 5 – OFFICER TRANSITIONS OUTGOING EXECUTIVE BOARD REPORT

This worksheet should be completed by all outgoing Executive Board members prior to the session.
Use the back of this sheet if additional space is need.

1. How have we developed younger members?
2. What positive changes did we implement as an Executive Board?
3. What were some of the successful programs that we worked on as a Board?
4. What were our three greatest accomplishments as an Executive Board?
5. What was our greatest challenge as an Executive Board? How did we do in meeting this challenge?
6. How did we work together as a group? What could we have done better to be more effective?
7. What are three things that you would have liked us to achieve as an Executive Board?
8. What value did we add to the chapter?

ALL CHAPTER LEAD MODULE B: SESSION 5 – OFFICER TRANSITIONS OFFICER NOTEBOOK CHECKLIST

The Officer Notebook exchange is the most important part of the individual transition process. By taking time to organize the notebook and explain it to the incoming officer, you help give the incoming officer the best opportunity to be successful. You will need to have your notebook ready for the transition workshop on

_____ at _____.

_____ Constitution, bylaws

_____ Officer Expectations

_____ All current forms pertinent to the office

_____ Contact list of names and phone numbers for the office

_____ Timeline for the office (week-by-week of what needs to be done)

_____ Budget (and recommendations for any increases)

_____ Project summaries for events that were coordinated by Officer

_____ Recommendations for the coming semester or year

_____ Calendar for the past year

_____ Job Descriptions for the Committee that supports your office

_____ Other: _____

_____ Other: _____

ALL CHAPTER LEAD MODULE B: SESSION 5 – OFFICER TRANSITIONS ONE-ON-ONE MEETING

To be completed by all outgoing officers during the transition session.

When you sit down with the incoming officer for your position, take time to go through this information with him. Do not breeze through it. Go over everything on the checklist.

Part 1 – Officer Notebook and Responsibilities

- ___ Give your cleaned out, organized notebook to the new officer and explain its contents.
- ___ Explain the duties and responsibilities of the office.
- ___ Explain the duties that go along with the office that are not in the officer's description.
- ___ Review the past year's calendar and explain the programs and events that took place.
- ___ Show the officer the chapter bylaws. Recommend that he read them later on.
- ___ Explain the forms and files that have been started over the past year.
- ___ Review the budget for the office (if you don't have one, ask the Treasurer to help you come up with one).
- ___ Review the list of contacts pertinent to your office (names and phone numbers).
- ___ Review the contact information for your chapter alumni and faculty advisor and how to best utilize them.
- ___ Check the supplies and materials that are necessary for this office. Explain to the officer how to get additional supplies.
- ___ Together, brainstorm some ideas for the office.
- ___ Discuss the timeline and deadlines that are associated with this office. Discuss the importance of meeting the deadlines for forms and other paperwork.

Part 2 – Goals and Follow Up

Once you covered the Officer Notebook and related materials, as outlined in Part 1, cover the following items. For this part of your meeting, review the goals that you as an outgoing officer had for the semester/year.

- ___ Explain the status of these goals.
- ___ Explain which goals are completed.
- ___ Explain which goals need follow-up.
- ___ Now, help the incoming officer think of some goals that he might set for the next semester/year.
- ___ Set a time to meet again during the incoming officers' first month in office.
Follow Up Meeting: Date _____ Time _____ Location _____
- ___ Answer any questions the new officer has for you.

ALL CHAPTER LEAD MODULE B: SESSION 5 – OFFICER TRANSITIONS INCOMING OFFICER WORKSHEET

To be completed by all incoming officers prior to the transition session.

It is suggested that incoming officers review their officer manuals, available at www.sigmanu.org, to assist in the completion of this worksheet. Officer specific resource pages for each office can be found at http://www.sigmanu.org/programs/officer_resources/index.php. These serve as resource hubs for each chapter officer and include comprehensive resource materials, including the officer manual, for each position.

1. What is the purpose of my office?
2. What are the responsibilities of my office?
3. What ideas and goals do I have for improving this office?
4. What new/old programs do I plan to utilize during my term?
5. How can I utilize my Committee effectively this term/year?
6. What do I want to accomplish in the short term (semester or quarter – 5 goals)? How am I going to accomplish those goals?
7. What do I want to accomplish by the end of my term? (5 goals). How am I going to accomplish those goals?

ALL CHAPTER LEAD MODULE B: SESSION 5 – OFFICER TRANSITIONS GROUP BALANCE SHEET

To be completed by incoming Executive Board members during the session.

Part 1 – Discussion Questions

**It is important that officers consider their own answers to these questions prior to meeting with the group.

To help you think about how we can best work together, it is important to understand how we stand as a group.

Some questions to consider:

- Is there a group consensus as to where we are headed?
- Does every member participate in the decision making process?
- Does every member do his share in organizational operations?
- Do the officers know what the members really want?
- Does everyone have a strong, positive feeling about the organization? What else can be done to improve morale in the chapter?
- Do we have a mission statement? Why do we exist?
- What is the chapter's self-image? How is it different from the image that others have of the chapter?
- What things, do we, as a group, do well?
- What are some things that we have challenges doing well?
- How do we work together? How could we work together better?
- What is the vision for the chapter? When was the last time the chapter did a vision retreat? (Phase II of LEAD has a Vision Retreat.)
- How can the chapter have a higher profile on campus? In the community?
- When was the last time that the chapter did a self-evaluation (looking at the areas of chapter operations and where the chapter stands)?
- What are some areas that the chapter should work on this semester? This year?
- How are chapter members utilized? How can we better utilize their ideas?
- What are the expectations that we as an Executive Board are going to hold ourselves to this semester/year?
- What do you want out of your experience as an Executive Board Member?
- What can you contribute to this group?
- How can our Alumni Advisor/Faculty Advisor be utilized more effectively?

You should discuss these questions with the group during the session.

Part 2 – Accomplishments and Goals

What do we want to accomplish by the end of our one year term as an Executive Board?

WHAT WE WANT TO ACCOMPLISH	PRIORITIZED LIST
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____
4. _____	4. _____
5. _____	5. _____
6. _____	6. _____
7. _____	7. _____

What five goals do we want to accomplish in the short term (one quarter or semester) as an Executive Board?

-
-
-
-
-

What are some strategies we can use to help accomplish these goals?

-
-
-
-
-

What resources can we use to help achieve our goals?

- Advisors
-
-
-
-

ALL CHAPTER LEAD: MODULE B: SESSION 5 – OFFICER TRANSITIONS SUPPLEMENTAL RESOURCE MATERIAL

MANAGEMENT BY OBJECTIVES

WHAT IS MANAGEMENT BY OBJECTIVES?

- A method for managing a group of people and its programs.
- A method to identify critical areas of group operation.
- A method to develop long-range organizational goal.

WHY USE MANAGEMENT BY OBJECTIVES?

- Involves all members in goal and objective setting for the entire organization.
- A plan of action is set with a timeline and volunteer accountable for accomplishing each objective.
- The group performance is communicated to each member of the group and the group advisor.
- Greater commitment and motivation is developed in the members because everyone helps determine the goals and the future of the organization.
- The individual and committee responsibilities are defined by the members.

OBJECTIVE-SETTING PROCESS

1. After you have defined the chapter goals, set a date for officers, committee chairs and any interested members to meet. This meeting will be focused on setting objectives to meet the established goals.
2. At this meeting, develop objectives (strategies for reaching goals) for each of the chapter goals in an informal, small group session.
3. At this meeting, appoint one person to serve as the discussion leader, and one person to write the objectives list.
4. If the planning group has less than 20 members, only one group is necessary.
5. For larger planning groups, divide into small groups of no more than 10-15 members per group.
6. Have each group go through the chapter goals, one-by-one. Brainstorm on objectives that can be used to reach the goals. As the objectives list is being developed, all ideas should be considered and discussed. Each objective should be discussed so everyone has a clear understanding of what is meant, and what importance the objective has.
7. The small group leaders should encourage all participants to contribute.
8. The objectives list is then voted upon by the entire membership. Each objective, which receives two-thirds majority, is considered to be accepted as an objective used to reach a specific goal.
9. All accepted objectives should be prioritized according to the needs and interests of the membership.
10. The accepted objectives are given to the officer or committee chair responsible for developing and implementing the action plan. If a goal has to do with recruitment, the recruitment chairman is likely the individual who is given this coordination task.
11. Within one week of the adoption of an objective, its coordinator should identify the resources needed, including dollars required, and develop a plan. This should be done by completion of the “Action Plan Form” worksheet (see supplemental resource material).

PLANNING FOR COMPLETION OF GOALS AND OBJECTIVES

- Clarify the objective. Is it measurable with a time line?
- Estimate resources. This includes personal time, budget and materials available.
- Select the best alternatives for implementation.
- Determine the sequence of goals.
- Consider problems: What may go wrong? What will be done? How can we avoid it?
- Action plans should be the means to an end.

MONITORING PROGRESS

- One executive board member shall be responsible for collecting each “Action Plan Form” and seeing that a copy is posted and a copy is sent to the advisor.
- At least once a month, a report on the Management By Objectives progress should be presented to the organization by each objective coordinator.
- The “Action Plan Form” used to record the plan and resources should be distributed and updated at least every two months.

RE-EVALUATION

- Each goal must be periodically re-evaluated and modified as necessary.
- Resources necessary for an objective to be met must be reviewed.
- The priorities of the objective must be rearranged as necessary.
- The objective setting process should be repeated twice each year to celebrate successes and to establish new objectives and time lines.

**ALL CHAPTER LEAD: MODULE B: SESSION 5 – OFFICER TRANSITIONS
SUPPLEMENTAL RESOURCE MATERIAL**

ACTION PLAN FORM

GOAL STATEMENT: WHAT IS TO BE DONE? (GOAL)

OBJECTIVES: HOW WILL IT BE ACCOMPLISHED? (TASKS AND STRATEGIES TO REACH GOAL)

WHAT ARE THE RESOURCES? (PEOPLE, \$, MATERIALS AVAILABLE)

WHO WILL CARRY THROUGH? (WHO IS IT ASSIGNED TO)

WHEN WILL IT BE ACCOMPLISHED? (TIME PERIOD)

RESULTS EXPECTED AND HOW MEASURED? (EVALUATION)

ALL CHAPTER LEAD: MODULE B: SESSION 5 – OFFICER TRANSITIONS SUPPLEMENTAL RESOURCE MATERIAL

EXECUTIVE BOARD RETREAT

OBJECTIVES:

- To set expectations for one another and the executive board as a whole
- To evaluate where you are at as a chapter
- To think about the vision for the chapter
- To build teamwork and common focus for the new board

Agenda Items

SETTING EXPECTATIONS

It is always important for an Executive Board to set the expectations they have for each other. One way to do this is by utilizing the Group Balance Sheet questions from the Officer Transitions session (particularly any that were not addressed during the LEAD session). Additionally, you could have members come up with some expectations that they have for the whole group (be on time for meetings, be solution-oriented, publicly support decisions made by the group, etc.). Give them three to four minutes to do this individually and then have of the members lead a discussion and come up with a list that you all can agree on.

EVALUATING WHERE YOU ARE AS A CHAPTER

Using key areas of chapter management, such as those described by the Pursuit of Excellence Program, have each member of the board rate where you are as a chapter, along with a least two ideas which could help you improve in each area. Reviewing the chapter's last submission and grade report as a new Executive Board can be helpful in assessing the chapter's current reality and making plans for improvement. Following the group's retreat, the scheduling of the Pursuit of Excellence Program's Strategy Session will involve the chapter in the evaluation and future planning process.

THINK ABOUT YOUR VISION FOR THE CHAPTER

Where do you see the chapter in two years? Have members reflect on what your chapter will look like when it reaches the "next level." See LEAD Phase II Session C and All Chapter Module B session 4 for assistance in setting a chapter vision.

TEAMBUILDING

Establish a connection and common purpose between the Executive Board members. Teambuilding activities can be a great way to learn about one another, what each member brings to the table and how the group can work together to achieve its common goals.

Teambuilding Activities

QUOTING OUR FUTURE

- Explain the goals of the activity (to help participants get to know each other, introduce the subject of teamwork and have participants share some of their feelings about teams and teamwork).
- Distribute a quote from below to each participant. It is suggested that the quotes be written on index cards, shuffled and handed out at random.
- Ask each person to read their quote and think about its implications for teamwork. Then explain that each person will be asked to introduce himself to the group by indicating the following:
 - What he is looking forward to in regards to being on the Executive Board and/or holding his office.
 - What he believes he can bring to the Executive Board.
 - His quote, why his quote is important for successful teamwork and how they personally do these things.
- After everyone has introduced himself (i.e. shared their answers to each of the questions), ask the group to note key points about teams and teamwork that came out of these introductions.
- Close the activity by asking how participants will be able to use this information in the future.

- The Quotes:
 - Nothing great was ever achieved without enthusiasm.
 - The future belongs to those who believe in the beauty of their dreams -Eleanor Roosevelt
 - Even if you are on the right track, you'll get run over if you just sit there -Will Rogers
 - Yesterday ended last night.
 - People will forget how fast you did a job-but they will always remember how well you did it. -Howard Newton
 - A great pleasure in life is doing what people say you cannot do. -Walter Gagehot
 - In great attempts, it is glorious even to fail.
 - Nothing of importance was ever done without a plan.
 - Success is getting up one more time than you fall.
 - Nothing ruins the truth like stretching it.
 - One cannot climb a ladder by pushing others down.
 - Many of life's failures are men and women who did not realize how close they were to success when they gave up.
 - If the going gets easy, you may be going downhill.
 - Careful listening helps us see things more clearly.
 - You always have time for things you put first.

Quotes are from The Speed of the Leader. Determines the Rate of the Pack (1996) and Don't Send Your Turkeys to Eagle School (1994) published by Tool Thyme for Trainers, 4108 Grace King Place, Metairie, LA 70002.

CONNECTIONS

- This activity requires a ball of yarn. It is suggested for use at the end of the retreat as a wrap up.
- Ask all members to stand in a circle.
- The leader should hold the ball of yarn in his hand and inform the group that he is going to share his thoughts and goals about the upcoming semester/term and how he will contribute to the Executive Board.
- When finished, he is going to gently toss the ball of yarn to another person, while still holding onto the end of the string.
- That person should then continue by expressing his goals or contributions, holding onto the string, and then tossing the ball to another brother.
- The yarn should be held tautly between brothers.
- When the entire group has shared, you will have a large "web" of yarn in the circle.
 - The Commander should talk about the value of the contribution of each Executive member.
 - If each person did not pull his own weight, and "dropped the ball," the rest of the members would need to pick up the slack for him.
- Close the discussion with a brainstorming session on how the Executive Board can encourage chapter members to follow through on their commitments and how the chapter can work better together.

HIGH-MEDIUM-LOW RISK CARDS

- Take the following questions and write them out on 3" x 5" index cards. Separate the cards into high-, medium- and low-risk categories.
- Each individual should select a card from the level of risk they are willing to share. He then reads the question or statement and answers it for the group.
 - Or the group could progress from low- to medium- to high-risk cards in sequence.
 - It is important that a sense of trust and confidentiality be created for this activity. Brothers should not spread information shared in confidence outside of the group. If a brother is uncomfortable answering a question, he should select a new card, or be allowed to take a card from a lower risk-level.
- Low Risk Questions
 - What is the name of the place where you spent the three happiest days of your life?
 - What activities do you do well?
 - What is your favorite drink?
 - What is your favorite book?
 - What is your favorite childhood memory?
 - What is the greatest success in your life?

- Where do you go when you want to be alone?
- Medium Risk Questions
 - Who is someone, living or dead, that you really respect or admire?
 - Tell about a time when you made a very important decision.
 - What are three words that you would most like said about you?
 - What are three values that you hold highest?
 - What skills do you wish you had?
 - What embarrasses you the most?
 - How many children make up the ideal family?
 - One of my dreams is...
- High Risk Questions
 - Tell about your loneliest moment.
 - Describe a time when you felt really proud about the chapter.
 - What is your biggest fear?
 - If you could live one day in your life over again, what day would you choose and why?
 - Name the first person you fell in love with.
 - For what contribution to the chapter would you like to be remembered?
 - What is your greatest regret?
 - What would you do if you had one year left to live?