



BETA THETA PI
— MEN OF PRINCIPLE —

GENERAL FRATERNITY OFFICER MANUAL

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THE IMPACT OF YOUR ROLE

personal and organizational benefits of service

Position Impact

The mission of Beta Theta Pi is to develop men of principle for a principled life. General Fraternity Officers (GFOs) support that mission by helping local chapters and volunteers provide the best possible membership experience for today's collegians. They promote the high standards and character of the Fraternity; encourage members, officers and volunteers to govern themselves according to the Fraternity's rituals, ceremonies, values and Code; promote lifelong engagement with the Fraternity; and generally represent the General Fraternity to chapters, volunteers and alumni. The two primary General Fraternity Officers are regional and district chiefs.

General Fraternity Officer Qualifications

- Initiated member of Beta Theta Pi
- Fully embraces the mission, vision and core values of Beta Theta Pi
- Demonstrates a desire to continue learning how to support the organization's direction
- Demonstrates an ability to convey Beta Theta Pi's lofty purpose as an organization to others
- Demonstrates an ability to challenge the status quo while cultivating relationships with all constituencies
- Demonstrates an ability to collaboratively generate goals with all constituents
- Demonstrates communication skills on all platforms (interpersonal, large and small group, phone, email)
- Ability to respond to calls and emails in a timely manner
- Commitment to serve a three-year term (renewable on an annual basis thereafter)

General Fraternity Officer Constituencies

The primary role of a General Fraternity Officer is to represent the General Fraternity. Therefore, it is of the utmost importance to maintain open communication and positive relationships with the following individuals:

- Other General Fraternity Officers, including the regional chiefs, district chiefs, Board of Trustees and General Secretary.
- Chapter development consultants and directors of fraternity services at the Administrative Office, who each provide direct support to a portfolio of chapters, including regular engagement, campus visits and assessment.
- Fraternity Services staff at the Administrative Office, including the chief operating officer, chief fraternity services officer, senior directors of fraternity services, director of fraternity growth, senior director of leadership and education, director of risk management services and other team members.
- Advisory teams, chapter officers and chapter members. The district chief should participate in conference calls or meetings to provide ongoing support, collect key chapter updates and discuss upcoming activities.
- The district chief may be a resource during chapter conduct cases and a liaison between the General Fraternity and chapter leadership. GFOs should always focus on collaborating with local advisory teams and chapter officers during conduct situations.

- Local alumni association and housing corporation. The district chief should regularly communicate to provide updates and support, and to connect them to the Administrative Office staff, if needed.
- University administrators, specifically fraternity and sorority life staff. The district chief should introduce himself to campus administrators and work collaboratively to provide the best possible service to their constituents and campus community.

Benefits and Return on Personal Investment

Beta Theta Pi is a not-for-profit organization, and its limited resources are always utilized with the membership's experience in mind. However, the Fraternity relies heavily on volunteer leadership to advance its purpose. Volunteers receive compensation, development and experience in a number of ways.

PRACTICAL LEADERSHIP EXPERIENCE

- Responsibility for assessing organizational culture and developing change initiatives
- Ability to serve on focus groups and task forces to identify opportunities for organizational development
- Cultivation of skills relating to delegation and providing feedback to constituents within your region or district

PERSONAL DEVELOPMENT

- Development of personal relationships through the mentoring and coaching process
- Service-learning is an inseparable part of volunteering for Beta Theta Pi
- Programming involves a high level of self-discovery and values training and discussions

PROFESSIONAL DEVELOPMENT

- Networking with alumni and community members as an official representative
- Professional training focused on developing the tangible, operational volunteer skill set
- Opportunity to strengthen project management, communication and organizational skills

GFO ORIENTATION

Getting Started

1. Review this document with the regional chief or Administrative Office staff. Ask questions, as necessary.
2. Establish a clear communication plan with your assigned advisory teams, chapter officers, alumni associations, regional chief, district chiefs and Administrative Office staff.
3. Spend time becoming familiar with the resources available on the [volunteer resources page](#) and [Lessonly](#). You will be a crucial part of this team, so it is essential you know what support and education is available.
4. Become familiar with all policies and standards of Beta Theta Pi. Experienced GFOs and Administrative Office staff, specifically those in Fraternity Services, are resources to provide training and answer any questions you may have.
5. Introduce yourself to key constituents and plan to meet with them face-to-face within the first month as a district or regional chief, where applicable.
6. Make plans to attend [Leadership Summit](#), [Keystone](#) and the [General Convention](#).

Peer Insights

These tips were assembled from a survey of experienced GFOs. Please read them carefully.

- Enjoy the experience and the relationships you form. These can be as strong or stronger than those you had during college. Establishing collaborative relationships with your chapters, host academic institutions, advisory teams and General Fraternity representatives can be the most powerful thing you do. The stronger the working relationships you have, the more positive influence you can exert.
- Don't be afraid to make difficult decisions that will produce long-term success. Finding a healthy balance of challenging and supporting your chapters is integral. Chapters don't respond well to overbearing chiefs, yet all chapters need to be challenged to continually improve.
- Focus on building infrastructure. District chiefs are not chapter advisors; rather, they play a key role in alumni engagement to foster a greater affinity for the Fraternity and a desire to give back through volunteerism, mentorship and coaching.
- Set short- and long-term goals you want to accomplish in your district or region. Possible goals include adequate preparedness for rituals and ceremonies, the establishment of or improvement to alumni association engagement, or attendance at key chapter activities/milestones.
- Encourage as many students as possible to attend Beta's hallmark leadership programs. Some of the Fraternity's most dramatic positive changes have come from graduates of these experiences. Leadership programs also enable alumni involvement by sponsoring attendees and serving as facilitators.
- Make the Ritual the centerpiece of all your work with the chapter. It is the cornerstone of all Beta relationships. Further, to remain a credible leader you must always role model the Three Great Principles and Seven Obligations of our Fraternity when interacting with members and constituents.
- Regularly evaluate yourself. As with any experience, you will grow and learn new things about yourself. Checking in occasionally will allow you to refocus your energy on the things that matter.
- Understanding the culture of each chapter, advisory team and alumni association is necessary to influence change. Challenge should always be balanced with support, and it is important to understand the reality of what can be accomplished in a given time frame. Some items are urgent and important; others are important but not urgent. Prioritize accordingly.

FUNDAMENTAL OPERATING PRINCIPLES

how general fraternity officers will operate as a team

We are all on the same team. Everyone – Trustees, volunteers, staff – are serving together to advance the mission and vision of Beta Theta Pi. We will treat each other as valued team members.

Assume good intent. In complex systems where we use a variety of communication methods, things can get misconstrued. When working with local leaders, other volunteers and Administrative Office staff, we will always assume that people have the best interests of the Fraternity at heart.

Encourage the heart. As top-level volunteers, regional and district chiefs help support the operations of the Fraternity. However, we will seek every possible opportunity to encourage the heart and connect the “work” to Beta’s values and the messages that live within our songs and rituals.

We are Beta Theta Pi. Regional and district chiefs are the embodiment of the General Fraternity and, for some constituents, the only person from “Big Beta” they may ever meet. Therefore, regional and district chiefs will always be urbane in deportment, courteous in expression and steadfast in friendship.

Relationships move the needle. We are a people business and change happens through personal advocacy. Therefore, we will do our work with a “relationships first” approach that centers the people and the brotherhood, not the business.

Go to the source. Questions and conflicts are most often resolved when addressed directly with those involved. Honoring the values of the Fraternity means having caring and direct conversations. Therefore, if we need an answer or to work out something, we will address it directly. While the conversation may be momentarily uncomfortable, in the long run this makes the work easier and builds stronger relationships.

Manage resources responsibly. Although we are volunteers, there are direct costs related to the work that we do. We respect that our collegiate brothers, alumni and Friends of Beta fund our programs and services; therefore, we will pay attention to every dollar we spend.

Own our stuff. Regional and district chiefs want to both inform and advance Beta’s mission, vision and strategic plan. To do that well we will fully embrace our responsibilities, accomplish our work and ask for help when we need it.

FAQS

Where does my authority for making decisions originate?

Some of the powers of the General Secretary are delegated to district or regional chiefs to enforce The Code and policies of Beta Theta Pi. The General Secretary ultimately reports to the General Convention through the Board of Trustees. It is necessary that district chiefs become familiar with The Code and policies of Beta Theta Pi. There is a reference page from [The Code](#) included later in this manual. The Administrative Office staff is always available by email or phone to provide clarification and support to General Fraternity Officers.

What is my role in the General Convention?

In addition to being required to attend all business sessions of the General Convention, district and regional chiefs are assigned to a legislative committee where they serve as an advisor to the collegiate and alumni association delegates. Materials, expectations and resources are provided by the Administrative Office staff annually.

How do I get a list of phone numbers for the advisors, officers and alumni in my district?

Contact information can be found on [MyBeta](#). Using the “Chapters” list, chiefs can access a chapter’s information, including membership rosters, officers, volunteers, reports, etc. Many reports can be quickly viewed or downloaded.

What reports are chapters responsible for during the year?

Chapters must submit various reports throughout the year, generally via MyBeta. Using [MyBeta](#), you can identify online reports that have been submitted or are still due. Submitting reports in a timely fashion may affect a chapter’s eligibility for award recognition. Many important reporting deadlines can also be found in this [Year in the Life](#) document.

What should my relationship be with the staff supporting chapters in my district?

With their extensive training, chapter development consultants and directors of fraternity services can conduct accurate chapter assessments, lead a wide variety of educational programs, train advisors, manage advisor recruitment and make recommendations for improving advisor and chapter performance. The Administrative Office staff directly supporting chapters don’t sanction or police chapters. Rather, their role is that of coaches and mentors. It is important that district chiefs work closely with them through regular visits, emails and phone calls to discuss chapter operations and alumni engagement in the district. Please submit an evaluation form for any Administrative Office staff member after they complete visits to your chapters. Ideas and feedback are welcome.

What are the current priorities of Beta Theta Pi?

Brotherhood, Personal Growth and Home. Beta Theta Pi announced a new strategic plan in 2018, which is [outlined here](#).

What are the Wooden Institute for Men of Principle, Undergraduate Interfraternity Institute, Miller Nichols Chapter Presidents Leadership Academy and the Keystone Regional Leadership Conference?

These programs are educational opportunities that challenge our collegians to make values-based leadership decisions. Some programs are offered only to Betas, while others involve Greeks of all councils. These experiences are the best way we know to train our men to be credible leaders in their chapters. We highly recommend your chapters send students to these experiences. More information can be found on each event page on Beta’s website.

How am I protected as an officer of the Fraternity?

All General Fraternity volunteers are covered under our comprehensive liability insurance program. The insurance program covers you in all cases other than direct participation in actions that violate federal, state/provincial, and/or local laws or policies of Beta Theta Pi. In other words, there is no need to worry if you are following the law and General Fraternity policies.

FAQS (CONT.)

How do I contribute to the recruitment of advisors?

Through your engagement with alumni associations and key chapter constituents, you will have access to a wide range of individuals with diverse experiences, backgrounds and interests. Actively encouraging alumni and Friends of Beta to begin/maintain their lifelong engagement with the Fraternity through volunteerism and mentorship is a critical component of your work. Throughout your interactions, you are encouraged to identify those individuals who would benefit from volunteerism who would be a benefit to the Fraternity through their engagement. Those individuals should be strongly encouraged to complete a [Volunteer Interest Form \(VIE\)](#), which will provide the Administrative Office with updated contact information and allow them to identify areas of interest, personal and professional skills they possess, etc. A staff member will make outreach to those who express interest through the form.

How do we train advisors?

The General Fraternity offers many ways to train advisors. Directors of fraternity services can provide on-site training for advisory teams in need of specific direction. In addition, all advisors are strongly encouraged to attend Advisor Academies, Lunch and Learn sessions and other education and training provided by the General Fraternity. In-person or virtual attendance may also include the Keystone Regional Leadership Conference(s), pending the volunteer roles required to attend. Finally, resource materials are available for advisors in the [advisory team](#) section of the website.

How do I balance the responsibility of policy enforcement with conceptual chapter self-governance?

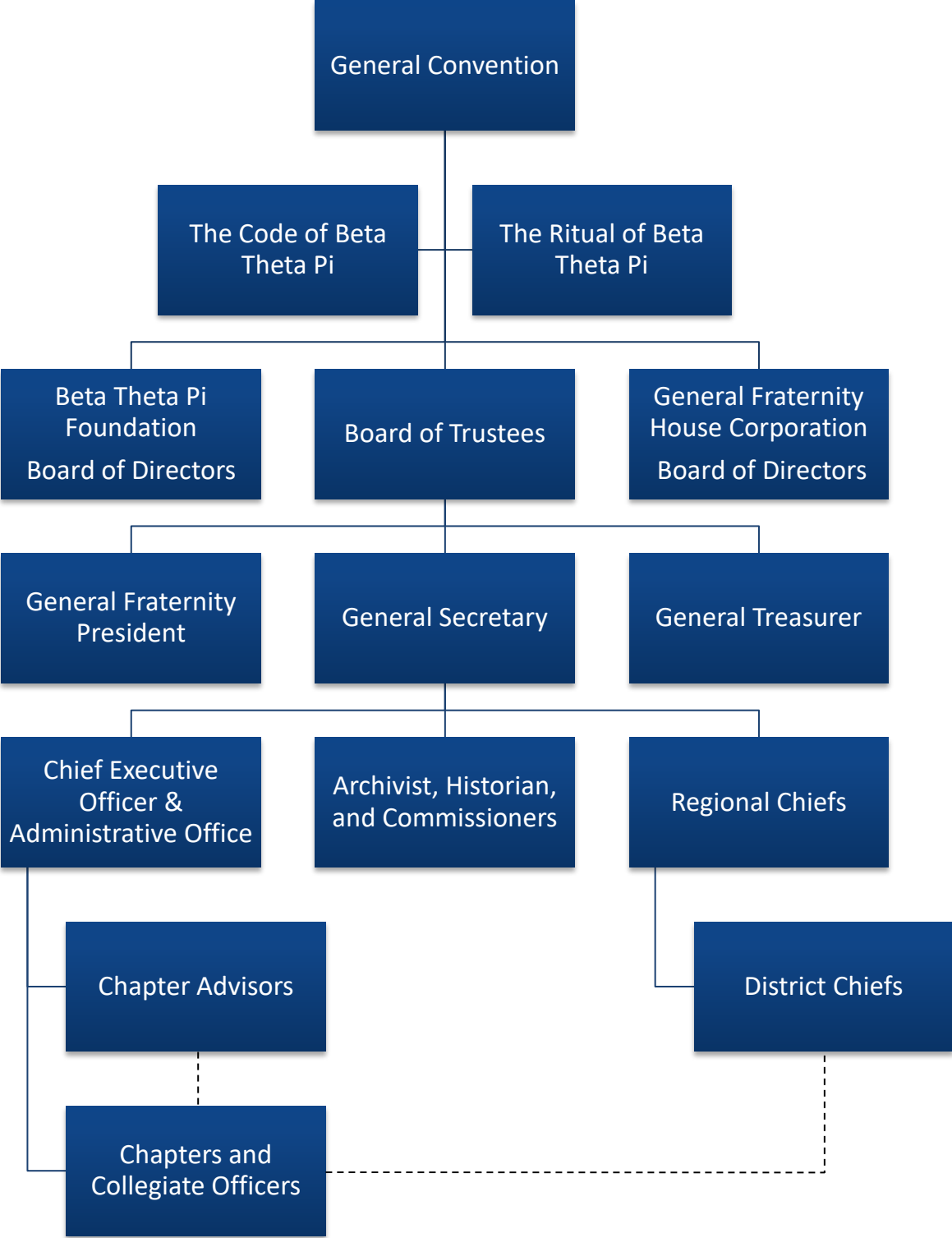
Beta Theta Pi believes strongly in a system of chapter self-governance. However, the district chief has a responsibility to ensure the Fraternity's rituals, ceremonies and policies within [The Code](#) of Beta Theta Pi are being followed. It is always a good idea to consult someone from the Administrative Office or your regional chief if you feel an operation, activity or behavior needs to be addressed. Further, always consult chapter advisors before moving ahead as their involvement is critical for long-term change and success.

To whom do I report?

District chiefs report to their assigned regional chief. They also typically work hand-in-hand with the Administrative Office staff when dealing with day-to-day chapter activities. The Fraternity's lead volunteer, the General Secretary, is brought in to handle major issues. A visual representation of Beta's organizational hierarchy can be found on the following page. Primary staff contacts include the director of fraternity services, senior director of fraternity services and other Administrative Office team members.

ORGANIZATIONAL STRUCTURE

beta theta pi general fraternity



REGIONAL CHIEF

position description

Job Summary

The regional chief is a top-level regional volunteer who oversees the recruitment, placement and coaching of district chiefs within his region as well as the high-level chapter accountability issues within the region. The regional chief reports directly to and will be evaluated by the General Secretary. He will also form strong working relationships with the Administrative Office staff.

Role Expectations

The regional chief's duties include:

- Commit at least 10-12 hours per month providing support to his assigned region.
- Recruit, appoint, onboard and train highly qualified district chiefs.
- Provide ongoing coaching to district chiefs regarding their performance.
- Ensure there is proactive succession planning and training for all volunteers in the region.
- Serve as the primary district-level volunteer in the absence of a district chief.
- Coordinate quarterly calls/meetings with the region's district chiefs to share best practices, provide training or education, and offer updates on behalf of the General Fraternity.
- Contribute recommendations to the General Secretary on all chapter status changes of suspension or greater.
- Serve as an ambassador for the General Fraternity, with particular focus on sharing the Fraternity's mission, vision and strategic plan with constituents. This may entail attending key regional events (installations, anniversaries, etc.) and performing chapter visits within the region, as needed.
- Serve a term of three years with the possibility of renewal at the end of each term.
- Attend the [General Convention](#) annually.
- Attend the [Keystone Regional Leadership Conference](#) annually.
- Attend the [Leadership Summit\(s\)](#) for all General Fraternity Officers annually.
- Attend meetings, operational conference calls, in-person events, virtual events and otherwise communicate the performance of the region at the request of the General Secretary.
- Monitor the progress of your chapters, including reviewing communication from Administrative Office staff and all available reports and information available via MyBeta. All GFOs should develop a method of tracking chapter, district and region progress on initiatives over time to identify key areas for growth.
- Support the Beta Theta Pi Foundation annually.

Indicators of Success

- All districts have a trained and appointed district chief.
- No district chief vacancies exceeding 30 days, without negatively impacting the membership of a chapter advisory team, over-burdening a volunteer with more than one role, etc.
- The regional chief is cultivating future district chief candidates through succession planning.
- The regional chief communicates regularly with his district chiefs and provides regular coaching and feedback.
- Responds to outreach made via phone calls, text messages and email in a timely manner, communicating proactively when unable to do so.
- 100% completion of all quarterly calls for the region.

- 100% participation in quarterly calls with the General Secretary.
- 100% completion of monthly reports to the General Secretary.
- 100% attendance at required in-person and virtual events.
- 100% completion of required training, education or developmental opportunities assigned by the General Secretary.

Preferred Qualifications

- Alumnus member of Beta Theta Pi Fraternity.
- Strong knowledge and understanding of the Fraternity's mission, vision, core values and strategic priorities.
- Experience providing performance feedback through coaching and mentoring.
- Ability to identify and recruit top-level volunteers for the Fraternity.
- A history of success as a district chief or volunteer.
- A commitment to serve for an initial three-year appointment.
- A commitment to travel on behalf of the General Fraternity to serve as its ambassador.

DISTRICT CHIEF

position description

Job Summary

The district chief is a volunteer who promotes the high standards and character of the Fraternity, champions the Fraternity's rituals and ceremonies, and fosters engagement with alumni and volunteers throughout their assigned district. The district chief reports directly to and will be evaluated by the regional chief. He will also form strong working relationships with the Administrative Office staff.

Role Expectations

The district chief's duties include:

- Commit at least 10-15 hours per month providing support to his assigned district.
- Complete onboarding training and minimum annual training requirements.
- Complete annual self-evaluation and performance discussion with regional chief or General Secretary.
- Demonstrate an expertise in the Fraternity's rituals, ceremonies and songs. This includes training or educating chapter officers, members and volunteers on the correct performance.
- Attend chapter rituals and ceremonies, including preparation meetings and practices, in-person performances and song practices.
- Provide recommendations on all chapter status changes.
- Support alumni engagement through the creation and operation of alumni associations, including the original recognition by the Board of Trustees and the annual certification process to qualify for voting privileges at a General Convention.
- Serve as a Fraternity ambassador at key district events (installations, anniversaries, etc.). This includes speaking at events upon the invitation of a chapter or as directed by the General Secretary.
- Serve a term of three years with the possibility of renewal at the end of each term.
- Attend the [General Convention](#) annually.
- Attend the [Keystone Regional Leadership Conference](#) annually.
- Attend the [Leadership Summit\(s\)](#) for all General Fraternity Officers annually.
- Communicate regularly with the district's officers and provide coaching and feedback to ensure chapters are maintaining standards and expectations.
- Perform chapter visits within the district, as needed, and provide appropriate documentation to the General Fraternity.
- Monitor chapter progress, including reviewing communication from Administrative Office staff and all available reports and information available via MyBeta. All GFOs should develop a method of tracking chapter, district and region progress on initiatives over time to identify key areas for growth.
- Support the Beta Theta Pi Foundation annually.

Indicators of Success

- Responds to outreach made via phone calls, text messages and email in a timely manner, communicating proactively when unable to do so.
- The district chief is cultivating future DC candidates through annual succession planning.
- 100% of collegiate chapters receive support for their rituals and ceremonies during the academic year.
- 100% of alumni associations receive support for their operations throughout the calendar year.
- 100% participation in all quarterly calls for the region.

- 100% participation in quarterly calls with the General Secretary.
- 100% attendance at required in-person and virtual events.
- 100% completion of required training, education or developmental opportunities assigned by the General Secretary.
- On-time submission of all surveys, forms, and reports.

Preferred Qualifications

- Alumnus member of Beta Theta Pi Fraternity.
- Strong knowledge and understanding of the Fraternity’s mission, vision, core values and strategic priorities.
- Strong knowledge and understanding of the Fraternity’s rituals and ceremonies.
- Experience providing performance feedback through coaching and mentoring.
- Experience offering public remarks, facilitating curriculum or content, etc.
- Ability to build and maintain relationships across diverse groups of constituents.
- A history of success as a chapter officer or volunteer.
- A commitment to serve for an initial three-year appointment.
- A commitment to travel on behalf of the General Fraternity to serve as its ambassador.

RISK MANAGEMENT AND STATUS CHANGES

Handling Risk Management Incidents

When you become aware of a risk management incident/violation, follow these steps:

1. Contact Director of Risk Management Services Ethan Bell immediately.
2. Inform chapter officials they must submit an [Incident Report](#) to the Administrative Office within 24 hours and refer them to the [resources](#) on the website. You need to know the crisis management plan as well, which is also included on that web page. Further, they are not to speak with the media and all media inquiries should be referred to Chief Communication Officer [Justin Warren, SMU '10](#), at the Administrative Office. The person with the most relevant, first-hand experience should be responsible for submitting the actual report, but the GFO should actively encourage advisors and chapter leadership to facilitate this process.
3. Once the report has been filed, you may be contacted by the director of risk management services with further instructions depending upon the nature and severity of the incident.

Chapter Status (From The Code of Beta Theta Pi)

SECTION 2. *Status of Chapters:*

A. Categories: A chapter of Beta Theta Pi will be designated as either:

- a. In Good Standing;
- b. On Probation;
- c. Subject to Suspension
- d. Suspended;
- e. Under Reorganization;
- f. Disbanded; or
- g. Revoked.

A chapter may be designated as any status without having first received another designation, subject only to any limitations set forth elsewhere in the Constitution or Laws.

B. Definitions:

a. Chapter Operates Under Own Authority

(1) *Definition of a Chapter in Good Standing:* A chapter is in good standing if (1) it has paid or has arranged to pay all money owed by it to the General Fraternity, and (2) it has not been given a different status designation.

b. Chapter Operates Under Own Authority with Limitations. Statuses in this section allow a chapter to operate as a chapter of Beta Theta Pi under its own charter, but with such restrictions, limitations or conditions as might be imposed by the party making the designation. The letter changing the designation shall list the deficiencies the chapter needs to correct and a timetable for correction. The letter shall also state the chapter is on notice more serious action may be taken if not corrected:

(1) *Definition of a Chapter On Probation:* A chapter placed on probation is (1) a chapter that has failed to meet or has had difficulty meeting the standards of a chapter of Beta Theta Pi, and (2) has been placed on probation by the General Secretary, the Board of Trustees or the General Convention.

- (2) *Definition of a Chapter Subject to Suspension:* A chapter designated as being subject to suspension is (1) a chapter that has failed to meet the standards of a chapter of Beta Theta Pi, (2) has been designated as subject to suspension by the General Secretary, the Board of Trustees or the General Convention, and (3) is determined, by the party making the designation, to have extremely serious deficiencies which threaten its ability to continue as a functioning chapter of Beta Theta Pi.
- c. Chapter Has No Authority to Operate Except as Allowed. Statutes in this section provide a chapter no inherent authority to operate as a chapter of Beta Theta Pi except for authority specifically granted by the party making the designation:
- (1) *Definition of a Suspended Chapter:* A suspended chapter is a chapter the charter of which has been suspended by the General Secretary, the Board of Trustees or the General Convention.
- (2) *Definition of a Chapter Under Reorganization:* A chapter under reorganization is one which is being reorganized under the order of the General Secretary, the Board of Trustees or the General Convention to determine which members are willing to follow the standards and principles of Beta Theta Pi. The charter of a chapter Under Reorganization shall, by virtue of such designation, be suspended. As a part of the reorganization some Collegiate Members may be designated as Alumnus Members under Chapter VIII, Section 1, Part B(a)(iii) and other disciplinary action may be taken with respect to members as provided in the Laws.
- d. Chapter Has No Authority to Operate. Statutes in this section provide a chapter may not operate as a chapter of Beta Theta Pi for any purpose and is not a chapter of the Fraternity:
- (1) *Definition of a Disbanded Chapter:* A disbanded chapter is one (1) the charter of which has been suspended and (2) the members of which have been ordered to disband. Said members shall be designated as Alumnus Members under Chapter VIII, Section 1, Part B(a)(iii), although other disciplinary or superseding action may be taken with respect to the members as provided in the Laws.
- (2) *Definition of a Revoked Chapter:* A revoked chapter is one that once existed but does not now exist because its charter was rescinded by the General Convention under the provisions of this Code. A revoked charter is not in the keeping of the Board of Trustees and the chapter designation is forfeit.
- C. *Who May Suspend, Reorganize, or Disband a Chapter:* The charter of any chapter may be suspended, the chapter may be ordered reorganized, or the chapter ordered disbanded by the General Secretary, the Board of Trustees, or by a 2/3 vote of the General Convention. The General Secretary may delegate to a District Chief the power to suspend the charter of a chapter in his district and shall review and may modify or reverse any action taken by a District Chief under this delegation of authority.
- D. *Who May Modify or Lift Designation:* A change in designation of a chapter may be appealed to the body modifying the designation or any higher body. If the appeal is denied the chapter may continue to appeal to higher authorities up to the General Convention. The General Convention supersedes the Board of Trustees. The Board of Trustees supersedes the General Secretary or District Chief.
- a. Appeals to the General Convention for a chapter's designation as suspended, under reorganization, or disbanded may be lifted by a two-thirds vote of the General Convention.
- b. The General Secretary, Board of Trustees, or General Convention when designating or modifying a chapter status may also provide that a chapter's designation be automatically modified or lifted if certain conditions are met and may specify who would make that determination.
- E. *Notice to Interested Parties of Certain Chapter Designations:* If a chapter's status is changed, notice of such change, the reasons, and notice more serious action may be taken if the deficiencies are not corrected shall be promptly sent by the Administrative Office to the parents of the Collegiate Members of the chapter, the chapter's advisors, the officers of the chapter's house corporation and such living alumni of the chapter as determined appropriate by the Board of Trustees. Notice may also be given to other parties of a chapter's designation as deemed appropriate under the circumstances.

- F. *Procedure for the Disbanding of Chapters:* The General Secretary or Board of Trustees shall designate discreet persons to work with the officers of the chapter's alumni and/or house corporation to carry out the details of disbanding a chapter, including obtaining the property of the General Fraternity, relocating of residents of the chapter house, and securing the chapter house.
- G. *Revocation of Charter:* The General Convention may revoke the charter of any chapter by a three-fourths vote. If the action is being taken at the recommendation of the Board of Trustees, the Chapter must have first received written notice of the recommendation.

The Bridge Builder

An old man going a lone highway
Came in the evening, cold and gray,
To a chasm vast, both deep and wide.
Through which was flowing a sullen tide.
The old man crossed in the twilight dim;
The swollen stream was as naught to him;
But he stopped when safe on the farther side
And built a bridge to span the tide.

“Old man,” said a fellow pilgrim near,
“You are wasting your strength in labor here;
Your journey will end with the closing day,
You never again will pass this way.
You’ve crossed the chasm deep and wide
Why build you this bridge at eventide?”

The laborer lifted his old gray head,
“Good friend, in the path I have come,” he
said, “There followeth after me today
A youth whose feet must pass this way.
This chasm which has been naught to me
To that young man may a pitfall be.
He, too, must cross in the twilight dim.
Good friend, I am building this bridge for him.”

— *Miss Will Allen Dromgoole*