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Alpha Tau Omega

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"THE FRATERNITY ADVISER"

In recent years, the problems of working with groups of young people have received a great deal of attention. Yet there remain many unknowns and uncertainties in connection with the development of workable partnerships between such groups and adults who may have occasion to work with them in an advisory capacity.

Among college fraternities, there are wide variations both in size and mode of operation. There is, nevertheless, a common foundation upon which these groups are built that is also shared by many other campus living or social groups not classified as fraternities. The common denominator that binds these groups together is the fact that each of them is organized to operate as a more or less autonomous unit in which the major responsibility for successful operation of the group as a group is carried by the members themselves.

The approach to the adviser-group relationship suggested herein would seem to be generally pertinent to most situations of this kind, although the discussion that follows is developed entirely around a fraternity chapter.

THE FRATERNITY CHAPTER

A fraternity chapter is primarily in the business of "growing" people. This expression is used in the same sense that one thinks of growing plants. The growing is actually done by the plant or the individual, but there is much that can be done to provide the environment necessary for healthy growth.

Most young men in college need many of the types of support and encouragement that their home environment previously provided. This is the type of need that a small fraternity living group is well qualified to meet. When functioning properly, such a group can satisfy simultaneously the dual needs of the student to "belong" and yet to retain a substantial measure of personal autonomy.

The well organized chapter is a pleasant and satisfying place to live. It also provides an opportunity to develop the close and enduring friendships that are so often mentioned in connection with such groups. Most of the problems of living and working with people occur in the normal course of living in a fraternity, and members learn through firsthand experience the necessary give and take.

The mere existence of a fraternity chapter, however, does not guarantee the realization of the values mentioned above. Such a group can do its members more harm than good if it is poorly organized or if its operating machinery is not in good working order. Development of the conditions within a
chapter necessary to promote the growth of the members as individuals is never an accident. Rather, these conditions can only result from purposeful and continuing effort on the part of many people. Most of this effort must come from the members themselves, but it can and should be supplemented by various interested parties.

One of these parties is usually the chapter adviser whose role, though difficult to define, is nevertheless of great potential importance to the welfare of the chapter. The following sections represent an attempt to arrive at a meaningful and constructive definition of this role as it relates to the continuing and ever-changing life of a college fraternity.

What are the duties of a chapter adviser? This is a difficult question to answer, since the role is undoubtedly structured in as many different ways as there are advisers and chapters. To a large extent, this is necessary and good. The individual pattern of teamwork between an adviser and his chapter must be tailored to the personalities of both parties.

Such a "tailor fit", however, need not be developed in a random fashion. It is highly desirable that the relationship be initiated and maintained with a clear sense of purpose and direction. This is possible only if the adviser has an understanding of the underlying nature and potentialities of his chapter. He must also have developed in his own mind a personal philosophy concerning the role he will attempt to play.

The following four premises are proposed as the basis for such a concept of the adviser's role:

1. The role is not static but dynamic. The adviser must continually adapt his activities to fit the ever-changing situation in the chapter.

2. A close working relationship between adviser and chapter is desirable. Such a relationship provides an opportunity for the adviser to serve as a unique combination of teacher, counselor, and friend.

3. The adviser should strive continually to help the chapter achieve maximum self sufficiency.

4. The adviser should be as interested in the members as individuals as he is in their collective welfare as a group.
In view of this fact, it is clear that an adviser's success is directly dependent upon his ability to sense the changing needs of the chapter both promptly and accurately. If he is to accomplish this, he must get to know the individual members of the group very well. The process of getting acquainted is, of course, equally important because it provides the members with the opportunity to learn to feel relaxed and at ease with the adviser and to gain a personal sense of the role that he is to play.

The adviser must also be mindful of the importance of making his help and support available in ways that do not interfere with the normal working machinery of the chapter. Seldom, if ever, should he intervene officially and accept personal responsibility for the execution of a task that is normally the responsibility of the group and its members. Such action constitutes real interference with the operation of the chapter and is seldom constructive except as an emergency measure. The adviser must recognize and accept the fact that his function is not to produce results directly. Instead, he must work through the members, always attempting to help them achieve for themselves the results they desire. This way they gain experience and self-confidence.

RELATIONSHIP WITH INDIVIDUAL MEMBERS

The adviser must be concerned not only with the chapter as a functioning group but also with the members as individuals. Through his continuing informal contacts, he is in an ideal position to serve the members as a counselor and friend on matters of a personal nature. This can often prove to be the area in which he makes his greatest contribution and finds his greatest personal satisfaction.

In order to open the way for such opportunities to develop, the adviser must make every effort to gain the confidence of the individual members and to give evidence of his interest in them as people. Although he will inevitably develop closer personal ties with some more than others, he must endeavor to make certain that his availability to all members is not influenced by these ties. He must also be meticulous at all times about preserving the confidential nature of personal matters.

An adviser's approach to the chapter is of obvious importance. However thoughtful and sincere his intent, it is valueless unless it can be expressed in ways that are readily understood and accepted by the members.

A relaxed and unhurried approach on the part of the adviser almost always yields the best results. A good deal of the time spent with the chapter can be profitably devoted to spur-of-the-moment contacts with the individual members. Such informality makes it easy for them to take the initiative in the relationship and encourages them to call upon the adviser for the sort of help that he is best qualified to give.
This is not meant to suggest that the adviser must limit himself to a random sort of existence in which he has no power to assume the initiative. Quite the contrary. If he is in sufficiently good touch with what is going on, he will often have matters on his mind that he needs to discuss informally with various members. And if he has laid the groundwork well, it should be easy for him to approach individuals in the chapter on a wide variety of matters and to engage with them in a very frank exchange of opinion. In fact, it has been the writer's experience that an adviser can feel free to argue strongly on occasion for his point of view, so long as the members feel no accompanying pressure to bow to authority or to the wisdom of experience.

PARTICIPATION IN CHAPTER MEETINGS

Once in a while, the adviser may have to communicate with the chapter as a whole. Formal meetings of the chapter are usually suggested as the best vehicle for such communications. In such meetings, informal discussions on a man-to-man basis are not possible. Here the adviser is speaking for the record and must weigh his words carefully. What he says is usually accorded a great deal of weight by the members and can have very profound effect upon the chapter's deliberations.

This method of communication should be used very sparingly and that indiscriminate participation by the adviser in the formal debates within the chapter constitutes an unwarranted interference with the operation of the group.

Earlier reference was made to the adviser as a teacher. This aspect is indeed important, although it is most difficult to say exactly how one should go about it. What teaching the adviser does is usually on a very informal basis.

In his conversations with members, the adviser is constantly presented with opportunities to turn their thinking into new channels and to challenge them to think constructively about the problems that confront them. The objective, of course, is to think with the member and not to "tell" him, but this is often easier said than done. As with other kinds of teaching, there is no substitute for practice.

In his desire to teach, the adviser should not overlook the power of a good example. He is constantly under observation in his work with the chapter, and he must be able to demonstrate at least fair success at practicing what he preaches. For instance, he probably will not make much progress in encouraging members to live up to their commitments to one another unless he is meticulous about fulfilling his own promises to the group. Although it is not possible to gain a meaningful measure of the impact that an adviser may have upon his chapter through the example he sets, it is undoubtedly one of his most powerful tools.

One final guidepost of great importance is the need for the adviser to approach his work consistently from the positive side. His mission is to help and not to criticize, and it is seldom that a negative approach of any kind accomplishes much that is worthwhile. So long as the members feel that
the adviser's role is in support of their own efforts they will welcome his help. But when he begins to criticize or to take sides -- or to press for sudden drastic changes -- his relationship with the members is immediately weakened and his effectiveness decreased. Here, also, there are certain necessary exceptions. But there is strong evidence to suggest that only a positive approach will bring constructive results.

Up to this point, little attention has been given to the adviser's personal limitations. Yet these are important. First among these are the unavoidable limits upon the time and energy that he can devote to his work with the chapter. For him, as well as the chapter, this is an extracurricular activity, and it must be treated as such. Generally, he must give the majority of his attention to other matters such as his family and his job. He will also have other outside interests.

If the adviser is to live comfortably within these limits, he must learn not to be a perfectionist. Often, he must be willing to accept a little progress as better than none. He also must not fret unduly if the level of accomplishment on the part of the chapter is not always what he feels it might be. There are far too many variables for him to contend with. And even if he could, it wouldn't be a good idea.

Once a solid relationship has been established, it is probably safer to err a bit in the direction of being available too little rather than too much. There is always a possibility that the adviser who is overly conscientious will become so involved with the chapter that he loses his perspective -- and thereby greatly diminishes his usefulness. Then, too, an adviser can never afford to become such a fixture in the daily life of the chapter that the members take him for granted. In such a situation, the point of diminishing returns has long since been passed. The right sort of balance is unquestionably difficult to achieve and probably can be determined in any given situation only by a trial and error approach.

THE ADVISER AS A HUMAN BEING

In analyzing the role that an adviser can play, it is important not to put so much emphasis upon the needs of the chapter that the adviser's own human needs are overlooked.

No adviser can be effective for long unless he finds pleasure and satisfying self expression in his work. He must be free to be himself, relaxed and at ease, and free also to exercise his human right to make occasional mistakes. The members must never be encouraged to look for perfection in their adviser. To do so is to invite unnecessary difficulties.

The adviser-chapter relationship is a team effort toward a common goal. In keeping with this philosophy, it is essential that the members make a conscious effort to adjust to the adviser even as he is adjusting to them. This must be intentionally encouraged by the adviser in various ways, since it may not otherwise occur to the members that there is anything they can do to help. Neither is it certain to occur to them that the adviser, too, needs an occasional pat on the back. Too often, he is thought of by the members
as a sort of self-energizing perpetual motion machine that will always keep going no matter what happens. Not that they don't appreciate his efforts. They do. But they are apt to be amazed to find that the adviser cares very much about what they think of his work.

The adviser must do his best to convey to the members an understanding of his personal philosophy of the adviser-chapter relationship. He should also find ways to share with them some of the perplexities that he faces so that they can better understand the delicate and complex nature of his assignment. This sort of communication can take place only after a considerable amount of groundwork has been laid, but it is an essential ingredient if the full potential of the relationship is to be realized.

CONCLUSION

The role of fraternity adviser has proved most challenging -- and at times most perplexing. Much is demanded of a man who earnestly pursues this role, but much is given him in return.

The preceding sections have outlined a philosophy of approach that has proved sound in practical application. Much remains unknown, however, and this approach is not proposed as a panacea. The foregoing discussion will have served its purpose if it succeeds in stimulating the thinking of others who find themselves cast in advisory roles similar to the one described.
SELECTION AND QUALIFICATIONS

The CHAPTER ADVISER should be a brother who is considered to be fair-minded, just, tactful, patient, and considerate of the feelings of others.

In addition, the following factors are pertinent to the selection of a CHAPTER ADVISER:

1. He should reside in, or near the college community, since he cannot function effectively except by frequent personal contact.

2. The CHAPTER ADVISER should be able to devote a reasonable amount of time to the chapter activities. (An alumnus extremely active in community and civic affairs often cannot do justice to the responsibilities of an adviser.)

3. He should be able to attend as many chapter meetings as possible and take the initiative in offering advice when it seems desirable to do so.

4. The CHAPTER ADVISER must be a brother who is respected, depended on, and trusted by the undergraduate chapter.

5. He should like and enjoy associating with young men of college age.

6. The CHAPTER ADVISER should have a working knowledge of chapter and fraternity operations and Interfraternity developments on the college campus.
CONSTITUTIONAL AMENDMENTS

(Enacted by 50th Congress, Portsmouth, N. H., August 30–September 2, 1970; ratified by chapter vote October 15, 1970)

Article IV, Section 4. Chapter Advisor Duties. The Chief of Province shall, with the advice of the chapter, appoint one Chapter Adviser for each chapter in his Province. Preferably, this adviser should be a resident of the college community where the chapter is located and should also be an alumnus of the Fraternity, although in exceptional situations, he may be a non-member of this Fraternity.

The duties of the Chapter Adviser shall include, but need not be limited to, the following: (a) to assist the Province Chief; (b) visit the chapter at least every two weeks, if possible; (c) attend chapter meetings, pledging ceremonies and initiations as often as possible; (d) counsel and advise the officers and members of the chapter; (e) guard and protect the interests of the Fraternity on the campus in its relations with other fraternities and with the college authorities; and (f) work with the chapter to promote alumni interest and activities. (g) The Province Chief may delegate in writing to the Chapter Adviser, the authority to approve pledges for initiation as provided in Article VI, Section 6 of the Laws.

Article IV, Section 5. Chapter Adviser Term. The term of office of the Chapter Adviser shall be for two years unless sooner relieved by the Province Chief. He may, at the option of the Province Chief, with the advice of the chapter, be reappointed.

Article IV, Section 6. Additional Advisors. The Chief of Province may, with the advice of the Chapter Adviser, appoint additional advisers to assist the Chapter Adviser in his duties.

Article IV, Section 7. Faculty Advisor. Each chapter shall elect with the approval of the Province Chief, a Faculty Adviser, if not provided by the institution, whose duties shall be to guide and counsel the scholarship program of the chapter.
THE ROLE OF THE CHAPTER ADVISER

To begin to define the specific role of a chapter advisor is a difficult task. The role is structured in as many ways as there are advisers and chapters. The pattern of teamwork between an adviser and the undergraduate chapter must be individually tailored to the personalities and needs of both parties.

Some guidance is necessary, though, in developing such a relationship. The following suggestions are offered to assist the CHAPTER ADVISER in determining his role within the chapter.

1. The CHAPTER ADVISER should strive continually to help the chapter become as self-sufficient as possible. The adviser will perform his greatest service by inducing the men of the chapter to do for themselves what they should. It is the task of the active members to operate the chapter. An adviser who attempts to remove this responsibility from the undergraduate deprives him of an important educational experience.

2. He should be able and willing to offer counsel and experience when it is deemed appropriate. No effective adviser would view his position as a passive one -- offering comment only when asked to do so.

3. The CHAPTER ADVISER must view the entire fraternity experience as an educational opportunity for those invited to join. He must further recognize that the chapter is a part of the educational institution at which it is domiciled.

4. He must remember that the Fraternity is attempting to build men, not necessarily attempting to develop the "perfect chapter." Such a philosophy calls for the avoidance of dictating or decision-making by an adviser. He must fully understand that by taking direct action too frequently he will soon find that the chapter will become increasingly dependent upon him as they assume less responsibility and initiative.

5. The CHAPTER ADVISER should view himself as providing an element of continuity in chapter operations and activities. With the rapid turnover of chapter members and chapter officers the CHAPTER ADVISER and housemother are often the principal sources of continuity in the undergraduate organization.

6. He should be aware that one of the adviser's strongest devices is his own example. The adviser is under continual scrutiny from the chapter members and he must demonstrate adherence to the practices which he and the fraternity advocate. The adviser must live up to his own commitments before he can expect the brothers to do likewise.

7. The CHAPTER ADVISER must realize that his role is a dynamic one -- one that must continually be reshaped if there is to be an effective chapter-adviser relationship.

8. He should be just as interested in the members as individuals as he is in their collective welfare as a group.
THE ADVISER AS A COUNSELOR

An effective CHAPTER ADVISER will not only be concerned with the functioning of the chapter as a group, but with the members as individuals. Through his informal contacts he is placed in an ideal position to serve members as a friend and counselor. The problems he will face in this area will not always be easily solved, but the personal satisfaction and rewards will be numerous.

The initiative in developing such a relationship with the individual members must be provided by the adviser. He should make every effort to gain the confidence of the individual members and to give evidence of his interest in them as individuals.

In this respect, it is important for the CHAPTER ADVISER to realize that in the role of counselor, he is most effective as a listener. In many situations, the need of the members is to "blow off steam" or to think out loud with someone who offers a listening ear, support, and understanding.

The purpose of such a counseling relationship should be to help the member understand himself and gain confidence in his own ability to make decisions and choose his goals wisely. For this reason, advice-giving or telling a member what to do in most cases is not helping the student learn to help himself.

As a counselor then, the CHAPTER ADVISER should not attempt to dictate a course of action; sometimes he may suggest alternative courses of action, or he may help the members recognize the various aspects of a question.

By way of summary, then, the adviser's role as counselor should involve:

1. Developing the kind of relationship within the chapter which will gain respect and confidence of the members.

2. Having the ability to listen with sensitivity and a minimum of injection of his own ideas.
THE MULTIPLE ADVISORY SYSTEM

In recent years, many chapters have developed a multiple advisory system to assist in administering the complex activities of the modern collegiate chapter.

A multiple advisory system involves several alumni, each assigned to a specific area of operation co-ordinated by the CHAPTER ADVISER. While it is advantageous for the various advisers of the Chapter to be specialists in their assigned phases of chapter administration it is not necessary.

The multiple advisory system offers opportunities (a) to involve several alumni in the operations of the chapter, (b) to provide an abundance of experience and counsel in the diverse activities of the chapter, (c) to arrange a schedule of attendance at chapter and executive committee meetings, thus dividing the responsibility.

Following is an outline of suggested advisory positions and the general and specific duties involved in each. Advisers can be selected to serve in any area of activities essential to the operation of the Chapter. The list below can, and must be expanded and adapted to fit the needs of each individual Chapter.

CHAPTER ADVISER

Generally: To synchronize the activities of all the Chapter's advisers, and to maintain a broad interest in Chapter activity.

Specifically: a) To add dignity to the ritual.

b) To develop loyalty to the College and the fraternity.

FINANCIAL ADVISER

Generally: To assist and advise in the management and operation of the Chapter's Financial Affairs.

Specifically: a) To assist in the drafting of the annual Chapter budget.

b) To assure that the proper methods of bookkeeping are employed, and to assist in handling same.

c) To assure that the books are properly audited.

d) To advise on all Chapter and kitchen purchases, making certain that all wholesale connections within and without the alumni organization are made available and utilized by the chapter.

e) To review with WKE accounts receivable and payable.
ALUMNI ADVISER

Generally: To promote, encourage, and maintain good alumni relations among members of the active Chapter, the alumni of ATO and the public at large.

Specifically: a) To assist in the maintenance of the alumni rolls and to assure the same are kept up to date and complete.
   b) To advise on matters concerning public relations in general.
   c) To assist in the publication of an alumni newsletter.
   d) To assist in the planning of such affairs as alumni banquets, homecoming, receptions, Founder's Day, etc.
   e) To stimulate alumni interest in the active chapter.
   f) Parents Day, Mothers Day.

SCHOLARSHIP ADVISER

Generally: To promote, encourage and stimulate scholastic improvement within the chapter.

Specifically: a) To assist in the preparation and planning of the pledge education program.
   b) To assist in the organization and operation of a specific study program.
   c) To co-ordinate local scholarship activities with the National Scholarship Director.
   d) To give counsel to those members and pledges having academic problems.

RUSHING ADVISER

Generally: To assist in the planning and organization of all rush activities.

Specifically: a) To assist in the solicitation from alumni and friends information concerning prospective rushees and freshmen.
   b) To assure the Rushing Committee has planned well its strategy of operations for rush season.
   c) To advise during the processing of rushees.
   d) To encourage alumni attendance of rush functions if that be the wish of the chapter.
HOUSE ADVISER

Generally: To assist in the general supervision of the maintenance and upkeep of the Chapter house and the property thereof.

Specifically: a) To supervise summer and interim maintenance and repair projects.

  b) To assure that periodic inspections of the chapter house and properties are conducted.

  c) To act as co-ordinator in the planning and preparation for any changes or renovations to the Chapter House.
THE UNDERGRADUATE CHAPTER

The following sections are intended to provide some basic guideposts for the CHAPTER ADVISER as he becomes involved with the operations of the undergraduate chapter.

WORKING WITH THE OFFICERS

The CHAPTER ADVISER should cultivate a close relationship with the President and the executive officers of the chapter. This will offer the opportunity to discuss major and minor problems as they arise, as well as opening a channel of communications with the planned activities of the chapter. Each of the key chapter officers should be invited and encouraged to seek the counsel of the chapter adviser at any time. It is also wise to establish rapport with the chapter housemother as she can often prove to be very helpful in sensing the mood and morale of the chapter. She might also provide some insight into the degree of success being experienced by the adviser.

CHAPTER MEETINGS

Although one might consider it essential that the CHAPTER ADVISER attend every chapter meeting, some advisers feel that attendance at every other meeting provides the chapter with a greater appreciation for the adviser's contributions. The adviser should definitely know what occurred at every meeting.

The adviser should feel free to offer comments to the chapter concerning business being discussed at the meeting and should not feel that it is necessary to be asked his opinion in order to participate. Although it is not recommended that a CHAPTER ADVISER become an "active participant" at each chapter meeting, he should offer comments only at such times as he considers appropriate. Certainly the chapter meeting is the proper time to convey any formal statements or communications to the chapter.

THE EXECUTIVE COMMITTEE

Many advisers have found it profitable to be included in sessions of the Executive Council or Committee. Such a group is usually composed of the key chapter members who are involved in the day-to-day operations of the chapter.

It is easier for the adviser to establish rapport with a smaller group and to call to the attention of this group the subjects he feels need special consideration. Having the adviser as a member of the Executive Committee also provides the leaders of the chapter with an appropriate opportunity to suggest ways the adviser might be of greater assistance.

It is strongly recommended that the CHAPTER ADVISER attend the scheduled meetings of the Executive Council.
AVAILABILITY

In order to do justice to the position of CHAPTER ADVISER an alumnus must be able to devote several hours of his time each month to the fraternity. This includes attendance at meetings, periodic visits to the chapter and representing the fraternity to the University.

Certainly the adviser should not be expected to be at the "beck and call" of the chapter, nor should he expect to be called upon merely when the chapter is in trouble.

An effective chapter adviser will let the chapter know that he is available for consultation as the chapter deems necessary and that he will gladly and enthusiastically assist them in any way appropriate.

ELECTIONS

It is wise to avoid becoming entangled in chapter politics of any sort. The formation of cliques or subgroupings appears to be a normal occurrence in most chapters. The CHAPTER ADVISER should cautiously avoid becoming identified with or aligned with any such groupings.

At times, this aspect of the adviser's job can be somewhat frustrating, but the effective adviser must work with the choice of the chapter following each election.

ACCEPTING RESPONSIBILITY

The CHAPTER ADVISER must always keep in mind the importance of making his support and assistance available in a manner that does not interfere with the normal operation of the chapter. Seldom, if ever, should the adviser accept responsibility for the execution of a task that is normally the responsibility of the group and its members. The adviser must be cognizant of the fact that his function is not to produce results directly, but to help the chapter members achieve for themselves their goals and ambitions.
THE MANY FACETS OF FRATERNITY ACTIVITY

In addition to his responsibility to the chapter, the CHAPTER ADVISER will find that he has many agencies with which he must work—the alumni, the college or university, the General Headquarters, the Province Organization.

The following section has been prepared as a guide for working with these various elements of fraternity activities.

RELATIONS WITH THE UNIVERSITY

In his position as the adult representative of the fraternity in the campus community, the CHAPTER ADVISER is an effective liaison between the chapter and the college administration. Often, the college will want to make a proposal through the adviser or, in some instances, the chapter will want to ask the adviser to assist them in working out some problem with the administration.

In any event, an adviser who maintains a close and personal relationship with key members of the college administration staff will find himself in an excellent position to be of service to the fraternity and the institution.

Frequent contact with college officials should be part of the adviser's responsibility. In this respect, he should always feel free to discuss chapter problems with the Dean of Men or Adviser to Fraternities for such professional personnel are trained to work with the problems of students and student groups.

An adviser should count on college officials for support and assistance for they have a direct interest in the welfare and activity of the chapter.

RELATIONS WITH ALUMNI

As an alumnus representative of the fraternity in the community a CHAPTER ADVISER may find himself badgered by well meaning alumni suggesting "how the Chapter should be run." Although no suggestion can be provided to assist an adviser in such a situation, some thought might be given to cultivating their interest and channeling it in the direction of the alumni association or as a member of the adviser staff if a multiple advisory system is employed.

Frequently the CHAPTER ADVISER will be contacted by alumni during the rushing season in order to receive recommendations and referrals. Most effective advisers strongly recommend that the CHAPTER ADVISER avoid attempting to influence the membership selection practices of a chapter in behalf of alumni. Such action can often impair the adviser's relations with the chapter.
It is suggested that the adviser merely refer all rushing recommendations to the appropriate officers of the chapter and suggest that special courtesies be extended to such legacies or favored freshmen.

Remaining silent during the rush season can be a trying experience for a CHAPTER ADVISER, but his silence may assure his future success.

THE NATIONAL FRATERNITY

The National Fraternity views the CHAPTER ADVISER as a key element in the organizational pattern of the fraternity. Every attempt will be made to keep the adviser abreast of developments in fraternity policy and in communications with the active chapter.

Periodically a representative of the National Office will visit the campus to assist the chapter and to provide the General Headquarters with a detailed report of operations. The CHAPTER ADVISER should make every effort to assist the National representative by acquainting him with the chapter's programs and policies, as he is often in a position to provide a positive comment or suggestion on each situation.

CHAPTER ADVISERS are encouraged and invited to attend all congresses of the fraternity and the Chapter Officers Leadership Conference (COLC). Both are instructive and enlightening experiences for undergraduates and advisers alike. Attending the COLC will make the adviser more effective in his position and provide him with a greater understanding of fraternity operations.

The CHAPTER ADVISER is urged to contact the General Headquarters at any time for assistance or advice in any area of chapter operations or activities.
A Secret Set of Rules:
"How to Survive . . ."

Editor’s Note: President Londrum R. Bol-ling of Earlham College, Richmond, Ind., wrote the following for The Earlhamite Magazine. It appeared in the 1970 Magazine and is reprinted here with the permission and "all good wishes" of Dr. Boling.

For some time now I have been compiling my own secret set of rules on "How to Survive and Be Happy Though Surrounded by College Students." I pass them on to the Earlham alumni family, not as an infallible guide, but as a set of suggestions for the preservation of civility and sanity. Here they are:

1. Listen. You won’t learn much from young people if you do all the talking. You’ll be surprised at how much sense they talk, however senseless they may look.

2. Keep smiling. A large percentage of us of the older generation unconsciously or deliberately glare, sneer or frown when we look at college students. Most of them are remarkably perceptive; they know when we’re hostile. It is difficult for most people, young or old, to communicate with others who are clearly antagonistic.

3. Don’t ask them why they look the way they do. If they can’t explain it to their parents, they can’t explain it to you. Anyway, they don’t really know.

4. Don’t tell them how hard and how joyfully you worked in your youth. Theirs is a different world: they have no conception of the world through which we lived in the Depression and in World War II and little curiosity to learn about it. Sad or wrong, but it’s true.

5. Level with them. They are amazingly open and honest, if you approach them in a spirit of openness and honesty. And there’s little or nothing you can’t talk about.

6. Don’t try to be one of them. Among the most pathetic creatures over 30 are those synthetic adolescents who try to dress, talk, act and look like college students. Oh, there’s an occasional middle-aged folk singer who can get away with it. Most of the rest of us, on or off the campus, can’t.

7. Share with them your own highest hopes and finest purposes. It will surprise and delight them to discover that plenty of old people are idealists too. They have been fed too much nonsense about the lack of social purpose among their elders.

8. Believe in them. They’ll sense it when you do. And, as in all generations, they will respond, eventually, to that belief.

The Palm/December 1970