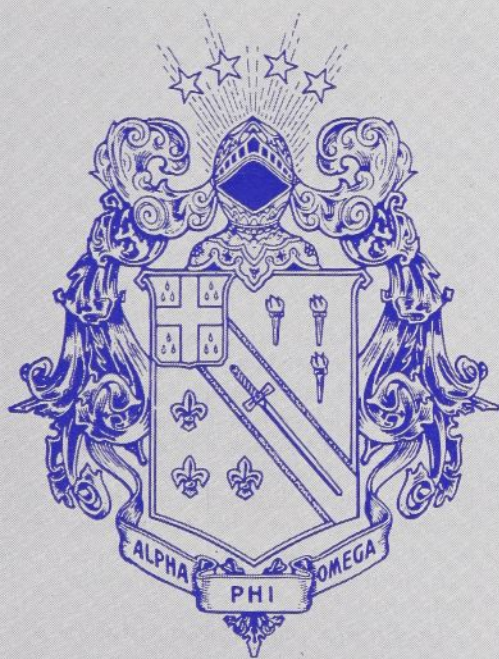


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THE PRESIDENT'S JOB IN LEADERSHIP DEVELOPMENT

by Frank A. Ward, II

Past President, Kappa Mu Chapter
The Johns Hopkins University

Effective service is the result of careful planning, coordination, guidance and inspiration.

The development of leadership potential is one of the most important duties of the chapter. Only effective leaders can create the group participation needed to carry on a complete service program.

This leadership potential is discovered and developed by the chapter's pledge program, its committees and its officer structure.

Job of President

The chapter President is the most important officer in the leadership development process.

He has two major functions: (1) He directs and coordinates, through conferences with his officers, the committees and the Executive Committee. (2) He guides and inspires through his relations with the individual Brothers and with the chapter as a whole.

By thorough discussion of the duties of each office with that particular officer, the President begins his term by establishing a format of chapter organization. He knows what each officer may be expected to do and each officer knows what and how to perform his duties.

By "organizing his house" the President eliminates the likelihood of misunderstandings which might stunt the leadership development which he plans to effect.

His discussions with the pledgemaster are of particular importance and will serve to exemplify this process.

Purpose of Pledge Program

The pledge period provides an excellent opportunity to discover potential leadership and to begin its development.

The President, by working with the Second Vice-President (Pledgemaster) and the Membership and Rushing Committee, can help establish appropriate goals geared to the purpose of leadership development.

The effective pledge program develops a feeling of unity of purpose among the pledges, not only between themselves, but with the Brothers as well. It should be a period of sufficient

length and depth to firmly entrench the meaning and feeling of the Fraternity as a body for service and fellowship.

The pledge must come to know the true place of the ALPHA PHI OMEGA chapter on the campus, the constitutional operation of the chapter, the chapter's actual place on the campus and the shortcomings of his particular chapter.

This may be achieved by careful instruction, informal discussion and by placing each pledge on chapter and pledge class committees.

New Brothers are uniquely able to see shortcomings provided that they are properly instructed. They are not chained by ill-chosen prejudices and habits. These "wide-eyed idealists" become an active force, rectifying the wrongs and maintaining or bettering the rights present.

The President, then, helps the Pledgemaster start the brotherhood on the right foot by helping to develop goals that will spark leadership growth from the very beginning.

Use of Committees

The President discovers and develops leadership potential by similar discussions with the Chairman of the Service Projects Committee. This committee performs an important service to the chapter by eliminating unsuitable projects.

The President helps create opportunities for leadership development by helping the Service Projects Committee Chairman find new and varied projects. A program characterized by menial or by "traditional" projects will hurt the chapter. Brothers will tend to become inactive, not having adequate opportunity for original thinking.

A bored brotherhood is an unhealthy brotherhood!

The President develops leadership in coordinating the Fellowship Committee. Here his major function in relation to leadership is to provide the proper climate for its development. He must see that the proper mixture of social and service projects are planned and executed properly.

Leadership will develop faster when the potential leader enjoys the pro-

(Continued on page seven)

HOW IS YOUR FUND RAISING?

by Gerald M. Plessner

Past President, Epsilon Epsilon Chapter

TORCH AND TREFOIL has carried a number of articles on the Ugly Man Contest and other ALPHA PHI OMEGA fund-raising projects and its relation to the program of the Fraternity.

All of our chapters conduct some sort of project to raise funds for one cause or another. It is important that, before we start on an activity as vital as the securing of money from others, we should understand some of the basic principles involved in successful fund raising.

In the ALPHA PHI OMEGA chapter, money is raised for three causes:

AN OUTSIDE AGENCY — Any worthwhile organization involved in its own service program such as C.A.R.E., Red Cross, The New March of Dimes, a Community Chest or United Fund or World University Service.

A SPECIFIC CHAPTER PROJECT — Conducted by the chapter itself, such as a Thanksgiving or Christmas charity program for needy families or a children's home, a scholarship fund or a campus improvement program.

THE CHAPTER PROGRAM — In this category we will include every other activity, service and otherwise, that the chapter is involved in.

Raising Funds for Other Agencies

There are certain characteristics peculiar to this type of project:

A Good Cause

The reason for your effort to raise funds must be vital and worthwhile in the mind of your public. The agency that you are raising money for must be above reproach and their activities should be known to the people that will be asked to give their time and money.

Of course, your publicity will further build this image but a basic image is absolutely necessary. Any of the national health, charity or service organizations fill this qualification, but before your chapter endorses *any* outside organization you should do some of the following research:

1. Obtain an annual report and promotional literature from the national headquarters of the organization.

Gain an understanding of their pro-

gram—how they operate and exactly what they do. You are going to ask people to give money for this organization's use. You had better know exactly what will be done with that money! For this purpose the annual report is extremely valuable.

2. Find out who the national leaders of the organization are. Who are the important people that endorse this program?

3. Find out who the local leaders are. This is particularly important if you are leaving the campus to secure funds in the community or if you are raising money that will be used locally.

4. Gain some idea of the organization's standing locally. How effective is their program. Does the public feel that the money donated to this organization is used to best advantage?

5. Find out how the people on your campus feel about the organization. Good feelings may be completely self-evident or actual hostility may exist. In either case you must have some idea as to how people feel for a number of reasons.

You may, after careful consideration, change causes. A particular organization may just not be for your public. Then, too, you need some idea of public opinion in order to decide on the amount and kind of publicity that will be needed.

6. Find out if ALPHA PHI OMEGA has ever raised funds for the organization and what experience was had. A letter to the Fraternity National Office will supply this information.

Involvement

In order to be as successful as possible, you need to get as many people as possible involved in your program.

This is the reason for the success of the Ugly Man Contest. It gets a vast number of people into the picture. They become involved in friendly and enjoyable competition and they then go out and ask others to give.

There are a number of ways of getting involvement. To list two:

1. Organize your chapter into a number of committees related to the event (Publicity, Physical Arrangements, Prizes, Contestant, Accounting, Follow-up, etc.) getting every Brother and pledge into the picture.



While searching for the Ugly Man on the University of Kansas City campus, ALPHA ETA CHAPTER did not overlook the more beautiful side of the situation. Miss Lynn Thompson was selected by the student body as the "Beauty" for the annual "Beauty and the Beast Dance," making her Alpha Eta's Sweetheart. The dance was the climax of a two-week contest to raise money for Missouri School No. Nine for Retarded Children. When the voting was finished, Alpha Eta Chapter had \$450.00.

At the intermission of the dance, President Don Emler received the Thomas H. Whitaker Service Award for outstanding service to the chapter. Also Dr. Ryan, Chairman of the Advisory Committee, received from Richard Hardy, Presidential Representative, a certificate for twenty-five years of service.

2. Develop a system of getting other campus organizations involved in the collection of funds. Offer prizes, plaques, cups or any small and appropriate award in order to develop the necessary competition.

Good Collection Method

Your collection organization should be such that it will cover every corner of your public and give every person an opportunity to donate. If a person is reached by the publicity he should be reached by your collection.

Publicity

A well-coordinated, complete, effective and imaginative publicity program is an absolute necessity. It has a number of parts:

A COMPLETE PLAN — Map out your plan of attack. When will the

(Continued on page seven)

SEMESTER MEMBERSHIP PLAN

The SEMESTER MEMBERSHIP PLAN has been created in order to give the Second Vice-President and the Membership Committee a definitive outline of the jobs that must be done in order to guarantee a successful membership and rushing program. Start now for next semester.

INSTRUCTIONS

1. Write in ACTUAL DATES. (Start at Pledging Ceremony and work both ways.)
2. Look over your job. (Under WHO DOES?)
3. Make sure that every job is assigned to a specific person.
4. Do your job on or before its date and check it off when it's done.

PHASE "A"

ACTUAL DATE	SUGGESTED DEADLINE DATE	WHO DOES?			WHAT'S TO BE DONE?	INITIAL WHEN DONE
		MEMB. COMMI.	2ND V. PRES.	BROTHERS		
_____	-45 to -16 (Figured back from date of Pledging Ceremony)				DEVELOP A PROSPECTIVE PLEDGE LIST. Census Cards at Registration. Lists of Old and New Students. Prospect's Names Turned In by Brothers. Faculty, Alumni, Scouting People are Asked for Sug- gestions.	_____ _____ _____ _____ _____
_____	-35				MAKE SURE OF DATE AND PLACE OF RUSH MEETING (see SUGGESTED RUSH MEETING PROGRAM) Start Lining Up Program Promote Attendance of Brothers	_____ _____ _____
_____	-35 to -28				ARRANGE PUBLICITY. School Newspaper School Radio and TV Other Media Start Poster Preparations.	_____ _____ _____ _____
_____	-28				ORDER ALL MATERIALS FOR RUSH MEETING AND PLEDGING CEREMONY FROM NATIONAL OFFICE (see ORDER BLANK. QUESTIONS & ANSWERS Pamphlet PLEDGE MANUAL RITUAL MANUAL TORCH & TREFOIL (Back Issues) Open Meeting Posters Pledge Applications Necessary Invitations.	_____ _____ _____ _____ _____ _____ _____
_____	-16 to -8				HAVE RUSH MEETING ANNOUNCED IN MEETINGS OF EVERY SORT. Social Fraternities Dormitories College Assemblies	_____ _____ _____ _____
_____	-16				PUT UP POSTERS.	_____

ACTUAL DATE	SUGGESTED DEADLINE DATE	WHO DOES?			WHAT'S TO BE DONE?	INITIAL WHEN DONE
		MEMB. COMMI	2ND V. PRES.	BROTHERS		
_____	-1				SET UP PLEDGING CEREMONY SCENE	_____
_____	0				THE PLEDGING CEREMONY. (Location _____) Brother Brings Pledge Collect Pledge Applications and Fees	_____ _____ _____

PHASE "B"

_____	1 (Figured forward from Pledging Ceremony)				PLEDGE TRAINING STARTS. (Locations _____) Announce all Dates for: Meetings Tests Chapter Activities Elect Pledge Class Officers. Set Up Pledge Class Activities. Check on All Speakers for Pledge Class.	_____ _____ _____ _____ _____ _____ _____
_____	54 to 63				START INITIATION ARRANGEMENTS. Collect Applications and Fees Will There Be a Meal? Set Cost & Menu Order Honor Pledge Award, Jewelry & Other Awards Check on Place of Ceremony Invite Guests, Advisors and Speakers.	_____ _____ _____ _____ _____ _____
_____	71 to 77				START CEREMONY PRACTICE. Distribute Copies of RITUAL MANUAL	_____ _____
_____	71 to 77				ELECTION TO MEMBERSHIP. System of Evaluation Established Honor Pledge Selected What Will be Done for Dropped Pledges?	_____ _____ _____ _____
_____	-30 to -7 (Figured back from date of Initiation to Membership)				INITIATION INVITATIONS DELIVERED Personally is the Best Way. Applications and Fees Collected?	_____ _____ _____
_____	(As soon after the Election to Membership as possible)				INITIATION TO MEMBERSHIP. (Location _____) Physical Arrangements Set. Brother Brings Brother-to-be.	_____ _____ _____

TORCH AND TREFOIL

ACTUAL DATE	SUGGESTED DEADLINE DATE	WHO DOES?			WHAT'S TO BE DONE?	INITIAL WHEN DONE
		MEMB. COMMI	2ND V. PRES.	BROTHERS		
_____	-15				FINAL CHECK ON RUSH MEETING ARRANGEMENTS (see SUGGESTED RUSH MEETING PROGRAM) Speakers Decorations Guest Book Welcoming Committee Cigarettes Refreshments Entertainment	_____ _____ _____ _____ _____ _____ _____
_____	-14				2ND VICE-PRESIDENT STARTS PLANNING FOR PLEDGE TRAINING PROGRAM Calendar Set Tests Developed Speakers Lined Up Project Ideas Solicited	_____ _____ _____ _____
_____	-14				CLOSED CHAPTER MEETING (Location _____) Assign each prospect to a Brother for Personal Cultivation Promote Rush Meeting Attendance Remind Brothers of Their Job at the Rush Meeting	_____ _____ _____ _____
_____	-12				RUSH MEETING INVITATIONS DELIVERED. (Personal Delivery Is the Best!)	_____ _____
_____	-12 to -7				PROSPECTS PERSONALLY CONTACTED BY THE BROTHERS	_____ _____
_____	-7				THE RUSH MEETING (Location _____) Physical Arrangements Set Guest Book, Decorations, Literature, Refreshments, etc. Speakers Present Cigarettes on Hand Entertainment Set Pledge Applications Distributed as Desired (see SUGGESTED RUSH MEETING PROGRAM)	_____ _____ _____ _____ _____ _____ _____
_____	-6 to 0				PROSPECTS AGAIN PERSONALLY CONTACTED BY BROTHERS Questions Answered Applications Secured Appointment Made to Travel to Pledging Ceremony Together	_____ _____ _____ _____
_____	-6 to 0				PRACTICE PLEDGING CEREMONY Distribute copies of RITUAL MANUAL	_____ _____
_____	-5				PLEDGING INVITATIONS DELIVERED	_____ _____

PRESIDENT'S JOB

(Continued from page two)

gram. A program becomes more attractive when the Brothers enjoy working together, thereby transferring work into fun. A spirit of fellowship and association is effectively developed through a social program which augments a well-planned and worthwhile service program.

Use of Executive Committee

The President will find the Executive Committee a great asset in leadership development.

Basically a staff organization, the Executive Committee through regularly scheduled meetings, can help to discover weaknesses in the chapter program and leadership and suggest appropriate remedies.

The President can act upon these suggestions himself, or delegate the job to someone else, thereby aiding and supplementing the present leadership.

We have seen how the President can help develop leadership through discussion with the other officers and with the various committee chairmen. Through this discussion he outlines the objectives of his program and the means for attaining his objectives.

In constant touch with the Executive Committee, the officers and the various committee chairmen, he will discover trouble spots before they have developed and can attempt to nip them in the bud.

Development of the Individual

Having seen how the President has performed his functions as coordinator and director we can view his position from the other two functions of the leader.

His greatest opportunity to serve the chapter in the development of leaders lies in his direct contact with each Brother as an individual and with the Chapter as a whole.

The President must try to be the personification of the ideal Brother. Having coordinated and directed in his formal relationships with the official bodies of the chapter, he now guides and inspires by his attitude and performance. He may do this in two ways.

Use of Job Assignments

Once the Program Committee has scheduled the proper combination of old and new projects, the President appoints the chairman for each event.

The President should try to distribute chairmanships among as many Brothers as possible. His choices are primarily governed by past performances and by the interest and ideas demonstrated in preliminary discussion with the Chapter.

Inactive Brothers should be considered because they may be easily drawn back into active participation by the interest shown in them by the President.

By the President's careful choice, potential leaders will be given a chance to grow into recognized leaders.

The President also guides by listening to the ideas and problems of his Brothers. In accepting or rejecting these ideas he must state valid reasons for his decision.

By his helpful advice and friendliness, the President helps to unify the Brothers within the Fraternity. He inspires by his concern for the chapter, by his active participation in its program and by his attitude towards the goals of the Fraternity.

Use of Awards

A major method of inspiration is the use of awards. Everyone knows that someone who has done a good job as a chairman or as an officer deserves the thanks of his Brothers.

Unfortunately, this very important final step in leadership development is often overlooked in the rush of things.

Reward and recognition may take many forms. The informal individual or group "vote of thanks" is an excellent way to demonstrate appreciation for a job well done. The presentation of a distinguished service key or a token gift such as a gavel will perfectly serve the purpose.

By seeing that each Brother gets the proper recognition for his efforts, the President will have succeeded in making leadership positions attractive.

In summary, the President helps develop leadership in both a formal and an informal way. By giving direction and coordination he will help effect an active and worthwhile program of service and fellowship, thus clearing the way for leadership growth.

Through his guidance and inspiration the Brothers will develop by accepting leadership positions. The attitude generated by his actions will be infectious, leadership will continue to develop and a program of active and beneficial service will be the outcome.

FUND RAISING

(Continued from page three)

first newspaper story hit the public, and the second, and the third? When do posters go up? When will we ask the other organizations to become involved?

USE OF THE RECIPIENT ORGANIZATION'S PUBLICITY MATERIALS—Use their posters, pamphlets, news releases and other literature. They have professionals who are paid to create such material and you can bet that it is good. It's free too!

USE OF EVERY PUBLICITY MEDIA AVAILABLE—There are newspapers, radio, television, school assemblies, word-of-mouth campaigns, scoreboards, speaker trucks and many, many more.

In using newspapers remember that any editor is a busy man. Have a number of articles written for him to choose from. Give them to him at predetermined intervals. Make them varied, interesting and newsworthy.

One chapter has for years supported eight children through the Save the Children Federation. For eight weeks prior to their fund-raising event they ran an article each week on a different child in the campus newspaper. You can bet that that student body knows where its money goes!

In radio and television there are many opportunities for good publicity, particularly if there is a station on campus.

Get someone on the staff of the station interested in your cause and have him help you decide on what can be done and how to do it.

If you have a television station available find out if the national office of the recipient organization has a film that could be shown over that station.

If possible have a college assembly program devoted to your event. Make it a fun-filled program and if possible involve many people. If this is impossible be sure to have your event announced in every assembly for at least a month prior to the kick-off date.

A scoreboard can be very important. If you have the element of competition between organizations, it is a tremendous spirit-builder.

More suggestions on fund raising will appear in the Torch and Trefoil in October.



Alpha Phi Omega

National Service Fraternity

National President
WILLIAM S. ROTH
POST OFFICE Box 10,186
RALEIGH, NORTH CAROLINA

May 10, 1960

Dear Brothers:

As another school term draws to a close, I hope that you have had a meaningful year of scholastic achievement and fraternal accomplishment.

Your planning for next fall's Alpha Phi Omega's program should begin now. Start the development of a prospective pledge list, set the dates for your fall rushing early after your return to school, spread the word about Alpha Phi Omega to pre-college fellows at home, and think of service projects for next term. Read over the Semester Membership Plan article in this issue of TORCH AND TREFOIL.

This is also a good time to plan your participation in the 16th National Convention of Alpha Phi Omega which will be held on December 28-29-30, 1960, at the Benjamin Franklin Hotel in Philadelphia. Put aside some funds to help make the trip.

Above all, have a pleasant summer.

Faithfully yours,

William S. Roth
NATIONAL PRESIDENT