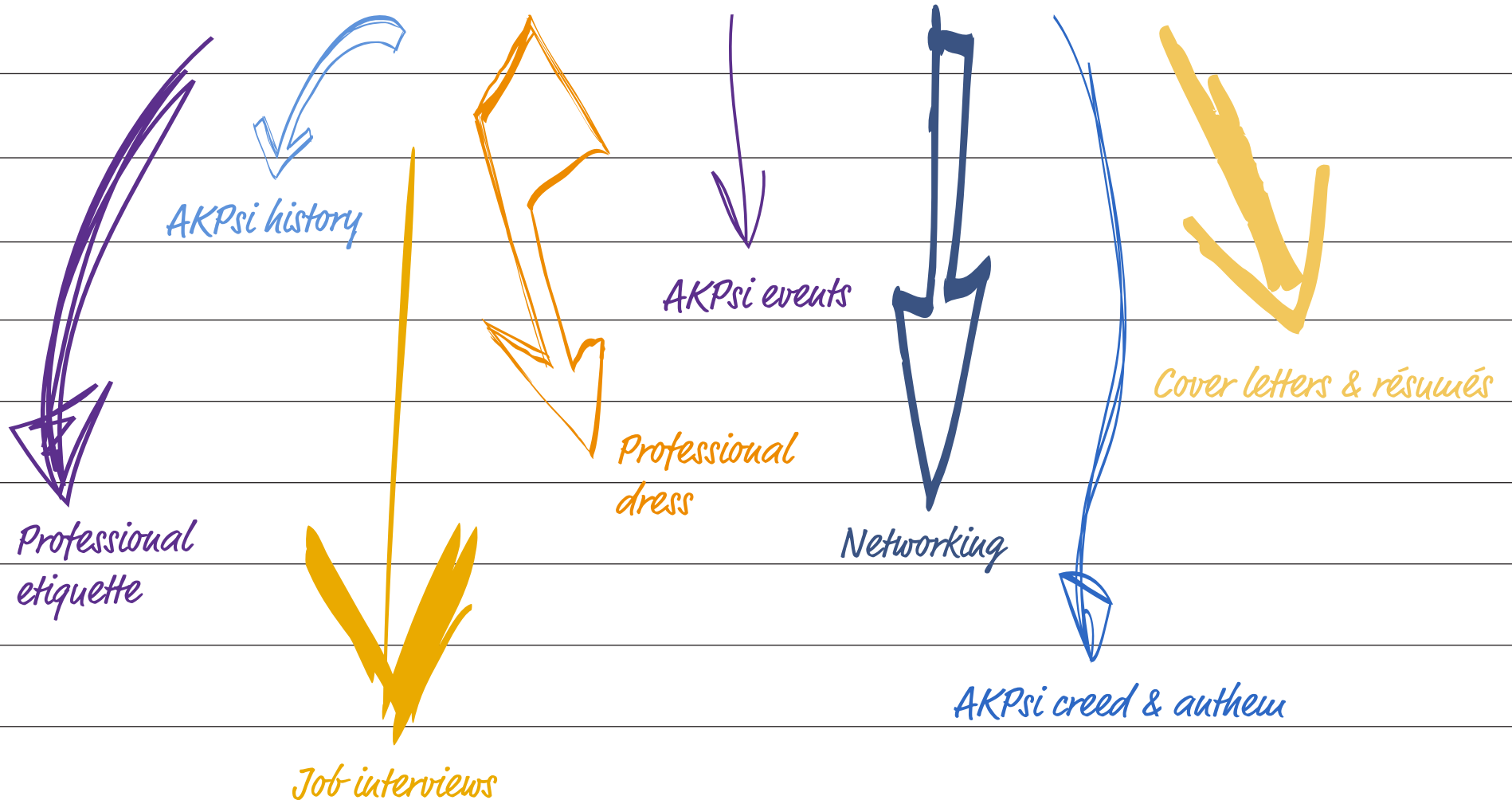
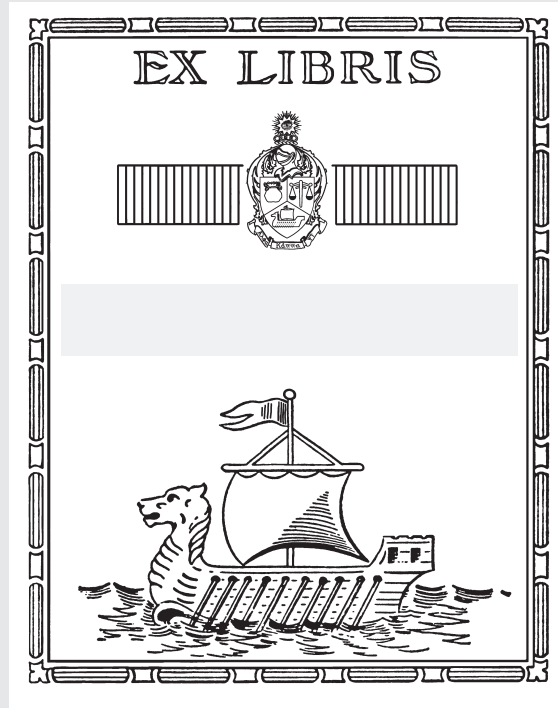


CONNECTIONS

Alpha Kappa Psi's Resource Guide to Principled Business Leadership



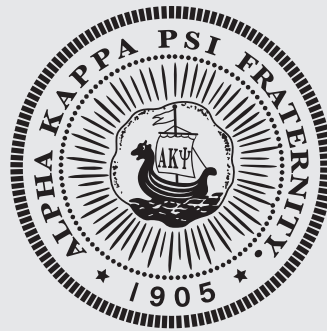


Find Alpha Kappa Psi



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WELCOME TO ALPHA KAPPA PSI

Connections is a resource guide designed to lead you through your fraternal and professional journey.

The resources in this book will provide you with the tools you need to be a successful student member of Alpha Kappa Psi, therefore maximizing your potential as you enter the workforce.

The road to principled business leadership begins now.



ALPHA KAPPA PSI
The Professional Business Fraternity

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Fraternal



► CORE VALUES***Brotherhood***

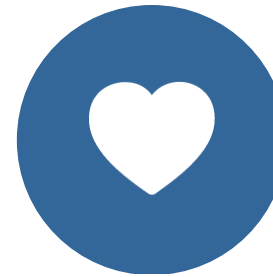
Trust, respect, cooperation, companionship, and aid to Brother Members is the expected norm

***Knowledge***

Education and experience, whether gained in the classroom or the workplace, is emphasized and shared

***Integrity***

All actions, whether in business or in life, are guided by honesty, ethics, and fairness

***Service***

Sharing of time, talent, and treasure with both communities and our Fraternity is a priority

***Unity***

A common understanding of our vision and values that transcends chapter, generation, and profession is utilized to anticipate and create the future

VISION

Alpha Kappa Psi is recognized as the premier developer of principled business leaders.

▶ GUIDING PRINCIPLES

As an extension of the core values, Alpha Kappa Psi employs the following guiding principles:

Building Brotherhood — The esoteric quality we call “Brotherhood” is of vital importance though difficult to define. Our members, from the day they become brothers until the end of their lives, foster a great love of the fraternity and a fondness for brother members. While brotherhood manifests itself in a multitude of ways, at its center is a sense of duty and respect for both the fraternity and individual members. All activities and decisions that involve the fraternity are guided by a sense of stewardship and selflessness. Members are anchored by the need to do what is in the best interest of the fraternity as a whole and are not swayed by individual self-interest.

Lifelong Learning — College is merely the beginning of business education. Our members share their knowledge and experiences openly with the people they work with, regardless of rank or position. In addition, they seek out opportunities to share their real-world experience with brother members, and in doing so they enhance the lifelong learning of those members.

High Ethical Standards — While the business world offers many opportunities for success and advancement, it also requires us to make decisions about how we succeed. Our members understand the importance of making decisions and conducting business in a way that takes into account both legal and ethical considerations. Our members serve as role models through their consistently fair and ethical conduct.

Improving Communities — Much is expected of those to whom much is given. Business professionals who seek to improve the communities in which they do business improve lives and develop goodwill. Our members actively give back to their communities through volunteer activities and monetary support.

Enhancing the Fraternity for Life — College chapters serve as living laboratories for classroom concepts and professional conduct. In turn, lessons learned in the fraternity prepare members for success in the business world. Because they recognize the value and importance of our Fraternity, our members are united in their passion to build a legacy for the future. They support the fraternity through volunteer leadership and monetary gifts.

► CREED

Alpha Kappa Psi recognizes that
We live in deeds, not years;
In thought, not breath;
In service, not in figures on the dial.
We count time by heart throbs,
When they beat for God, for man, for duty.
He lives most who thinks most,
Is noblest, acts the best.

► ANTHEM

Tune: Auld Lang Syne

Should old acquaintance be forgot,
And Alpha Kappa Psi?
Shall we pass slowly out of view,
Without regret or sigh?

For Alpha Kappa Psi, my friend, for Alpha Kappa Psi;
We'll bless the days that we have spent,
In Alpha Kappa Psi.

We'll work with might and main to win
Our meed of daily praise.
But ne'er shall we in after years
Forget fraternal days!

For Alpha Kappa Psi, my friend, for Alpha Kappa Psi;
We'll bless the days that we have spent,
In Alpha Kappa Psi.



► SYMBOLS

Coat of Arms — Our coat of arms is AKPsi's heraldic insignia and possesses secret significance. The objects on the coat of arms include a coin bag, Phoenician galley, chain of four links and a pair of balances. Today's version of the coat of arms was designed in 1930 and replaced the former one which was not in accord with the rules of heraldry.

Logo — The fraternity's logo was first created in 2001 as an alternate option to the coat of arms. It was updated in 2017. When promoting the fraternity to a corporate or non-fraternal audience, this is the preferred choice.

Seal — The fraternity's seal is used to attest charters, membership certificates and awards issued by the fraternity. The date "1905" is the year the fraternity was incorporated in the State of New York.



ALPHA KAPPA PSI
The Professional Business Fraternity



Flag — Alpha Kappa Psi's flag features the Greek letters in gold on a middle panel of navy blue, with panels of gold on each side. Navy and gold are the fraternity's official colors.



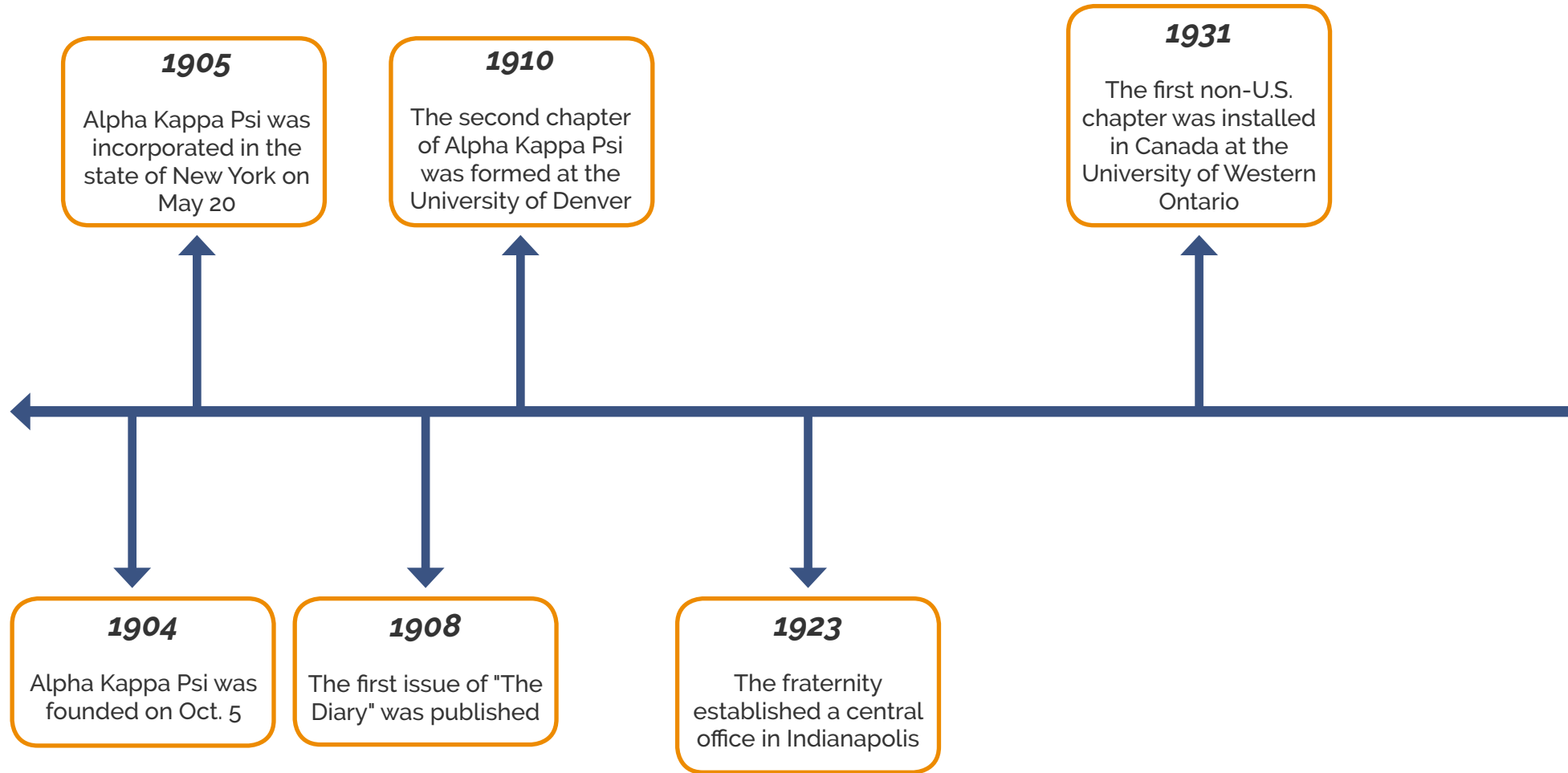
Jewel — Alpha Kappa Psi's official gem is the blue sapphire. It was adopted as the symbol of our alumni objectives.

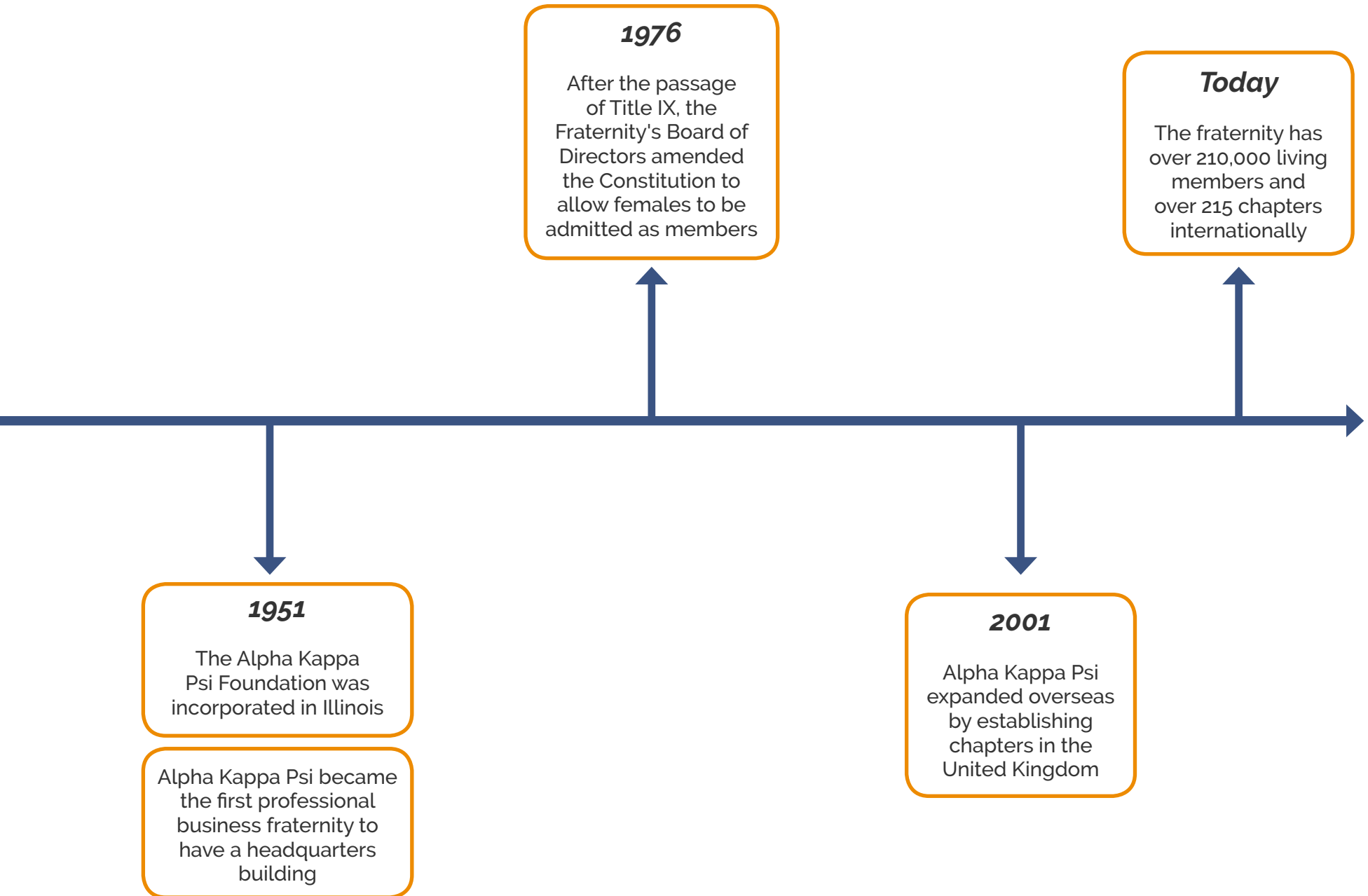


Flower — The fraternity's official flower is the yellow rose. The yellow rose symbolizes joy and happiness, but most of all, yellow roses stand for friendship.



▶ **TIMELINE**





► HISTORY

The story of Alpha Kappa Psi Fraternity begins at New York University. After the passage of the Certified Public Accountants Act of 1896 in New York State, an increasingly urgent demand arose for adequate education in all branches of higher accountancy. An important calling known as the profession of administration also developed. To meet this need for higher commercial education and a college of accountancy, the Council of New York University decided to establish a school on a broad basis of advanced instruction in political economy, accounting, and commercial law.

On July 28, 1900, Dr. Henry Mitchell MacCracken, the chancellor of New York University, authorized the opening of the new evening School of Commerce, Accounts and Finance on the same basis as the seven other traditional schools and colleges of the university. The Financial Record for Sept. 12 asserted, "the new school raises accounting from an avocation to a profession and places the accountant on the same plane as the lawyer and the physician." The school's establishment on Oct. 2 could be traced to the forceful insistence of the New York State Society of Certified Public Accountants for university instruction in the sciences connected to practical life. The Oct. 13 issue of the Post (New York) indicated that the setting up of this school is "generally regarded as one of the most significant signs of the times ... It is recognized that a specialized higher education ... is inevitable, because more and more demanded."

The official announcement of the School of Commerce stated it was developed "to elevate the standards of business education and to furnish a complete and thorough course of instruction in the higher professional accountancy." At first, there was a roster of 62 matriculates. Study extended over a two-year period with classes held from 8-9 p.m. and 9-10 p.m. Monday through Friday for eight months per year. At the start, it was uncertain whether a university degree would accompany the diploma offered by the school. The School of Commerce at New York University became the first to offer a degree in night school in business.

Prime movers behind the school included Charles Waldo Haskins, a senior member of Haskins & Sells and president of the State Society of Certified Public Accountants; Leon Brummer, secretary of the society; and Dr.



Evening classes at New York University's School of Commerce, Accounts and Finance.

Charles Ezra Sprague, president of the Union Dime Savings Bank. All three men joined the faculty of the school. Haskins was appointed its first dean, but he lived only long enough to see the institution relatively well established on the road to success. In the beginning, various problems of organization burdened the school. The 14-member faculty offered 14 courses to enrolled students. Proper college textbooks as we know today had not yet been written.

In fall 1902, after the university awarded the first of the new business degrees, the university introduced a stronger basis for instruction, added more faculty members, and enlarged and reorganized the curriculum. The group entered in 1902 and was the first three-year class working toward a bachelor's degree in commercial science. At the time, all students took the same subjects. The first year had demonstrated the need for a strong administrator to concentrate his full time and energy on the development of the school. Joseph French Johnson was selected for the position. He had previously been a professor of finance at the Wharton School of the University of Pennsylvania for eight years. In 1901, he accepted the position of secretary of the faculty at the NYU School. In 1903, he became its second dean and professor of political economy and finance. At this critical time, some members of the class of 1905 came forward to reassure the new dean they had complete faith in his policies, and they would, in every way possible, endeavor to promote the success of the school and work to make the new degree respected and valued.

These same eager, serious-minded students later became the founders and the first elected members of Alpha Kappa Psi Fraternity. From the start, the group had firm support from the dean. Also, Cleveland F. Bacon, professor of law at the School of Commerce, acted as the group's attorney and legal advisor. The students occupied the same seats in class five nights per week in the eighth floor classrooms of the new University Building on Washington Square. Since they all worked by day and had school work too, they had little time for any social activities. The early members managed to get together on Friday nights, but spent a lot of time talking about school. The four met each night after classes to take advantage of the quietness of lower Broadway to walk 25 minutes south to City Hall and then across the Brooklyn Bridge to their homes. They soon were widely heralded as the Brooklyn Four. Their names were George L. Bergen, Howard M. Jefferson, Nathan Lane Jr., and Frederic R. Leach.

But too little has been said and not enough generally known about two other outstanding men of the class of 1905 who likewise exercised and talked



The center of New York University is its Washington Square campus in the heart of Greenwich Village. Circa 1915.

over their various problems while walking from class but in the opposite direction, north toward midtown Manhattan. They were Robert S. Douglas and Daniel V. Duff.

Between the second and first year of school, Frederic R. Leach suggested the organization of a fraternity, which all the men approved. For some time, Leach and the other members of the Brooklyn Four (Lane, Bergen, and Jefferson) mulled over the idea of fraternity. In winter 1903, they accomplished much more. In the beginning, those students who were the founders of Alpha Kappa Psi conducted several informal meetings in conjunction with banquets held at various hotels in Manhattan. By late April, plans had assumed a definite shape. At the close of the academic year, a date was set for a meeting in the Hotel St. Denis.

On June 9, 1904, Douglas, Duff, Lane, Leach, Bergen, Jefferson, Irving L. Camp, Herbert M. Wright and Morris S. Rachmil met at this hotel. All were strongly in favor of forming a fraternity, and they suggested many points they thought worthy of being incorporated into a constitution. The men realized that the BCS degree was of relatively little or no commercial value in the community at the time. They firmly believed, however, that it could hold as much significance as the CPA and that this change could be accomplished through the united efforts of men of strong character from the school. They were convinced that higher education for businessmen was a vital need in America, and they were willing to dedicate themselves to encouraging such college training.

The group appointed the Brooklyn Four in charge of drafting an acceptable constitution to be presented at the next gathering. After agreeing to meet on an excursion trip during the summer, they parted. The committee conferred several more times, incorporating their ideas into a provisional constitution, which they presented at a meeting held on July 16, 1904, in Sea Cliff, Long Island. They traveled there by steamboat, but due to vacations and other unforeseen events, only five of the men were present: Douglas, Lane, Rachmil, Leach, and Bergen. The constitution was read, and new plans were also suggested and considered.

Nothing more was accomplished until after school reopened in the fall. The plan of organization, though, was still quite alive. On Oct. 5, 1904, the charter members met in the Assembly Room, 32 Waverly Place, with all 10 present. They decided to set up a professional fraternity at once along the lines of the constitution, which had been presented by the Brooklyn Four Committee. Also, they agreed to choose a president, secretary, and treasurer, and these officers would assume similar positions under the constitution when it was finally adopted. On written ballots, Douglas was elected president; Jefferson, secretary; Lane, treasurer; Tremaine,



Irving L.
Camp



Nathan
Lane Jr.



Howard M.
Jefferson



George L.
Bergen



Robert S.
Douglas



Daniel V.
Duff



Morris S.
Rachmil



William O.
Tremaine



Frederic R.
Leach



Herbert M.
Wright

vice president; and Rachmil, financial secretary, a choice made unanimous by acclamation. A committee of three, Rachmil, Tremaine, and Camp, was appointed to study the constitution draft, criticize and revise it, and report recommendations as soon as possible. October 5, 1904, marked the founding date of the fraternity.

A meeting occurred on Oct. 21 where this committee presented a commendable report and reviewed the constitution and bylaws within it, clause-by-clause. With only slight alterations, this first constitution was accepted. Discussion as to dues and initiation fees followed. Annual dues were set at \$1, but a decision on initiations was postponed. Lane, Leach, and Bergen were then asked to study the eligibility and desirability of admitting men from the junior class. On Nov. 11, the committee selected five men as suitable for election from the juniors: Paul H. Hudson, Robert Meyer, George W. Myer, Jr., William B. S. Winans, and Walter S. Witte. Fifteen members were on hand at a meeting one week later, and a report of the Membership Committee recommended E. C. Smith and Robert C. Jeffrey, both of whom were unanimously elected to membership. A committee composed of Jefferson and Rachmil was appointed to promptly arrange and post a notice on the bulletin board revealing the organization of the fraternity. The committee began work at once, but decided to ask for the official sanction of the chancellor of New York University before posting such a note. The two men sent this letter to the chancellor on Saturday morning, accompanied by a statement from Dean Johnson:

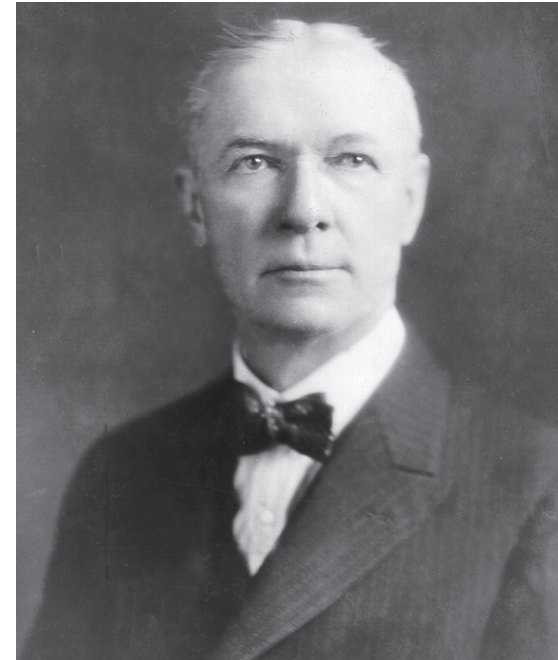
New York, November 18, 1904

*Dr. Henry M. MacCracken
New York University
University Heights, NY*

Sir:

The senior class of the School of Commerce, Accounts and Finance have organized a Greek-letter fraternity to be called Phi Psi Kappa. "The object of this fraternity shall be to further the individual welfare of its members, to foster scientific research in the fields of commerce, accounts and finance, to educate the public to demand and appreciate higher ideals in these walks of life, and to promote and advance in our great institutions of learning courses leading to the degrees in commercial sciences." This fraternity is founded in memory of Charles Waldo Haskins, and this chapter is to be known as the "Charles Waldo Haskins Chapter of the Phi Psi Kappa Fraternity of the School of Commerce, Accounts and Finance of New York University."

We are especially desirous of having only the very best men in this School of



Joseph F. Johnson, dean of the School of Commerce, Accounts and Finance at New York University in 1904 at the time of the founding of Alpha Kappa Psi.

Commerce as members of this fraternity, and have arranged in pursuance therewith to admit only those whose intention it is to graduate, and have passed their first-year examinations successfully, and in addition thereto have at least twenty-four of the requisite Regents' counts or their equivalent.

We hope in some measure to be able to give value to the degree of BCS by reason of our united efforts, and respectfully request that you give us your official sanction at as early a date as possible in order that we may feel fully organized before Thanksgiving Eve, when we are to have our first annual banquet and installation of officers.

*Signed: H. M. Jefferson
Morris Rachmil
Committee.*

The following letter was received from the chancellor in reply:

November 21, 1904

*Dean Joseph French Johnson
32 Waverly Place
New York, NY*

Dear Sir:

Accept my thanks for your letter respecting the new fraternity in your school. I see no objection to the faculty approving of this organization. I return the paper since it ought to go on record upon the minutes of the faculty.

*Sincerely yours,
H. M. MacCracken*

There was great satisfaction as a result of the permission extended to the fraternity.

At the Nov. 22, 1904 meeting, the secretary was ordered to cast one ballot ratifying the election of Douglas, president; Tremaine, vice president; Jefferson, recording and corresponding secretary; Rachmil, financial secretary; and Lane, treasurer. The Membership Committee recommended juniors Frederick H. Clark and Harry A. Hopf, and both were unanimously elected members. The first Annual Banquet was held in the College Room of the Arena, 31st Street near Broadway, on Nov. 23. with 18 members in attendance.

The festivities began with the singing of "The Violet" with everyone standing. The

members sang college songs between courses. After the meal, Douglas asked Jefferson to recount portions of the fraternity's history. The Constitution and Bylaws were read aloud by Rachmil and then discussed. Specific revisions were suggested, but were left for more scrutiny at another meeting. Tremaine was asked to present ideas for a suitable and dignified initiation, so a Committee on Ritual and Initiation composed of Tremaine, Rachmil, and Hudson was appointed. An application to incorporate was filed, but another fraternity with a similar name had already been granted a charter, so the petition was rejected by the State of New York. A committee of Hopf, Leach, Tremaine, Rachmil, and Jefferson was chosen to identify a new name and ready the organization for the process of incorporation.

On behalf of the newer members, Hudson thanked the charter members for the honor shown in allowing juniors into the fraternity. He was grateful for the confidence, but he was also mindful of the heavy responsibilities assumed by accepting the invitation to join. He asserted that the juniors would have entrusted to them, to an extent, the selection of suitable candidates from the freshman class. The juniors had to exercise the greatest discretion in excluding from membership any who failed to appreciate the high ideals of Alpha Kappa Psi.

At a meeting on Jan. 10, 1905, Harry Hopf reported the organization's progress on identifying a new name. He had conferred with Dean Johnson and, following the dean's suggestion, made this motion: "In view of the fact that no name has heretofore appeared in the constitution as the name of the fraternity, I move that the name Alpha Kappa Psi be adopted as the name of the society." The motion passed. The name chosen was symbolic due to the A, the K, and the Psi being the first letters of three Greek words which mean "I honor pure accounts" or "I honor accounts which exactly balance." A report detailing the progress in setting up a ritual and an initiation procedure was presented. The notice submitted by Rachmil and signed by Jefferson was posted on the bulletin board on Jan. 19, 1905, stating that the fraternity had been officially sanctioned by the chancellor, the dean, and faculty of the school. On the same evening at midnight, the unexpected extinguishing of the lights by the landlord caused a groping exit for all without the formality of an adjournment.

A new committee was appointed on Feb. 9, 1905, consisting of Hopf, Tremaine, Jefferson, Jeffery, and Meyer. The committee was tasked with revising the Constitution and Bylaws in one month. On March 11, a special banquet and meeting took place at the Arena with the goal of receiving the report of the Constitution Committee. Hopf first read the Constitution and Bylaws of the fraternity and then those of the Alpha Chapter. The first constitution was so carefully constructed that, despite

thorough scrutiny, it only required a minor revision; a substitution of "or" for "and." When Hopf read the constitution of the Alpha Chapter, it too was accepted after only a few changes. The secretary was instructed to cast one ballot for the present officers to elect them officers in Alpha Kappa Psi. Then, two administrative groups were to direct the affairs of the fraternity. A body of administrators was provided, consisting of the president, vice president, financial secretary, recording secretary, corresponding secretary, and treasurer. They would hold office for one year.

The second body, the Board of Governors, was made up of the president as officiating chairman, the vice president, the three secretaries, treasurer, and six other members, three of whom were to be seniors chosen at annual elections. The board was to investigate and report on applications for membership, to have a committee of its members audit the accounts of all officers once yearly, to report thereon, and to designate a depository for fraternity funds and any possible investments.

This constitution radically altered the concept of the government of the fraternity. The emphasis shifted from the arrangement and supervision of the affairs of one chapter of a local fraternity to a dual provision for the regulation of domestic relations together with central control and collective action in the interest of potential brother chapters of Alpha Kappa Psi.

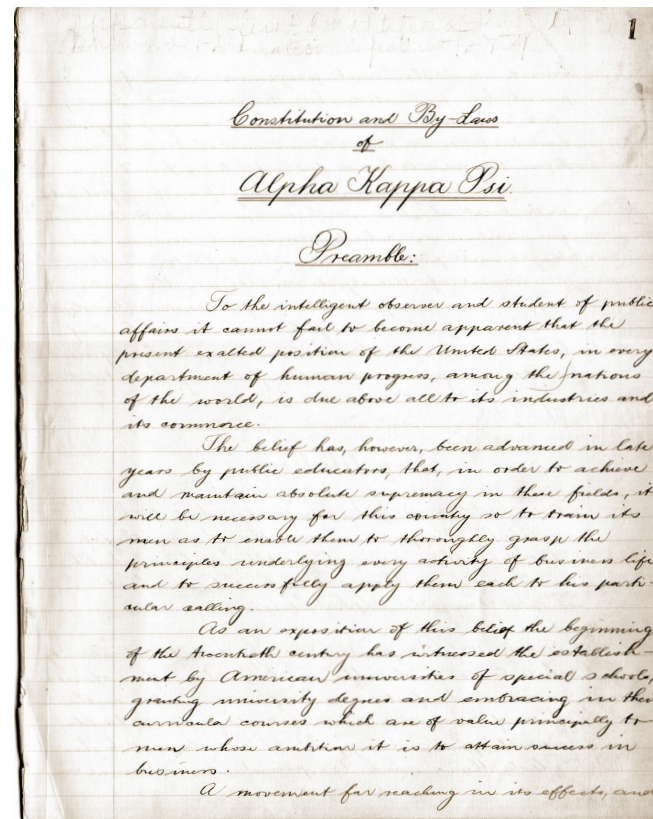
Two constitutions were accepted at the March 11 dinner to address this new double function within Alpha Kappa Psi; one for the general or national fraternity (shortly to become a membership corporation) and a second for the Alpha Chapter, chartered in turn by the national group. Now, the fraternity and the Alpha Chapter each had its own laws and officers. Paul Hudson chose navy blue and gold as the official fraternity colors, which was approved. Years later, Jefferson explained the significance of these colors. Blue stands for the ocean over which the commerce of the world passes, and gold is the basis for the financing of the trade. At a special meeting on March 17, a pin with the design of a Phoenician galley outlined on a Greek coin with the letters AKY on the sail was selected as the official emblem of the group. The ship, representing the earliest vessels that sailed the seas far from home, is set upon a Greek coin, one of the earliest pieces of money known in the world.

On March 20, 1905, the formal application was made to the State of New York for a charter of incorporation, this time for Alpha Kappa Psi Fraternity. It was then that Leach suggested to the juniors that they also sign the petition to become charter members. Paul Hudson, for the class, generously declined the offer.

The document, in the handwriting of Leach, was signed by nine of the ten founders: Robert S. Douglas, Howard M. Jefferson, Daniel V. Duff, Irving L. Camp, George L. Bergen, Nathan Lane, Jr., Morris S. Rachmil, Herbert M. Wright and Frederic R. Leach. William O. Tremaine's signature is missing from the application, but he is still considered one of the 10 founders. The application was approved, and the charter of incorporation was officially issued to Alpha Kappa Psi Fraternity on May 20, 1905. At the graduation exercises at New York University on June 8, 1905, five of the 10 founders received special academic recognition. Camp and Douglas graduated summa cum laude; Leach, magna cum laude; and Bergen and Jefferson, cum laude.

Now the fraternity needed to set up regularly scheduled meetings, particularly professional business get-togethers. A program of activities was mapped out, affording members opportunities to present their favorite research projects. However, without a home, the fraternity was handicapped and forced to hold some outdoor gatherings. On July 29, 1905, a special meeting occurred at Rockaway Park, New York, where 15 members met at the beach. At 7 p.m., the business session was called to order. Afterward, the group went to the Park Inn for dinner and then back to the beach. Alpha had been chartered nine weeks earlier, and the semester had closed almost at once, and, though many difficult problems had been solved, no suitable home for the fraternity had yet been found. They had no private meeting place in the school, so during the week, they used a carpenter's workroom to which they found a back door. It was there that the new men were interviewed and introduced.

A committee of three, with George W. Myer, Jr. as chairman, was appointed to secure a meeting room near the School of Commerce. An outdoor meeting was held on Sept. 16, 1905, at Midland Beach, Staten Island, when two more men, Orrin R. Judd and Howard B. Cook, were admitted into membership. Only nine brothers were in attendance, one short of a quorum. In fall 1905, it was arranged that the chapter could meet at 28 E. 11th St. in the room where Myer, the committee chairman, lived at a weekly rental of \$1. Except for the first few meetings held in conjunction with banquets or at swimming parties on Sunday afternoons, all business sessions for many years occurred on Saturdays, usually at 8 p.m. A night gathering on Oct. 6 elected John Koch, Charles MacDonald and F. H. Smith as members. Later that month, a committee was appointed to work for the establishment of the MCS degree in the School of Commerce. In November, Tremaine reported difficulty in framing a proper ritual, which, he said, might take a year to complete.



Page one of the first constitution and bylaws of Alpha Kappa Psi from the original Alpha Chapter minute book. The document is in the handwriting of Howard M. Jefferson, AKPsi founder and first secretary of the fraternity.

Alpha Kappa Psi Fraternity's second annual Convention was held on Nov. 17, 1905, in New York. Howard M. Jefferson presented to the brotherhood a detailed report on the status of commercial education in the United States, using tables and charts taken from various reference sources.

From 1905 to 1908, the fraternity did not expand territorially, but it did internally. It was this slow growth, clear-sightedness, keen judgment and careful selection of new members that laid the firm foundation upon which the organization was to grow. Interest was maintained between members by social gatherings, dinners, monthly professional meetings and camp life. The get-togethers cemented the friendships that already bound them.

On Jan. 13, 1906, Leach presided at the annual banquet at the Hotel Victoria, with 32 members present. The Committee on Ritual was discharged with thanks, and a new group was appointed, which consisted of Hopf as chairman, Tremaine, Hudson, Koch, Hug, and Keep. In May, the chapter rented a cottage on Lake Mohegan, near Peekskill, New York, for three months at \$15 per month. Hopf reported that he hoped to have a ritual ready by the fall. When the class of 1906 graduated in June, the chapter had to move. The June 13 meeting was at the home of Clare L. Rotzel. There, a committee of five was appointed to seek a new location for the new semester. Edward C. Smith, chairman of the group, proposed the rental of two rooms and bath on the ground floor rear of the Benedict, 80 Washington Square East, at \$31.25 per month. The chapter approved this location in October 1906 and remained there for four years.

At the third annual Convention and banquet on Nov. 17, 1906, at the Hotel Victoria, the Executive Committee of Duff and Hopf was authorized to take appropriate steps for the organization and chartering of a second chapter. On Dec. 1, an amendment to the Alpha Chapter's constitution was adopted, which set up three standing committees: Membership, House, and Auditing.

In June 1907, Howard Jefferson received the first MCS degree conferred by New York University. That summer, a camp located between Edgemere and Arverne, Long Island, was leased for chapter use, and a total of 126 people participated in this seasonal activity. The same camp was used in 1908 and again in 1909, but a violent storm on Aug. 16-17 brought the 1909 season to an abrupt close.

On Aug. 11, 1907, Mr. and Mrs. John Lane, Sr. invited the fellow members of Nathan Lane, Jr. to their home in Woodmere, Long Island. Outdoor games took up the afternoon, followed by a special meeting to consider housing. As a result, the chapter leased two additional rooms at the Benedict for \$51.50 per month.

On Nov. 16, Alpha had its annual banquet and fourth Convention at Healy's Restaurant. On Dec. 7, Jefferson spoke of the practicality of issuing a journal for the fraternity. "The Alpha Diary," edited by E. Marshall Kinsey, R. Franklin Horst, and Howard M. Jefferson with Daniel V. Duff as business manager, was published on Jan. 1, 1908. In the same month, Myer led a conference on accounting.

Leach had worked for the previous six months on a thorough revision of the accounting practices of the City of New York. On June 20, a special meeting was called to determine whether the constitution should be amended to permit the establishment of chapters of the fraternity in universities that did not grant a degree for the completion of a commercial course, but the vote was against such a change. Later that year, Nov. 16, Bergen addressed the Alpha Chapter on "budget making," a talk so popular that on request he gave it again the following two years.

The fifth Convention and banquet on Nov. 21, 1908, at Healy's had 36 members present. In December, a new Constitutional Committee was appointed, made up of A.C. Upleger, Everett, Bergen, and Lane. Duff reported that "The Alpha Diary" was financially embarrassed but was in no way discouraged. He continued efforts to put the journal on a permanent basis.

Despite crowded conditions in the poorly ventilated rooms at the Benedict, the fraternity renewed the lease for six more months after it expired on April 1, 1909. In the same year, the sixth Convention and banquet was held Nov. 20 at the Hotel Victoria. The various activities at the banquet caused a delay in the scheduled election of officers until Dec. 4. No action was taken on letters received from the University of Illinois and the University of Pennsylvania asking to establish chapters because neither institution gave the degree in commerce courses required by the constitution.

1910s

Alpha Kappa Psi received a petition for admission into the fraternity in February 1910 from Phi Delta Kappa, a local fraternity at the University of Denver. Hopf undertook a special trip to that city, where he worked out a plan for the organization and chartering of this group. As a result, on March 19, 1910, Beta Chapter was installed. This expansion enabled Alpha Kappa Psi to practice a primary objective, to promote and advance in collegiate institutions courses leading to the bachelor's degree in business administration. A welcome housing change came about when Alpha obtained its first chapter house on Oct. 24, 1910, at 113 Waverly Place, New York. It held a gala housewarming party on Nov. 12.

The seventh Convention was at the Alpha house on Nov. 19, 1910. A. E. Hamilton, Beta, was elected vice president and was the first officer who was not a member of Alpha Chapter to be elected. There, the formation of Alpha Kappa Psi Fraternity House, Inc. was reported, and the yellow chrysanthemum was adopted as the official flower of the fraternity.

The provision in the general constitution regarding the expansion of the fraternity to other campuses explained that any six students at an American university who were working for a degree in commercial science and had passed the first year of examinations could try to organize a chapter of the fraternity. However, they first had to apply and secure approval from the Executive Committee. The efforts of Charles MacDonald and Harry Hopf in 1907 to establish a chapter at the School of Commerce, University of Pennsylvania, were unsuccessful because their efforts did not meet fraternity requirements. Likewise, in 1909, the application from the University of Illinois was rejected. A constitutional amendment was passed Feb. 19, 1910, allowing the Executive Committee, by unanimous vote, to grant to chapters in universities that did not fully comply with these rules the right to apply for membership in the national fraternity. It was, however, continued in the force as a firm understanding that any addition to the chapter roll must tend to promote the success of the fraternity.

In October 1911, Roy C. Kemmerer spoke to the Alpha Chapter during his trip to the Pacific coast. The Executive Committee granted its third charter to Gamma Chapter, which was installed Nov. 4 at the School of Commerce, Northwestern University, Chicago. Though the school did not offer a degree in business at the time, this new chapter knew it should undertake to bring about the granting of a degree similar to that of a bachelor's in commercial science, then given by the University of Denver and New York University.

The Alpha Chapter house was the site of the eighth Convention, now called the National Convention, on Nov. 18, 1911. After business, the group dined at the Banquet Hall of the Broadway Central Hotel. In December, it was suggested that the "Diary" should be the primary channel for all chapter information.

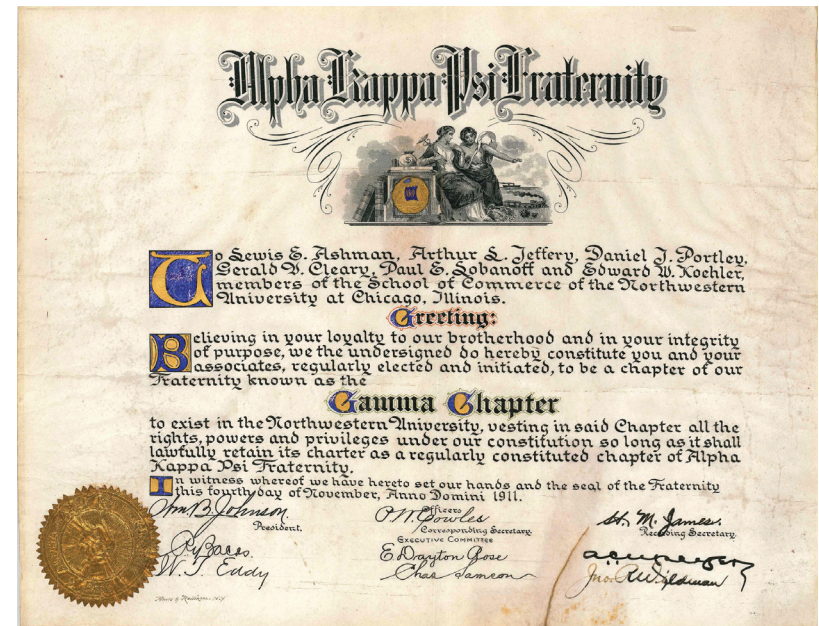
At an Executive Committee meeting Sept. 30, 1912, the Constitution was amended to have first, second and third vice presidents in place of one. The University of Pittsburgh became Delta Chapter on Oct. 29, a result achieved through the efforts of Eddy and Bacas, who had gone to Pittsburgh and had helped with the correspondence. These first four chapters formed a chain from the Atlantic to the Rockies. Alpha Kappa Psi Fraternity had become national in fact as well as in name, yet for the 11

years after the founding of the fraternity, no national constitution was in place. The practice followed during this period was to allow each chapter to write its own constitution that was then studied to see that it did not violate any of the rules established by the general fraternity.

A determination was made to hold a Convention to plan for the future. On Nov. 16, 1912, the first National Convention and banquet to have in attendance delegates from two chapters other than Alpha gathered at the Alpha Chapter house. Gamma and Delta were there, but the Beta Chapter wrote that it was unable to send a delegate to the Convention. A change in the design of the fraternity pin was recommended. A resolution passed stating that the general fraternity should undertake the management of the "Diary." A banquet at Cavanaugh's completed the evening. "The Diary," Volume VI, Number 2, January 1913, was the last number under Alpha Chapter's jurisdiction. This issue included pages which featured all four chapters. The February number, listed as Volume I, Number 1, had Prior Sinclair as editor. As other chapters came into the fraternity after that, the journal had a section on each. Some months later at the April 29, 1913 meeting of the Executive Committee, it was ruled that thereafter, general fraternity officers should be selected from various chapters rather than from Alpha only. Until 1913, the officers of Alpha Chapter were elected at the Annual Meeting in October and installed at the Annual Banquet in November.

In 1913, Hopf proposed June dates for future yearly elections of officers. The 10th National Convention on June 28, 1913, held in the Hotel La Salle, Chicago, was the first outside of New York City. Fifteen delegates from five chapters, including newly-chartered Epsilon, attended. The first non-Alpha member elected president was A. W. T. Ogilvie, Gamma. A new pin, as submitted by Gamma Chapter, was adopted.

An amendment to Article I of the Bylaws assigning one vote to each chapter at annual Conventions was passed, subject to later ratification by all of the chapters. An improved Ritual Committee, composed of the presidents of all the chapters, was appointed. The bylaws were changed to allow two days for Conventions. "The Alpha Diary" was renamed "The Diary of Alpha Kappa Psi Fraternity." A committee was appointed to revise the constitution and bylaws.



The original 1911 charter for the Gamma Chapter at Northwestern University.

The 11th National Convention, the first two-day gathering, occurred on June 26-27, 1914, at the Alpha Chapter house. Members discussed revising the ritual and the design of the pin. All chapters had passed the unit rule of voting. The Committee on Manual and Directory suggested an annual supplement to the "Diary" to include the history of the fraternity, officers of the general fraternity since its beginning, and a list of charter members of each chapter.

The 12th National Convention, the first held west of Mississippi River, was at the Brown Palace Hotel, Denver, on June 25-26, 1915. The practice of having three vice presidents was abandoned in favor of one. A Committee was appointed to consider revision of the ritual. An official pledge button was adopted.

In late spring 1916, Schiffer appointed a Ritual Committee made up of Douglas, Jefferson, Lane, Duff, Hudson, Hopf, and Myer. The 13th National Convention on June 23-24, 1916, was at the City Club, Chicago. It featured discussions concerning the wisdom of having two-year terms for national officers.

The Creed of Alpha Kappa Psi was in the October 1916 "Diary." The first Constitution was adopted and remained in force until 1921. "The Handbook of Alpha Kappa Psi," edited by Ralph L. Power from the Nu Chapter, was published in 1916.

In 1917, at the 14th National Convention on June 29-30 at the William Penn Hotel, Pittsburgh, nine chapters were represented. A new organizational plan set up four districts, each supervised by a district vice president. The Ritual Committee reported that work had begun, but completion would take more time. The fraternity journal was renamed "The Alpha Kappa Psi Diary."

With the onset of World War I, Alpha Kappa Psi continued, but with problems. The "Diary" asserted that the October 1917 Convention "was held in one of the most critical years in the world's history. That it was a crisis in the affairs of our country and the life of our fraternity was not for a moment forgotten." Still, no chapter discontinued, and most groups held meetings. Publication of the "Diary" was suspended between May 1918 and May 1919, and the 1918 Convention was omitted.

The 15th National Convention was held in the Shirley Hotel, Denver, on June 27-28, 1919. The need for a handbook containing the ritual and a history of the fraternity was noted. Members discussed having biennial, rather than triennial, Conventions.



The living room of Alpha Chapter's historic house at 113 Waverly Place, New York City.

The four district vice president officers were eliminated in favor of a national vice president.

1920s

The 16th National Convention was held in the Assembly Room of the Boston City Club on June 25-26, 1920. A fee of \$50 for the issuance of charters was instituted. Biennial Conventions were again discussed, along with the election of national officers for two-year terms and employment of a permanent paid secretary. The office of master of rituals was established, and a new ritual was promised for the fall. Publication of an Alpha Kappa Psi handbook was discussed.

The 17th National Convention, held June 23-25, 1921, at the Georgian Terrace Hotel, Atlanta, was the first such meeting held in the South and also the first three-day Convention. Legislation providing for the establishment of alumni chapters in the fraternity appeared in Article Six of the Constitution and Statutes. The enabling articles stated "Ten (10) or more members in good standing, none of whom are active members of a collegiate chapter, may forward a petition to the grand president for the issue of a charter for such chapter ... Upon 'affirmative vote of three-fourths of the Executive Council, such charter shall issue ... Each alumni chapter shall be designated by the name of the city or town where located, and shall be assigned a number seriatim." Two alumni chapters were chartered in 1921; the first in New York City and the second in Atlanta. The Constitution and Statutes were revised. The Executive Committee was renamed the Grand Executive Council, composed of the officers and one member from each district.

The 18th National Convention was held at the Sinton Hotel, Cincinnati on June 22-24, 1922. A new ritual, adopted by the Convention after minor changes, was submitted. A resolution was introduced thanking Rev. Ray Petty, New York, for his invaluable service rendered to the general fraternity in preparing this useful work. The new design of the coat of arms was altered slightly, and then formally adopted. A Convention fund was established to lessen transportation costs for college chapter delegates to attend Conventions. Grand President Kester suggested a move to biennial Conventions in the future.



Members of the Tau Chapter at Oklahoma State in 1928.

At the 19th National Convention on June 28-30, 1923 at the Hotel McAlpin, New York, seven districts were created, and national Conventions were voted to occur biennially with district conferences in alternate years. The formerly separate offices of grand secretary-treasurer and editor of the Diary were combined and made appointive with Dwight F. Bedell, Zeta, chosen for the post. A central office of the fraternity was set up in Indianapolis led by the full-time secretary-treasurer. Alpha Kappa Psi's "Its Aims and Ideals" was published in 1923. Seven district conferences were held, for the first time, in 1924.

The Radisson Hotel, Minneapolis, was the site of the 20th National Convention on June 19-22, 1925. The offices of grand justice, grand auditor, and deputy councilor were instituted. A provision was made for a Grand Council consisting of the officers and district councilors, with an Executive Committee to handle routine matters and supervise the operation of the national headquarters. A revision of the Ritual, compiled by Ralph E. Kimball, Grand Master of Rituals, was published. "A Few Alpha Kappa Psi Songs," edited by William H. Koenig, was printed in January 1925.

The 21st National Convention at the Palmer House, Chicago, was held June 22-25, 1927. The office of grand director of education and research was created. A new constitution, compiled by Grand Justice John B. Nicklas, was adopted. In April, the Directory of Alpha Kappa Psi Fraternity, edited by the Grand Secretary-Treasurer Bedell, was issued. A second edition of "Songs of Alpha Kappa Psi" was published in June. In July 1927, Bedell resigned, and Dedaker was appointed grand secretary-treasurer until the vacancy could be filled.

On Jan. 16, 1928, John D. Sparks, Pi, was appointed grand secretary-treasurer and editor of the "Diary." The Creed of Alpha Kappa Psi appeared again in the March 1928 "Diary." The journal underwent improvements and enlargements during the year.

At the Silver Anniversary 22nd National Convention on June 19-22, 1929 at the Troutdale-in-the-Pines, Denver, the official gold badge was adopted. "The Diary of Alpha Kappa Psi" was made the official journal of the fraternity, alumni dues were instituted, and freshman pledging was authorized. In addition, annual efficiency ratings for college chapters were established, and the election of district councilors at Conventions was provided.



John D. Sparks served as executive secretary-treasurer of Alpha Kappa Psi for 41 years (1928-1969).

The celebration of Founders' Day was set for Oct. 5, and that of the anniversary of Alpha Kappa Psi's incorporation for May 20. The Diary Endowment Fund, funded by Life Memberships, and the District Visitation Fund were established.

1930s

"The Pledge Training Manual," 1st edition, was published in 1930, the same year in which official ritual robes were made available for all chapters.

The 23rd National Convention, July 2-5, 1931, at the Grove Park Inn, Asheville, North Carolina, was the first which had no host chapter. The official flower of the fraternity was changed from chrysanthemum to the yellow rose. A bronze and white gold medallion was adopted as the official design of the Alpha Kappa Psi Scholarship Award. The initiation fee decreased to \$15. The design of the recognition pin changed from the coat of arms to a gold Phoenician galley. For the first time, the Court of Honor was presented at a Convention. Production of a handbook was recommended.

The first non-US chapter was installed in 1931. The University of Western Ontario, London, Ontario, was installed as the Beta Kappa Chapter, the 55th chapter of Alpha Kappa Psi Fraternity.

The 24th National Convention was held in the Knickerbocker Hotel, Chicago, on June 28-30, 1933. The Grand Council consisted of the grand president and the six district councilors. The grand vice president was to be elected by the Grand Council from the district councilors. A district conference fund was created. The district councilors would be elected at district conferences. The office of division councilor, appointed by the district councilor, was created. The offices of grand master of rituals, grand auditor, grand justice, and grand director of education and research were abolished. The fraternity was redistricted, with six districts instead of seven. Triennial National Conventions and triennial district conferences were adopted. The title of grand secretary-treasurer changed to executive secretary-treasurer. To reward meritorious service to the fraternity, the Alpha Kappa Psi Service Award was established. A general code appeared in the January 1934 Diary.



Today's coat of arms was designed (and this drawing made) by Emily H. Butterfield, an authority on fraternity heraldry. It was adopted by the fraternity in 1930.

The first "Handbook of Alpha Kappa Psi" was published as the March 1934 issue of the *Diary*, which printed the Creed on its inside front cover page.

Dr. D. Shaw Duncan, former three-term president of Alpha Kappa Psi, created the handbook. He included four lines taken from *Festus*, a long, unrhymed religious poem by Philip James Bailey. District or division councilors visited all chapters. In 1934, 30 years after the founding of Alpha Kappa Psi Fraternity, the fraternity had 57 college chapters, 14 alumni chapters, and a membership of approximately 10,000. On Dec. 1, "The Pledge Manual of Alpha Kappa Psi" was issued.

The 25th National Convention, Sept. 3-5, 1936, was held at Lake Wawasee, Indiana, with a detailed report in the November issue of the "*Diary*." The coat of arms recognition button was adopted, as was an official fraternity ring. The charter fee for new chapters reduced to \$150.

In 1937, the Court of Honor, a pre-ritual ceremony for Alpha Kappa Psi chapters, was instituted. The *AKPsi Alumni News*, an annual bulletin, was issued in October. "The Handbook of Alpha Kappa Psi," 2nd edition, was published in November. Triennial district conferences occurred in 1938.

The 26th National Convention, Sept. 5-7, 1939, at Pocono Manor, Pennsylvania, enacted legislation permitting chapters to initiate one honorary member per year without paying the national initiation fee. Members voted that the grand vice president should be elected by majority vote at national Conventions, assigning to him the duties of supervising extension activities and directing professional programs. They also voted to require student pledges to maintain the scholastic average needed for graduation at the school in which the chapter is located, and provided that a preferential vote at district conferences selects the Convention site.

1940S

The student loan fund was set up in 1940. "Alpha Kappa Psi, A Brief Outline of the Fraternity's Development, Organization, Activities, and Membership" was printed as a supplement to the "*Diary*" in January 1941, 1947, 1948, 1950 and 1952. All college chapters installed a new, simplified accounting system.

Milwaukee's Schroeder Hotel was the site for the 27th National Convention,



Members of New York University's Alpha Chapter in 1944.

Sept. 3-5, 1942. Legislation established the requirement that chapters give standard examinations to all pledges. The Executive Committee and the Grand Council were granted extraordinary powers for the duration of the war to cope with emergencies. In 1943, a war status plan, adopted for college chapters that might become dormant during the conflict, provided for the appointment of a faculty member or an alumnus as a controller to retain records, rituals, and robes, and to have authority to reactivate the chapter when deemed possible. College chapters declined to 18 in number. In 1944, district conferences were postponed indefinitely. The return of students to the colleges began in 1945, but the National Convention and conferences did not take place. "A Song Number," the March 1945 issue of the Diary, was published.

At the 28th National Convention, Sept. 3-6, 1947, at the Biltmore Hotel, Atlanta, members voted to hold district conferences in each of the years between triennial Conventions. The Scholarship Award changed from a medallion to a key that was awarded to seniors. Annual college membership dues increased to \$8, and alumni chapters did not pay national dues. A special Handbook number, 3rd edition, made up the November 1948 issue of the Diary.

1950s

The 29th National Convention in Minneapolis on Sept. 5-9, 1950, set annual alumni chapter dues at \$50 and increased the number of districts from six to nine. An alumni Convention and conference reserve was established. College membership dues rose to \$10, the initiation fee increased to \$20, and a monogram pin was adopted. The Constitution was amended to remove the requirement that members were required to be "Christian" and "of Caucasian race."

The fraternity decided to incorporate the Alpha Kappa Psi Foundation in the State of Illinois in 1951. In the same year, Alpha Kappa Psi became the first professional business fraternity to have its own headquarters building. The Directory of Business Personnel Available for Employment, published in 1952, was distributed to 2,500 business firms in the United States.

The Golden Anniversary 30th National Convention was in the Commodore Hotel, New York City, on Sept. 9-12, 1953. Three of the founders, Bergen, Lane, and Wright, were awarded individual certificates acknowledging



In 1953, the Convention's 50th anniversary banquet was held at the Hotel Commodore in New York City.

the fraternity's enormous debt of gratitude to them. Awards were established for faculty members who have taught for 25 years or more, for recognition of civic service and achievement, and for service to colleges of business. The charter fee for alumni chapters rose to \$50. A new life membership button was authorized. The January issue of the "Diary" included "Careers in Business," a series of 23 articles.

The 31st National Convention, Aug. 29 to Sept. 1, 1956, in Detroit, established the office of grand vice president-alumni to oversee alumni activities and authorized students members a subscription to Life Membership at \$15. The Grand Council was permitted, at its discretion, to transfer the student loan fund, accounting award, marketing award, and the award for service to higher education from the fraternity to the Alpha Kappa Psi Foundation. A new edition of the Ritual was published. "The Handbook," 4th edition, was in the winter 1956 issue of the "Diary." "Songs of Alpha Kappa Psi," 4th edition, was published. An alumni chapter manual was issued in 1958.

In Seattle on Sept. 2-5, 1959, the 32nd National Convention was held. Legislation changed the title of Grand Council to the Board of Directors; grand president and grand vice president to national president and national vice president; district councilor to regional director; district conference to regional conference; division councilor to district director; and deputy councilor to chapter advisor. The initiation fee increased to \$25.

1960s

Redistricting of the fraternity was completed by July 1, 1961. The number of regions was increased to 12, and round-trip, first-class airfare was adopted as the basis for reimbursement of chapter delegates in attendance at National Conventions. The alumni activity fund was established, and alumni chapters were authorized to initiate honorary members. On July 1, the fraternity transferred the student loan fund to the Alpha Kappa Psi Foundation.

The 33rd National Convention at the Schroeder Hotel, Milwaukee, from Aug. 28 to Sept. 1, 1962, empowered the national vice president to act as chairman and director of the expansion committee, responsible for the creation of new college chapters. College membership dues increased to \$14. "The Pledge Manual," revised edition, was issued in 1963. "The Handbook," 5th edition, was in the autumn issue of the "Diary."



Frank J. Brye (standing) served as the fraternity's executive director for 23 years (1969-1992).

The 34th National Convention at the Hilton Hotel, Denver, from Aug. 29 to Sept. 1, 1965, transferred the student loan fund from the Alpha Kappa Psi Foundation to the national fraternity, increased Life Membership fees for students to \$20 and for alumni to \$35, and authorized the initiation of one faculty member each year without paying the national initiation fee. In 1965, the J. D. Sparks Fellows program was instituted, which was provided to members for their outstanding service to the Convention.

The 35th National Convention on Aug. 21-24, 1968, at the Robert Meyer Motor Inn, Orlando, increased annual alumni chapter dues to \$75 and allotted \$.50 out of each \$5 paid in national alumni dues to the Alpha Kappa Psi Foundation. On July 1, 1969, John D. Sparks, executive secretary and editor of the "Diary" since 1928, retired. Frank J. Brye was appointed his successor as executive secretary-treasurer.

1970s

The first Alpha Kappa Psi filmstrip, "Gateway to Success," which illustrated historical scenes and chapter activities, was distributed in 1970. "The Alpha Kappa Psi Alumni Chapter Manual," 4th edition, was issued. "The Handbook of Alpha Kappa Psi," 6th edition, edited by John D. Sparks, was published in January 1971.

The 36th National Convention on Aug. 23-26, 1971, was at the Stardust Hotel, Las Vegas. Legislation included a change from two vice presidents to three. It also separated the Southeast Region into two regions — the Southeast Region consisting of Florida and Georgia, and the Southern Region consisting of Alabama, Mississippi, and Tennessee. The title of executive secretary-treasurer changed to executive director, and the executive committee appointed Frank J. Brye to serve in that capacity. Triennial Conventions changed to biennial ones, and national alumni dues increased to \$10.

On March 1, 1972, the Alpha Kappa Psi group life insurance program was instituted. In June, Title IX of the Education Amendments Act of 1972 prohibited sex discrimination in federally assisted educational programs and amended parts of the Civil Rights Act of 1964. Title IX included professional fraternities. The Ritual of Alpha Kappa Psi was issued in January 1973.

The 37th National Convention, Aug. 13-16, 1973, was in the Sheraton-Peabody



In 1971, the fraternity met in Las Vegas for its 36th Convention. Alpha Kappa Psi returned to the desert city for its Convention in 2005 and in 2017.

Hotel, Memphis. South Carolina was moved from the Mideast Region to the Southeast Region. Life Memberships increased to \$25 for student members and \$50 for those out of school for more than one year. The spring-summer 1973 issue of the Alpha Kappa Psi Alumni News was distributed to alumni.

In December, a complaint was filed with the Department of Health, Education and Welfare against 13 colleges and universities that recognized chapters of a professional business fraternity. In 1973, the Fraternity Alliance for Inalienable Rights, a 17-member organization that included Alpha Kappa Psi, was formed to oppose Title IX as it applied to professional fraternities.

The 38th National Convention was in the Radisson South Hotel, Minneapolis, on Aug. 20-24, 1975. "The National Convention Song Book," edited by Richard M. Slavett, was issued. An alumni activities handbook was published. In October, Alpha Kappa Psi initiated a fund drive to combat Title IX. A write-in campaign to attempt to sway legislators also begun. At the Convention, the committee on female membership moved that the fraternity should bar women, advocating a continuance of the struggle to secure exceptive legislation. Such a law was introduced in Congress in May, but it was defeated. The Convention voted the Board of Directors the authority to change Article III, Section 1 of the Constitution by deletion of the words "must be men and." When it became apparent that exceptive legislation would not be approved, the board voted to admit women into the fraternity on Aug. 7, 1976.

The 39th National Convention was held in Atlanta on Aug. 17-21, 1977. Airfare reimbursement for delegates to Conventions changed from round-trip, first-class to round-trip coach fare. Annual alumni chapter dues rose to \$125. During this period, the fraternity initiated its 100,000th member.

The diamond jubilee 40th National Convention was held at the Biltmore Hotel, New York City, on Aug. 22-26, 1979. Members voted to designate one vice president as vice president-alumni beginning in 1981. The finance committee recommended implementation of a standardized accounting system for college chapters and voted to increase semi-annual national college dues to \$17.50 and the initiation fee to \$30. The Regional and National Organization Committee requested that all college and alumni chapters establish permanent mailing addresses.



Chapters receiving efficiency rating awards at the 1975 Minneapolis Convention.

1980s

A revised Ritual was issued in April 1981.

The 41st National Convention was at the Shamrock Hilton Hotel, Houston, on Aug. 19-23, 1981. Second and third presentations of the Distinguished Service Awards, bronze and silver (second only for bronze), were established. It was recommended to inform new brothers of the importance, purpose, aims, and ideals of alumni chapters. Annual dues for alumni chapters were set at no less than \$150 nor more than \$500. The Ritual of Alpha Kappa Psi, 5th edition, was published in 1982.

The 42nd National Convention was in the Book Cadillac Hotel, Detroit, on Aug. 23-27, 1983. Life Membership for student members and those out of school for less than a year rose to \$40, and for those members out of school for more than a year to \$80. It was voted that the minimum pledge period should be five weeks, except for freshmen, whose pledge period was also to be three months unless the regional director saw fit to shorten it because of particular local conditions. Twenty-five-year awards were authorized for meritorious service rendered to the fraternity, and 50-year awards, to be conferred for the Alpha Kappa Psi Foundation by a chapter on members in the fraternity for that period. The Alpha Kappa Psi Fraternity Alumni Directory, 80th anniversary edition, 1984, was published.

The 43rd National Convention was in the Clarion Hotel, St. Louis, on Aug. 20-24, 1985. Carol R. Carter was the first woman elected a national officer of Alpha Kappa Psi. National alumni dues rose \$5 per year. During this period, the national headquarters became fully computerized.

The 44th National Convention was in the Hotel Fort Des Moines, Des Moines, on Aug. 11-15, 1987. The alumni newsletter resumed publication. The Committee on credentials recommended that organizers of Conventions secure corporate sponsorships to help cover Convention costs. The Committee on Finance recommended that the independent auditors include an inflow-outflow statement with reports and make those generally available. It was voted that henceforth candidates for national vice presidential posts indicate which office they were seeking as the national president would no longer assign areas to vice presidents. A rush video, called "Ask An Alpha Kappa Psi," was issued.

The 45th National Convention was in the Grand Hotel, Milwaukee, on Aug.



In 1981, the 41st Convention's banquet was held at the Shamrock Hilton in Houston.

15-19, 1989. The initiation fee increased to \$35 and college membership dues to \$22 per semester. Life Membership fees rose to \$45, and \$85 to include a Life Membership pin. It was voted that members of the Executive Committee, excluding the national president, should not serve for more than two full consecutive terms.

The Alpha Kappa Psi Fraternity Alumni Directory, 85th anniversary edition, was published in 1989. Professional enhancement programs regarding planning and management of projects or fundraising events within Alpha Kappa Psi, or elsewhere, were instituted. Chapter management workshops were held to help chapter officers perform their duties. Professional consultants in business, general promotion, and Conventions were engaged by the fraternity to enhance its quality of services and corporate image. A new logo was designed. The fraternity assumed the management of the John D. Sparks Fellows program.

1990s

The 1990 annual report in the winter 1990-91 Diary had articles by each national officer and the executive director, an audit, and a column about the Alpha Kappa Psi Foundation. The Alumni Chapter Expansion Manual detailed methods for generating new alumni chapters. An Alpha Kappa Psi placement office was approved. The alumni marketing plan was distributed, and the College Chapter Expansion Manual specified how new chapters could be attracted into Alpha Kappa Psi. A pledge manual that covered aspects of fraternity life, including history, traditions, customs, awards, and parliamentary procedures was issued as well as a rush kit to help chapters bring in new members. A "Volunteer Officer Policy and Procedure Manual," a guide for national and regional officers, and the "Speakers Resource Handbook" were distributed. The Management Action Plan replaced the Performance Evaluation Report for college chapters.

On Jan. 1, 1991, Alpha Kappa Psi took possession of a new location which was dedicated as the John D. Sparks Headquarters building. In addition to the move, the national office added support services of a Convention planner, an advertising agency, computer consultants, a managing editor, and publisher for the "Diary." The office also added a marketing and telemarketing group to assist with alumni dues billing. At midyear, the 1991 annual report was published with articles by all national officers and the executive director. Eileen L. Howell, Delta Phi, became Alpha Kappa Psi Foundation's first female president.

The 46th National Convention was at the Sheraton Denver Tech Hotel, Denver, on

Aug. 13-17, 1991. Student initiation fees increased to \$45 and student membership dues to \$27. Life Membership fees were raised to \$80 through the second year following graduation and to \$150 after that. Chapter charter fees were set at \$5 per petitioner, minimum of \$150, payable in advance of installation. Alumni chapter dues remained at \$150 minimum with a maximum of \$750 per year. Annual national alumni dues increased to \$25. It was voted that the budget for the general fund must be in balance. The Officers Manual was adopted as the official guide for the operation of college chapters. The month of April became "Alumni Awareness Month."

Frank J. Brye served as executive director of Alpha Kappa Psi from 1969 to 1992. He resigned from that post on Sept. 1, 1992, and accepted the newly created position of executive development director for the fraternity and the foundation to raise funds for both organizations. Brye gave up the fraternity post on Dec. 31, 1993, but continued to serve the foundation until March 1994. Gary L. Epperson became the executive director of the fraternity on Sept. 3, 1992, the fourth full-time chief executive the fraternity has had in its history. In August 1993, the "History and Handbook of Alpha Kappa Psi Fraternity" was published.

The 47th National Convention was at the Opryland Hotel, Nashville, on Aug. 17-21, 1993. An amendment was passed which stated that the Alpha Kappa Psi Constitution and Statutory Code be revised. It was voted to transfer the Upper Peninsula of Michigan to the Eastcentral Region and to transfer the Northcentral's portion of Wisconsin to the Midwest Region, contingent upon the transfer of the state of Nebraska to the Northcentral Region. Since New York State no longer required a director-at-large of the corporation, an amendment to remove the post from the Constitution was passed. These amendments were to take effect at the 1995 National Convention. By amendment, the Board of Directors was to consist of the national president, the three national vice presidents, and the five at-large directors, none of whom were to hold office in any other capacity in the fraternity. This change was to take place at the 1993 Convention. For an orderly transition from one board to the next, it was suggested that the newly elected national officers and the regional directors at this Convention elect the five at-large directors for two-year terms. The duly elected leadership could select the Board of Directors for the interim period before the next Convention, which was when the National Chapter could elect a full Board of Directors. The pledge fee was set at \$20 and the initiation fee at \$50, effective Sept. 1, 1993. The 90th anniversary edition of the Alumni Directory of Alpha Kappa Psi was published in 1994.

The 48th Convention was at the Capital Hilton Hotel, Washington, D.C., on Aug. 14-19, 1995. A resolution was voted to amend the Constitution and Statutory Code

to implement the recommendation of the Regional and National Organization Committee to establish a separate Fraternity Board of Directors and a National Management Team to consist of the national president, the national vice presidents, and the 13 regional directors. Members of the National Management Team were to meet annually for planning purposes and, as member delegates, elect the Board of Directors of the fraternity. These directors were to be nine in number and would elect a chairman and such other corporate officers as deemed necessary, to be elected annually from among their own members. Wayne R. Miller, Alpha Phi, was elected the fraternity's first chairman of the board. The Board of Directors would serve as the supreme executive, legislative, and judicial body of the fraternity between meetings of the National Chapter. A dues increase was passed to help fund the position of a full-time expansion coordinator for the fraternity.

The Regional Leadership Conferences, held during non-Convention years in each region, were replaced with annual Success Institutes, which grouped regions for fraternal and educational activities.

The 49th National Convention was at the Pointe Hilton Hotel at Squaw Peak, Phoenix, from July 29 to Aug. 2, 1997. "The Alpha Kappa Psi Official Song Book," National Convention edition, was issued. A new Constitution and Statutory Code, that of Alpha Kappa Psi-Indiana, Inc., was adopted. Initiation fees increased from \$50 to \$55 and pledge fees from \$25 to \$30. It was voted that the Board of Directors acquire general liability insurance for student and alumni chapters and assess them for its cost. The Life Membership fee structure for members who pay two years or more after graduation was dropped from \$150 to \$100 in conjunction with a supportive marketing effort for a two-year testing period beginning Jan. 1, 1998. The term "Regional Leadership Conference" was replaced by the term "Regional Meeting." It was voted that the National Chapter would waive an amount equal to one registration fee for each college and alumni chapter in good standing for attendance at each regular National Chapter meeting. The Alpha Kappa Psi Foundation's student-level donor club, the Yellow Rose Society, was introduced in July 1998. A new pledge manual, 17 pages, was issued in January 1999.

The 50th National Convention was at the Hilton Hotel at Walt Disney World Village, Orlando, on Aug. 3-8, 1999. A resolution was passed to require two people from each chapter to attend National Chapter meetings and the College of Leadership. The title of executive director of the fraternity changed to CEO. As recommended by the Regional and National Organization Committee, all responsibility for alumni programming and publication of the "Diary" was moved

from the fraternity to the foundation, with an implementation date of July 1, 2000. As part of the move, Life Membership would become a giving level within the foundation, while honoring all previous Life Membership benefits.

During the year, the Management Team's operational structure was modified. Four vice presidents, elected by the National Chapter, would supervise particular regions rather than perform specific tasks. The regions, at their respective Success Institutes, would every two years elect their regional directors. District directors ceased, and every chapter gained a chapter advisor. Regional managers would be appointed to cover designated areas of expertise — finance, membership, technology, expansion, chapter relations, and alumni. That fall, the Alpha Kappa Psi Foundation's All-AKPsi Academic Team debuted.

2000s

At the spring 2000 meeting of the Fraternity Board of Directors, the board approved an expansion of the organization into the United Kingdom. One year later, the 14th region of the fraternity was officially established in the U.K. New chapters were installed at the University of Manchester Institute of Science and Technology, Manchester University, and Manchester Metropolitan University. In 2000, the "Diary" was recognized with the Magazine of the Year Award by the College Fraternity Editors Association. With this honor, Alpha Kappa Psi became the first professional fraternity to earn this publication award. In 2001, The Alpha Kappa Psi Fraternity Alumni Directory was published. Also that year, the Alpha Kappa Psi Foundation's Academy debuted.

The 51st National Convention was held at the Fairmont Hotel, New Orleans, on Aug. 15-19, 2001. Carter R. Carter became the first female recipient of the Gold Distinguished Service Award. The fraternity's new logo was unveiled, and a volunteer recognition program was introduced to honor current and past volunteer leaders. Adopted legislation amending the Constitution and Statutory Code focused on: giving authority to Regional Management Teams in making decisions regarding termination of members for financial delinquency among members; providing clear understanding and procedures for the removal of chapter officers for any reason within a college chapter; providing an official step-by-step roadmap for all areas of member discipline to alleviate confusion, disparity, and uncertainty between the Constitution and Statutory Code, chapter bylaws, and the Board of Directors' Statement of Policy; and allowing the best possible training, planning, continuity, and successful leadership for the Board of Directors through the establishment of a succession plan for the chairman position.

The centennial 52nd National Convention was held at the Chicago Hilton and Towers on Aug. 7-10, 2003. Heather E. Allen, Beta Psi, was elected the first female chairman of the board. For the first time since 1997, the National Chapter voted to increase fees. The fee increase was designed to provide financial assistance in support of specific areas identified in the fraternity's strategic plan, including the hiring of a full-time director of alumni services. The National Chapter also voted to move the election of fraternity directors from the National Management Team to the National Chapter.

In 2004, the Fraternity Board of Directors approved the purchase of a larger office — the Heritage Center — to house the Alpha Kappa Psi Fraternity and Foundation.

The 53rd Convention was held at the Riviera Hotel, Las Vegas, on Aug. 3-6, 2005. Adopted legislation included: removing the term "inactive status" from the Constitution and Statutory Code and replacing it with "leave of absence;" changing the elected officers of the Management Team into the president and executive vice president with the authority of the president to appoint a cabinet; instituting an alumni program including the creation of individual alumni association dues; allowing only alumni chapters to exist instead of local alumni associations. Also, in recognition of Alpha Kappa Psi having chapters in three different countries, the word "national" would be removed from all documentation and titles.

The Fraternity Board of Directors dissolved the United Kingdom Region in 2006. Chapters in the United Kingdom were moved to the Mideast Region. The Alpha Kappa Psi Foundation launched a business plan competition in February 2007. It was held in four locations during the Success Institute weekends.

The 54th Convention was held at the Hyatt Regency on Capitol Hill, Washington, D.C., on Aug. 1-4, 2007. After two years of testing, the fraternity launched the new Pledge Education Program (PEP). The Chapter Congress (formerly National Chapter) voted to remove the minimum GPA requirement for pledges so chapters could accept first-term freshmen. The Chapter Congress also modified the selection process of the Fraternity Board of Directors' Executive Committee and determined that the chairman would be elected annually by the board. Andrea Nemeth, Iota Rho, became Alpha Kappa Psi's first female president.

The Alpha Kappa Psi Foundation's Business Plan Competition was revamped and became the Case Competition. The new format debuted during



The fraternity celebrated its 100th anniversary at the 2003 Chicago Convention.

the February 2008 Success Institutes. The fraternity created the Certified Fraternity Volunteer (CFV) accreditation program in order to recognize those volunteer leaders who've mastered skills and topics focusing on volunteer resource management. Alpha Kappa Psi's first CFV appeared in June 2008.

In fall 2008, the fraternity held regional workshops to help chapters review recruitment and membership fundamentals. To support the fraternity's vision of developing principled business leaders, Alpha Kappa Psi's popular Success Institute received a new name. Beginning in February 2009, it took on the name "Principled Business Leadership Institute," and its curriculum was restructured.

The 55th Convention was held at the Wyndham Orlando Resort on Aug. 5-8, 2009. The Chapter Congress approved legislation requiring the terms of a chapter's president, treasurer, and the officer responsible for completing the Annual Chapter Report to be one-year. The Chapter Congress also approved a fee increase. Initiation fees and student membership dues increased \$5 each to \$65 and \$47.50, respectively. The Life Membership fee was decreased to \$400, and the student/recent graduate rate was reinstated at \$200.

2010S

The 56th Convention was held at the Arizona Biltmore, Phoenix, on July 27-30, 2011. The fraternity launched a comprehensive membership recruitment campaign with related materials that could be utilized by the student chapters. The Chapter Congress approved the Constitution Committee's recommendations to make updates to the Board of Directors' qualifications and terms. Also, it was voted that regional directors would no longer be elected, but appointed instead.

An overhauled website with advanced membership reporting capabilities was introduced in late 2011, and a revamped awards catalog was made available beginning with the 2012-13 academic year. In May of 2013, the fraternity chartered a chapter in Hong Kong, which allowed Alpha Kappa Psi to appear in its fourth nations. That spring, "The Diary of Alpha Kappa Psi" celebrated its centennial.

The 57th Convention was held at the Sheraton New Orleans on Aug. 8-10, 2013. The Chapter Congress approved several updates to the Constitution in regards to membership, including the addition of a 'suspended' membership class and a broader definition of what academic areas of study are acceptable for a student to become a member and/or maintain membership.



A trio of firsts at the 2007 Washington, D.C. Convention: Andrea Nemeth, who was elected the fraternity's first female president, is joined by Carol Carter, the first female vice president (1985) and Eileen Howell, the Alpha Kappa Psi Foundation's first female chairman (1991).

Steve Hartman became the fraternity's fifth full-time chief executive officer after Gary Epperson retired in September of 2013. Epperson had served as CEO since 1992.

Approved by the Fraternity Board of Directors, a new regional alignment plan took effect during the 2014-15 academic year. The new configuration was designed to provide a more effective structure for servicing chapters while allowing for future growth. Under the new structure, the fraternity grew from 13 to 17 regions (one region for alumni chapters and 16 regions for student chapters). Four vice president positions were added to provide leadership for the new regions.

The 58th Convention was held at the Sheraton Norfolk Waterside, from July 29 to Aug. 1, 2015. The Chapter Congress adopted a multi-year dues and fees schedule to provide additional funding for the expansion of fraternity operations, systems infrastructure, and further implementation of Alpha Kappa Psi's strategic plan. It was the first dues increase in six years. Alexander T. Sultan, Mu Sigma, was elected to his third term as president, making him the first president in fraternity history to be elected to three consecutive terms.

The 59th Convention was held at Bally's Las Vegas Hotel & Casino on Aug. 2 - 5, 2017. The Chapter Congress did not adopt any Constitutional changes. The fraternity recognized the 40th anniversary of initiating women into Alpha Kappa Psi.

▶ FRATERNITY PRESIDENTS



R.S. Douglas
1904-06



F.R. Leach
1906-07



H.M. Jefferson
1907-08



N. Lane Jr.
1908-09



H.A. Hopf
1909-10



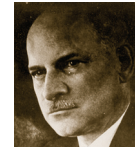
W.B. Johnson
1910-11



W.T. Eddy
1911-12



H.L. Wilson
1912-13



A.W.T. Olgilvie
1913-14



A.L. Jeffery
1914-15



D.S. Duncan
1915-19



J.T. Madden
1919-21



R.B. Kester
1921-23



E.W. Lord
1923-27



C.W. Collins
1927-29



O.A. Kirkman
1929-33



H. Silke Jr.
1933-36



W.J. Luby
1936-39



C.D. Spangler
1939-42



O.M. Chatburn
1942-47



R.A. Hills
1947-50



R.G. Woolever
1950-56



M.C. Townsend
1956-59



L.R. Jordan
1959-62



W.C. Himstreet
1962-65



W.F. Weinheimer
1965-68



J.D. Cahill
1968-71



J.C. Wilson
1971-75



R.H. Rais
1975-77



A.L. Stengel
1977-79



J.M. Miller
1979-83



J.D. Cahill
1983-87



G.R. Carnahan
1987-89



J.E. Cunningham
1989-93



K.B. Hasty
1993-97



R.A. Davenport
1997-01



M.C. Moore
2001-03



D.L. Stubblefield
2003-07



A. Nemeth
2007-11



A.T. Sultan
2011-17



M.G. Dickerson
2017-

► GOLD DISTINGUISHED SERVICE AWARD RECIPIENTS

The fraternity's highest honor is the Gold Distinguished Service Award, which is given only by the Fraternity Board of Directors, requiring a minimum of 90 percent approval of the board. The members listed below have received this honor. The number in parentheses indicates when the award was presented.



In 1962, Founder Herbert M. Wright was one of four Gold DSA recipients at the 1962 Convention in Milwaukee.



Past Fraternity Chairman, President and 2011 Gold DSA recipient Robert Davenport congratulates Past Fraternity and Foundation Chairman Eileen Howell, one of two Gold DSA recipients at the 2013 Convention in New Orleans.

Everett W. Lord, *Boston '21-Faculty/Life* (1941)*
 Frederic R. Leach, *New York '04-Life* (1941)*
 John B. Nicklas Jr., *Pittsburgh '22-Life* (1942)*
 A.W. T. Ogilvie, *Northwestern '12-Life* (1942)*
 Clem W. Collins, *Denver '10-Life* (1942)*
 Paul H. Hudson, *New York '04-Life* (1942)*
 William J. Thomson, *Denver '12-Life* (1944)*
 Ralph E. Kimball, *Pittsburgh '21-Life* (1947)*
 William J. Luby, *Northwestern '20-Life* (1947)*
 Roy B. Kester, *Denver '10-Life* (1947)*
 Fae W. Cosner, *Northwestern '17-Life* (1947)*
 O. Arthur Kirkman, *Virginia '22-Life* (1950)*
 Clifford D. Spangler, *Nebraska '20-Life* (1950)*
 John D. Sparks, *Georgia State '23-Life* (1950)*
 Raymond G. Woolever, *Minnesota '24-Life* (1953)*
 Edward G. Eriksen, *Minnesota '30-Life* (1956)*
 Endicott A. Batchelder, *Pittsburgh '28-Life* (1956)*
 Herbert M. Wright, *New York '04-Life* (1962)*
 Morley C. Townsend, *Buffalo '36-Life* (1962)*
 L. Russell Jordan, *UNC-Chapel Hill '50-Life* (1962)*
 Oliver M. Chatburn, *USC '29-Life* (1962)*
 Wayne E. Shroyer, *Denver '30-Life* (1963)*
 William C. Himstreet, *USC '53-Life* (1965)*
 C. Frederick Harley, *Washington '28-Life* (1965)*
 William F. Weinheimer, *Pittsburgh '41-Life* (1968)*
 John D. Cahill, *Buffalo '52-Life* (1971)
 Julius M. Lennard Jr., *Georgia State '34-Life* (1975)*
 John C. Wilson, *Oklahoma State '47-Life* (1975)*
 Richard H. Rais, *Detroit (Evening) '58-Life* (1979)*
 Arnold L. Stengel, *USC '60-Life* (1979)
 J. Mark Miller, *West Georgia '70-Faculty/Life* (1983)
 Robert W. Bell, *Arkansas '57-Faculty/Life* (1985)*
 Thomas J. Bastasz, *Saint Thomas '59-Life* (1989)
 Allen J. Simonson, *Upsala College '64-Life* (1991)
 Theodore G. Ehram, *NYU '53-Faculty/Life* (1993)*
 Frank J. Brye, *Western Michigan '60-Life* (1993)
 William D. Reeves, *Georgia State '59-Life* (1998)
 J. Elliott Cunningham, *Texas State '76-Life* (1999)
 Carol R. Carter, *Gustavus Adolphus '76-Life* (2001)
 Wayne R. Miller, *Florida '83-Life* (2003)
 Kenneth B. Haste, *Saint Louis '76-Life* (2005)
 Robert A. Spansky, *Detroit (Day) '62-Life* (2005)
 Wendy A. Wendroff, *Tri-State '80-Life* (2007)
 Robert A. Davenport, *Old Dominion '86-Life* (2011)
 Eileen L. Howell, *Wisc-Milwaukee '78-Life* (2013)
 David P. Wendroff, *Portland '79-Life* (2013)
 Paul J. Brinker, *Cincinnati '84-Life* (2015)
 Pamela L. Richardson, *Drake '81-Life* (2017)
 Robert E. Richardson, *Iowa '76-Life* (2017)

*Audit Eternal (deceased)

EVENTS AND PROGRAMS

Alpha Kappa Psi is committed to providing its members services they cannot obtain anywhere else. These services come in the form of events and educational opportunities designed for members to develop their professional, personal, fraternal and leadership skills.

► THE ACADEMY

Sponsored by the Alpha Kappa Psi Foundation, this leadership institute is based on the contemporary concepts contained in the business best seller "The Leadership Challenge" by James M. Kouzes and Barry Z. Posner. A limited number of participants ensure the experience will be highly personal, and members will build a strong network with other Alpha Kappa Psi participants from around the world. Interactive group sessions are complemented by small group discussions led by AKPsi facilitators and successful business leaders.



► ALL-AKPSI ACADEMIC TEAM

The Alpha Kappa Psi Foundation's All-AKPsi Academic Team recognizes students who maintain excellence in academic standing while making positive contributions to their campus and community. From among the team members, eight outstanding individuals receive the Top Scholar award and are recognized with educational grants.



► CASE COMPETITION

The Alpha Kappa Psi Foundation sponsors the Case Competition. At each event, teams compete and the top three teams are awarded scholarships. Through the Case Competition, students are introduced to the realities of decision making—including incomplete information, time constraints and conflicting goals—giving them first-hand experience analyzing business situations.



► COLLEGE OF LEADERSHIP

Held in conjunction with Convention, the College of Leadership provides attendees with advanced professional and leadership skills. Dynamic sessions, focusing on team and chapter leadership, effective recruitment strategies, fundraising and risk management, equip students with the tools needed to lead successful chapters and encourage personal growth. These programs are designed to be interactive discussions giving attendees the opportunity to learn and share ideas from AKPsi leaders and chapters from around the world.



► CONVENTION

The biennial Convention is a four-day fraternity event where Chapter Congress, College of Leadership, and off-site events occur. Chapter Congress serves as the business meeting of Alpha Kappa Psi to influence positive change within the organization. College of Leadership serves to educate both student and alumni members on fraternity knowledge, business knowledge, and professional development. Off-site events are available to all member and friends of AKPsi to network and build relationships at Convention. The next Convention will be held in 2019 in Dallas, Texas.



► FRATERNITY ADVISORS CONFERENCE

President's Academy and Fraternity Advisors Conference are educational leadership experiences designed to provide participants with a concentrated deep dive into serving others, self-awareness, chapter operations, understanding vision, and how to create a chapter success plan. Through a servant leadership lens, participants are able to focus on member retention, teamwork, conflict resolution, and compromise. This experience will seek to provide participants with the necessary tools to coach those they lead and to create and sustain a chapter success plan which will lead to increased member engagement and retention.



► PRESIDENTS ACADEMY

President's Academy and Fraternity Advisors Conference are educational leadership experiences designed to provide participants with a concentrated deep dive into serving others, self-awareness, chapter operations, understanding vision, and how to create a chapter success plan. Through a servant leadership lens, participants are able to focus on member retention, teamwork, conflict resolution, and compromise. This experience will seek to provide participants with the necessary tools to coach those they lead and to create and sustain a chapter success plan which will lead to increased member engagement and retention.



► PRINCIPLED BUSINESS LEADERSHIP INSTITUTE

The Principled Business Leadership institute, abbreviated PBLI, is Alpha Kappa Psi's annual flagship event where students and alumni interact with top professionals in business industries, gain insight on necessary industry-related skills, and develop a leadership development plan. This event usually takes place in February or early March in four locations across the country.



PBLI

Principled Business Leadership Institute

► YELLOW ROSE SOCIETY

Alumni are not the only ones who support the Alpha Kappa Psi Foundation with donations. With a minimum annual contribution of \$10, students can join the Yellow Rose Society and receive a monogrammed AKPsi lapel pin, a ribbon at events, and special recognition in "The Diary of Alpha Kappa Psi."



► **COMPETENCY MODEL**

KEY PRACTICES

The willingness and active effort to continuously grow in knowledge, skill and competence



The process of gathering information, weighing consequences and accepting responsibility for choosing a course of action



The ability to shape the thoughts and actions of others to drive growth



BEHAVIORS

- Explore issues, objects, & works
- Identify root causes rather than symptoms
- Define processes & tasks in terms of expected outcomes
- View success & failure in terms of learning & improvement in addition to results
- Capable of exploring different options to overcome hurdles/challenges
- Apply learned concepts to novel situations

- Explore the right & wrong of human conduct
- Consider the impact of decisions on family, on community & on planet
- Seek to understand short-term & long-term consequences of decisions
- Involve others in the process
- Identify & define the problem, issue, or opportunity
- Reflect upon conditions that led to decisions & outcomes to learn & improve future decisions
- Take responsibility for results & outcomes

- Listen to others to understand perspectives, concerns & needs
- Build trust in teams, in order to engage & to learn
- Speak in ways that will enable others to engage & learn
- Organize & develop written communication in various forms
- Utilize the impact of social media platforms in a respectful & productive manner
- Think about tomorrow's business while managing today's business
- Appreciate & act appropriately in different cultural settings

KEY SKILLS



► KEY SKILLS DEFINED

Analytical and Critical Thinking — Accurately analyze and interpret relevant information in the context of organizational decision-making

Confidence — Self-assuredness, reliability and trustworthiness to complete tasks

Creative and Innovative Thinking — Conceive and implement original mechanisms and processes

Decision-making — Cognitive ability to select a course of action among several possibilities

Emotional Intelligence — Recognize internal emotions, their meaning and their impact on and your perception of those around you

Gratitude — Expression of appreciation, genuineness and kindness

Listening and Comprehension — Recognition of speech, sounds and meaning of the spoken language

Oral Communication — Compose and effectively deliver ideas and thought processes in a clear and professional manner

Organization — Planning, arrangement and administration of processes and projects

Relationship Building — Mutual understanding and connection between individuals or groups of people

Research — Systematic study of mechanisms and processes to authenticate facts and determine conclusions

Resilience — Capability to recover from difficult situations

Socially Responsible Leadership — Identify and explain the interrelationships between business and its social and natural environments

Written Communication — Proficient in language use, excellent mechanics, and uses language Conventions effectively

► WHAT DRIVES THE COMPETENCY MODEL?

Technological advances
in productivity

A connected world

Information BIG bang

The productive worker must have high cognitive and/or high technology-focused knowledge skills.

People are connected to each other, to products, and to services in ways never possible in the past.

The cognitive challenge of yesterday was finding enough information to be a properly-informed problem solver. The challenge of today is sorting through the volumes of available information and data to effectively separate the signal from the noise.

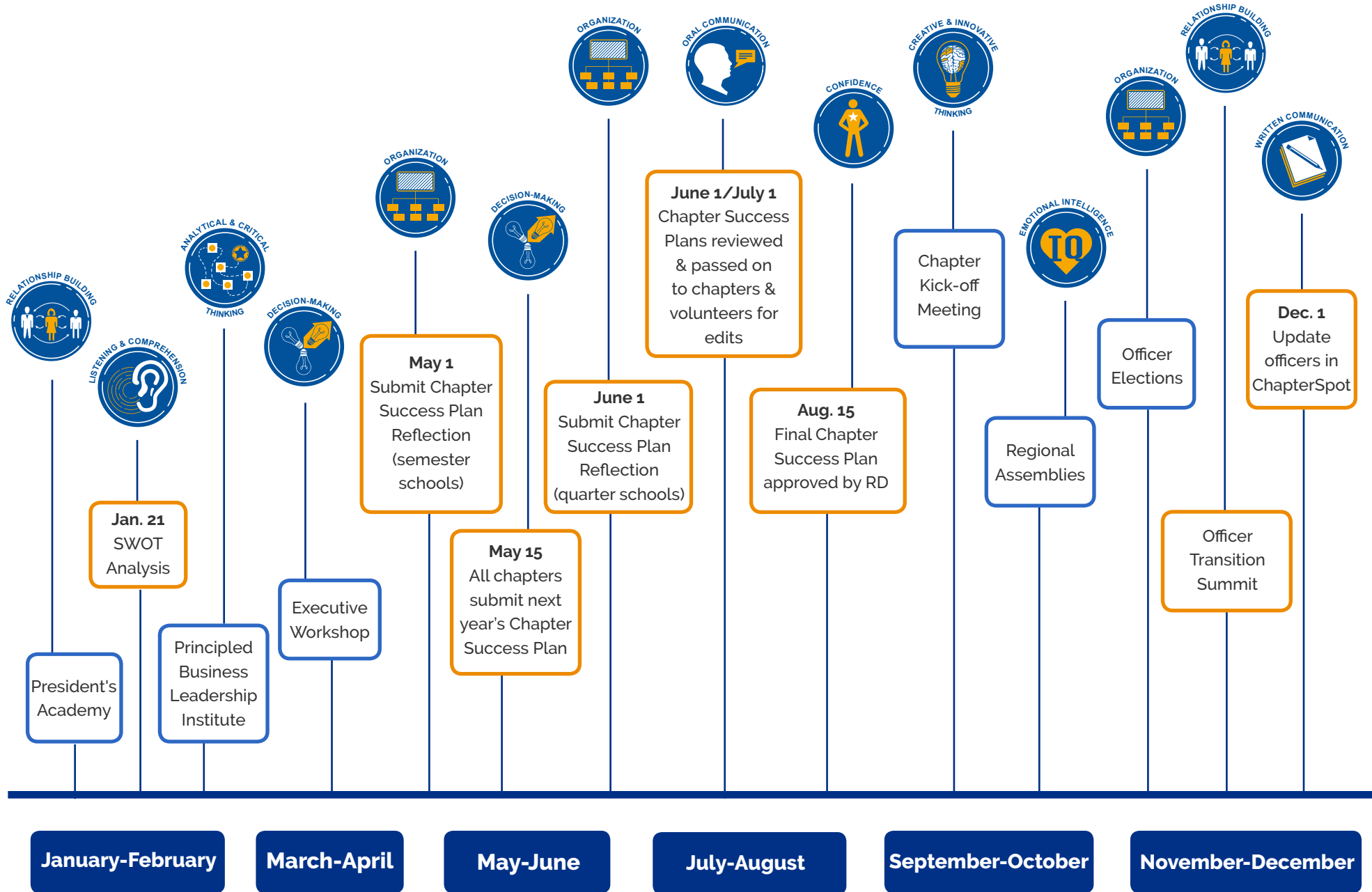
► CHAPTER ACHIEVEMENT PATHWAY

The Chapter Achievement Pathway is the entire process of creating the Chapter Success Plan for the chapter and is designed to provide chapter officers with learning focused on serving others, chapter operations, and their role in the creation and execution of the Chapter Success Plan.

The Chapter Achievement Pathway follows the calendar year and is composed of the Officer Curriculum Roadmaps, which are a series of learning events, activities, and tasks to complete and manage the Chapter Success Plan. By participating in the month-by-month learning activities outlined in the Officer Curriculum Roadmaps, chapter officers exercise the skills described in the Competency Model to create the Chapter Success Plan to lead their chapter.

The pathway's timeline begins in January with the Presidents Academy, followed by the completion of the SWOT analysis in January and February and officers participating in the Chapter Achievement Pathway Track in February at PBLI. Following the track, chapter officers will hold the Executive Workshop in March or April to complete the new Chapter Success Plan by the May deadline. Officers will spend the summer months revising the evaluated plan before sharing it with the chapter at the Chapter Kickoff and attending the Regional Assembly in August or September. From May to April, officers will receive continuous support and coaching from fraternity staff and volunteers.

The focus of the pathway is servant leadership, which in turn allows participants to focus on member retention, teamwork, conflict resolution, and compromise. This experience will seek to provide participants with an overview of servant leadership and with the necessary tools to create and sustain a Chapter Success Plan which will lead to increased member engagement and retention. Additional education centers on general leadership skills, understanding AKPsi's structure, risk management, and individual officer roles.



■ Deadline ■ Event/activity

▶ MEMBER STATUSES

Collegiate Member

A member in good standing who is enrolled at a college or university where a chapter of Alpha Kappa Psi is chartered. These individuals must meet all attendance and financial requirements.

Leave of Absence (LOA)

Any student member in good standing who is not able to attend meetings or events of their chapter due to studying abroad, military leave, working in a co-op/internship, medical emergency, or extreme hardship.

LOAs for studying abroad, military leave and co-op/internship should be granted automatically as they do not require a chapter vote. Medical emergency or extreme hardship LOAs require a written application to the chapter's executive committee for approval. Upon approval, the application must then be forwarded to the regional director for final approval.

The LOA status expires at the end of each academic term and automatically reverts to a collegiate member in good standing. A member can extend their LOA status for an additional academic term provided the identified criteria is met and reported.

Suspended Member

A suspended member is an individual who is temporarily not in good standing with the fraternity for one or more of the following reasons:

- Student members: non-attendance, financial or disciplinary process
- Faculty, Alumni or Honorary members: disciplinary process

Suspension for Non-Attendance Requirements:

A majority vote is required to suspend a member for non-attendance after they obtained three or more unexcused absences from required meetings/events. At the time of suspension, reasonable reinstatement terms for the student member must be established by a majority vote of the chapter.

Suspension for Financial Requirements:

At the time of suspension, the amount that the member owes the chapter must be reported through ChapterSpot. They must be at least 30 days delinquent on finances owed to the chapter. There is no vote required to suspend a member for finances. A suspended member loses all membership rights and privileges until the suspension has been lifted. They are not allowed to vote or attend any ritual or closed chapter event. Once reinstatement terms have been completed they should be moved back to collegiate status via ChapterSpot.

Alumni Member

An alumnus/a member is an individual who has been, but is no longer, a student member or faculty member.

- A student member who has graduated from their chapter's university or in another manner has left their chapter in good standing (transfers schools, is no longer enrolled at the college or university).
- If an alumnus/a who graduated or left the chapter in good standing returns to the university as a student, they may be immediately reinstated as a student member in good standing by their chapter.
- In the case of a school transfer, the member must present to the new chapter verification from the former chapter stating that all financial obligations have been paid and that the member is in good standing with the fraternity. The new chapter then votes to admit said member. Voting procedures shall be the same as used for admitting candidates into pledging.

The fraternity does not recognize an "early alumni status/senior status" or its equivalent.

▶ RIGHTS OF MEMBERS IN GOOD STANDING

- Right to vote in collegiate or alumni chapter
- Right to hold office in collegiate or alumni chapter

▶ TERMINATION OF MEMBERSHIP

Resignation

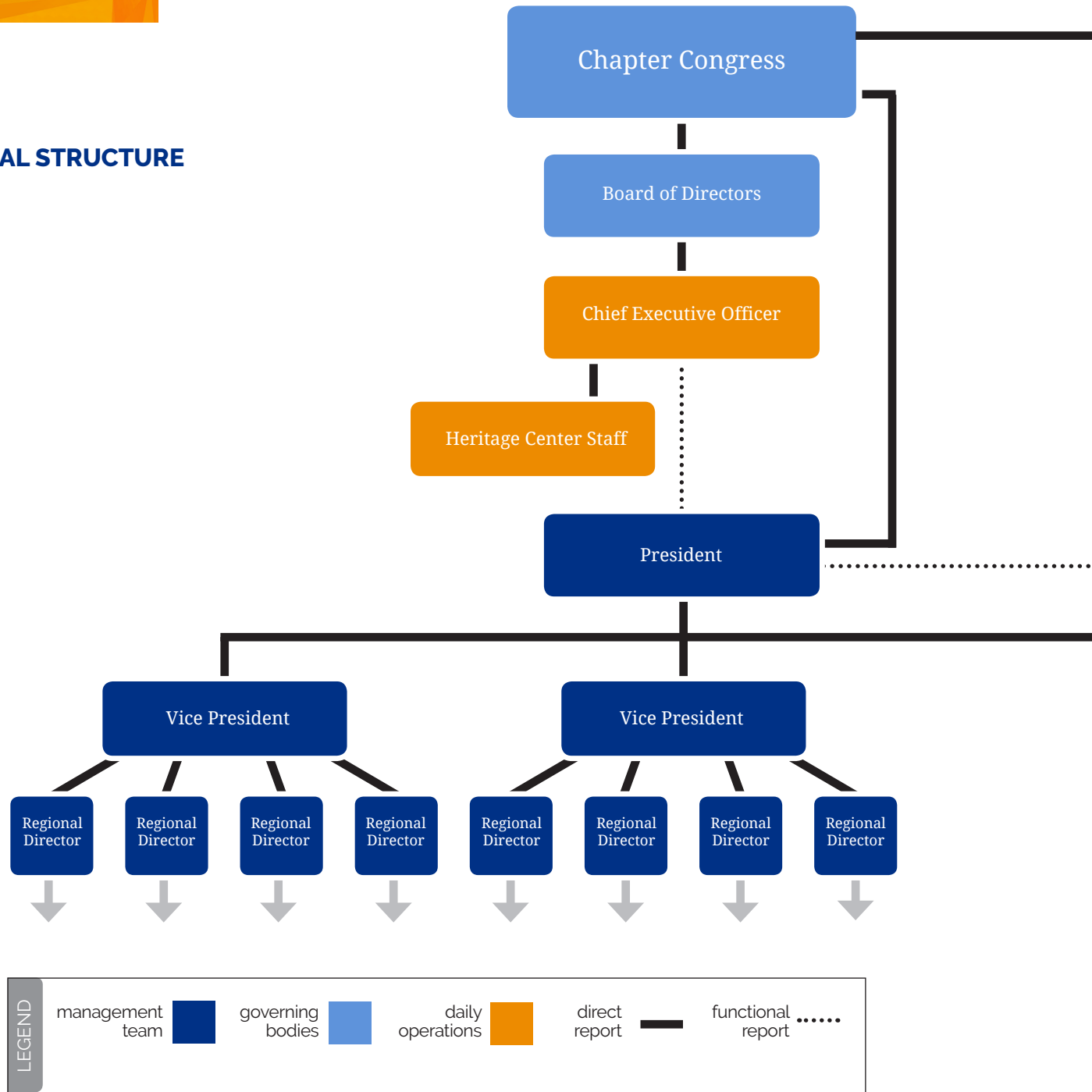
A member who has requested to terminate his/her obligations to Alpha Kappa Psi and is no longer a brother of the fraternity.

The member must submit a letter of resignation to the Heritage Center. A chapter or another individual cannot resign a member. Without a letter of resignation, the brother should be suspended with proper reinstatement terms.

Expulsion

Any member, student or alumni, whose membership has been revoked by a vote of the Board of Directors. Chapters cannot expel a member.

▶ ALPHA KAPPA PSI ORGANIZATIONAL STRUCTURE

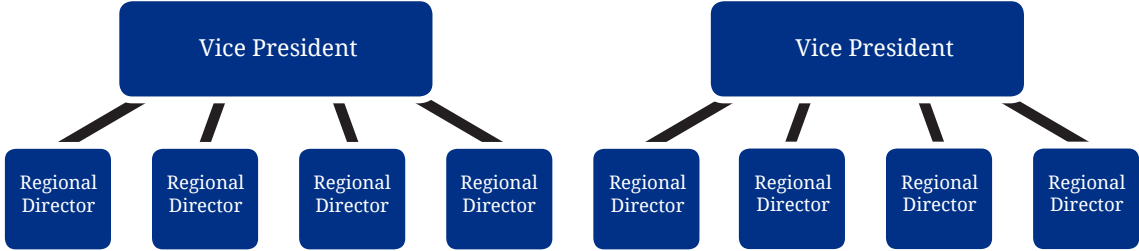


Foundation Board of Directors

While part of the Alpha Kappa Psi structure, the Alpha Kappa Psi Foundation is its own corporation and has no direct or functional report to the fraternity. Its mission is to provide resources that enhance the educational experience of future business leaders.

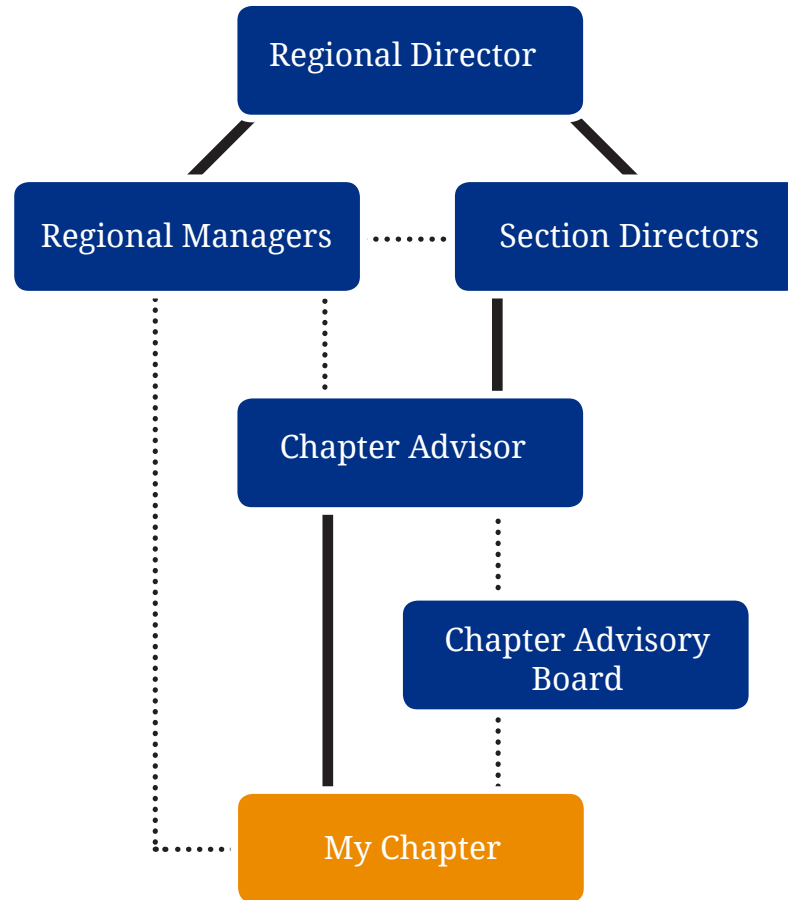
Executive VP

The fraternity's alumni chapters report directly to the executive vice president.



Each of the 16 regional directors leads a Regional Management Team. See page 54.

▶ REGIONAL MANAGEMENT TEAM STRUCTURE



Professional



► CREATING A RÉSUMÉ

A résumé summarizes and highlights relevant skills, education and experiences in a concise and easy to read format. It should communicate your abilities and qualifications to a potential employer.

► GUIDELINES

- Keep it to one page. Recruiters spend roughly 60 seconds reviewing each résumé so make it count.
- There is not one set format or style, but be professional and consistent in design and layout.
- Utilize the job description as a guide. What you highlight on your résumé should be relevant to the job description, so pay attention to keywords.
- Proofread, proofread, and proofread! Have someone else review it, and then proofread again.

► USING POWERFUL BULLETS

Companies want to hire people who can not only do the job but who can improve their performance and productivity. Use powerful action verbs as the foundation of your bullets to demonstrate your impact. Use numbers or percentages to emphasize results whenever possible.

Formula: **Action** + **Result**
 What did you do? What was the outcome?

- Bad Example:
Reviewed vehicle maintenance plans
- Good Example:
Evaluated risk related to vehicle maintenance plan and **reduced the number of unscheduled repairs by 10 percent**

Header

This should include your name, phone number, professional email address, and a link to a digital portfolio or LinkedIn page if applicable. It is not necessary to include a physical mailing address for your own safety, and employers can request it if needed.

Education

Include the university, full degree name, and graduation date. If you have not yet graduated, indicate it as an expected graduation date. Do not include high school, but do include associate degrees, study abroad schools, or trade school information.

Organizations

If you have relevant experience in other categories considering adding sections such as Certifications, Organizations, Volunteer Experience, Professional Affiliations, Publications, Honors and Awards, or Relevant Coursework.

Nathan Lane Jr.

Nathanlanejr.com | 123-456-7890 | nathan@nathanlanejr.com

Summary

Experienced marketing professional with decades of research and creative experience supporting logistical and business operations. Seeks advancement opportunities in a growing organization to support efficient business operations through cost-effective marketing and sales solutions.

Education

NEW YORK UNIVERSITY, NEW YORK, NY

Bachelor of Commercial Science, May 1905

Major: Organizational Leadership and Management, Minor: Marketing

GPA: 3.8/4.0

Work Experience

DIRECTOR OF MARKETING AND SALES | RACHMIL AUTOMOTIVE | 1919 - PRESENT

- Develops wide scale marketing strategies to promote products in the local market
- Creates promotional marketing materials including press releases, sales copy, and radio ads for dealership grand opening and ongoing sales
- Manages a team of 5 marketing and sales associates who work the sales floor and interact with customers

MARKETING ANALYST | LANE TRANSPORTATION | 1907 - 1919

- Analyzed transportation logistics and identified optimal trucking routes to minimize costs of fuel
- Evaluated risks related to vehicle maintenance plan and reduced the number of unscheduled repairs by 10%
- Enhanced the company's customer satisfaction by

INTERN | BERGEN CONSTRUCTION | 1906 - 1907

- Conducted market research on growing residential areas in the metro NY area to present to senior leadership
- Organized the implementation of a CRM system to track potential leads and sales with over 300 clients

SALES ASSOCIATE | BROOKS BROTHERS | 1900 - 1907

- Managed the cash register and handled upwards of \$500 daily
- Maintained a constant presence on the sales floor to interact with customers and promote new products
- Communicated with customers based to determine clothing needs and make product recommendations

Organizations

Alpha Kappa Psi, Professional Business Fraternity

Founding Member, October 1904 – Present

- Founded the first chapter of an organization which has grown to over 160,000 members internationally

Goodwill

Volunteer, May 1902 – Present

- Maintained store merchandise by sorting donations, stocking and pulling products based on store sales data

Additional Skills and Technology

Microsoft Office Suite, Adobe InDesign, Adobe Illustrator, Customer Relationship Management

Summary

While it isn't always needed, if you decide to include an objective or summary, ensure it highlights your relevant skills, includes the industry and positions for which you are seeking, and specifies what you bring to the table. If it doesn't include these items, get rid of it.

Experience

This section should not include every job you have ever had, but any relevant work, volunteer positions, or leadership roles related to the position and industry of interest. Identify the transferable skills and experiences that will show why you are qualified for the position to which you are applying.

Skills

Include both technical skills and soft skills. If you have proficiency in any software programs or foreign languages, be sure to list those.

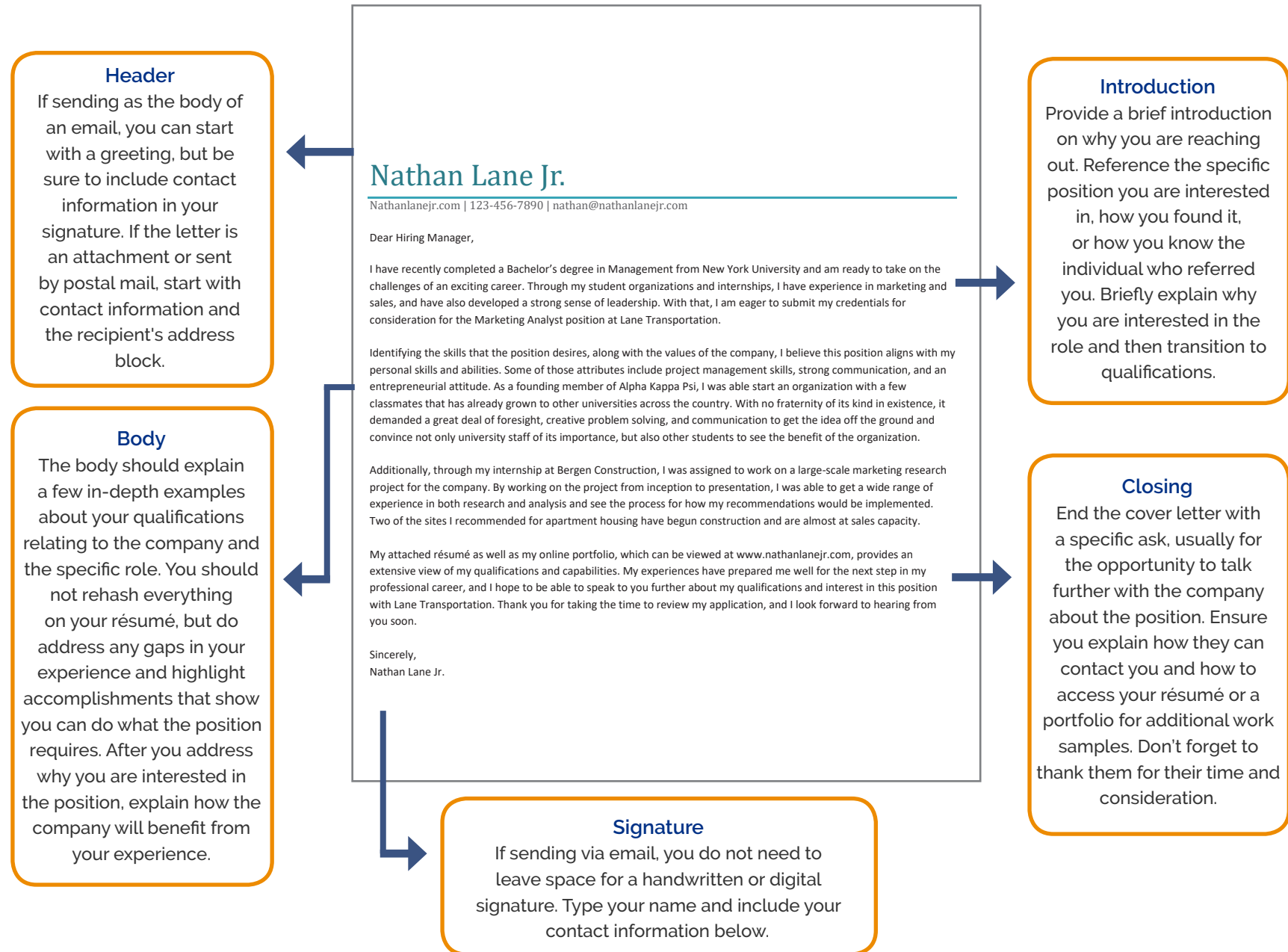
NOTE: Do not include "References available upon request." If employers want them, they will ask.

► WRITING A COVER LETTER

A cover letter is a professional introduction that accompanies your résumé and is an opportunity to provide further explanation and illustrate your personality. The goal is to explain the purpose for your communication and persuade the reader to follow up with you for more information or to schedule an interview. As the skillset and qualifications for each job varies, it's important to tailor a cover letter to each position to explain why the company should consider you as a candidate.

► COVER LETTER GUIDELINES

- Review the company literature, website, job posting, etc. to determine the company's values and identity, and include your accomplishments and skills that align with the company.
- Describe three to five relevant examples or accomplishments that highlight your skills and abilities to demonstrate why you are the best fit for the position.
- Use the job description as your "cheat sheet." The examples used throughout your cover letter should be relevant to what is stated in the job description.
- Do not repeat word-for-word what is on your résumé.
- Keep it to one page and in a professional format. The longer the letter, the less likely it will be read.
- Type the cover letter and remember to sign it if you are sending a hard copy.
- Proofread, proofread, and proofread! Have someone else proofread it, and then proofread it again.



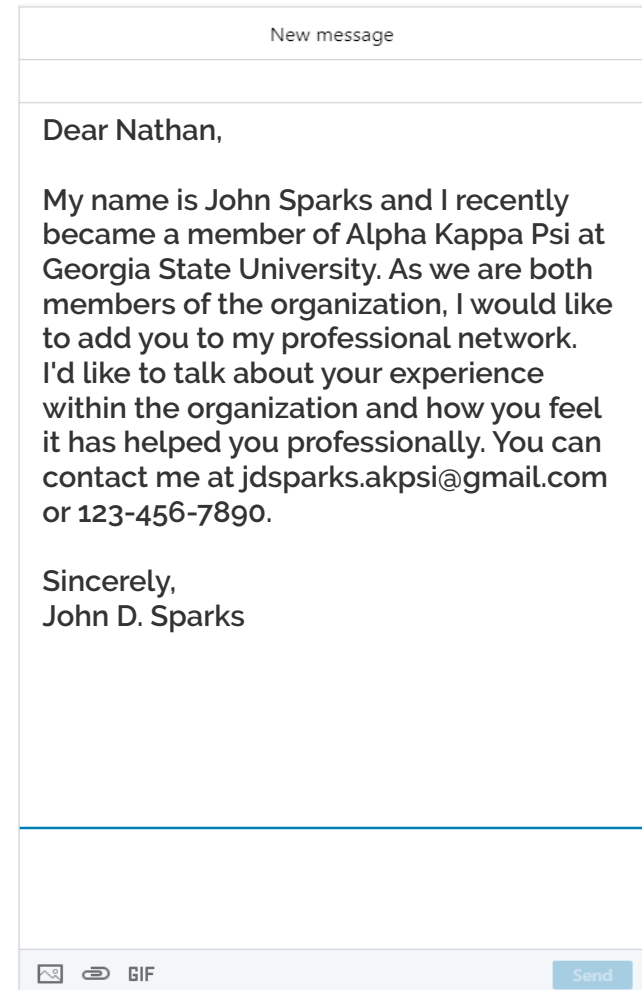
► BUILDING A LINKEDIN ACCOUNT

LinkedIn is a social media platform built for professional networking. Users can create a profile to connect with other individuals and companies in specific industries, search and apply for open jobs, and read and share professional related news.

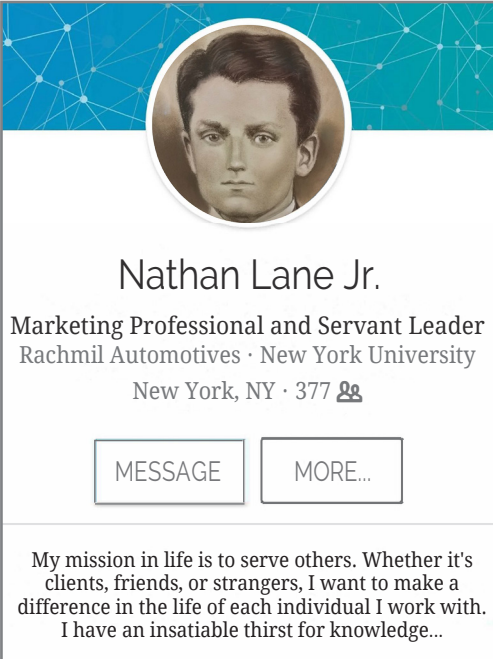
► LINKEDIN TIPS


- Build your profile and connections as you go so you don't forget any experiences or people you meet
- Keep your profile up-to-date even if you aren't actively seeking a job
- Supplement your profile with images or documents you've worked on to demonstrate your abilities
- Join groups to enhance your network and engage with other users in your industry or who share similar interests
- Personalize every connection request to remind people where you met or let them know why you want to add them
- Use LinkedIn to see what other professionals in your industry are doing and learn how you can stay competitive
- Create a unique URL to share on your résumé and increase your chances of appearing in searches

► EXAMPLE CONNECTION MESSAGE



Sources:
(Marr, 2015)
(The ICMC)





Nathan Lane Jr.
Marketing Professional and Servant Leader
Rachmil Automotives · New York University
New York, NY · 377 


MESSAGE MORE...


My mission in life is to serve others. Whether it's clients, friends, or strangers, I want to make a difference in the life of each individual I work with. I have an insatiable thirst for knowledge...

Experience


 **Director of Marketing and Sales**
Rachmil Automotive
Jun 1919 - Present

 **Founder**
Alpha Kappa Psi
Oct 1905 - Present

 **Marketing Analyst**
Lane Transportation
Jun 1907 - Jun 1919 · 12 yrs

 **Intern**
Bergen Construction
Sept 1905 - May 1907 · 8 mos

Education

 **New York University**
Bachelors of Commercial Science
1902 - 1905

Photograph — Your photograph on LinkedIn should be a professional image of yourself. There should not be a distracting background or other people in the image. You can also choose to add a header photo.

Heading — This provides a glimpse of your qualifications and professional goals, and this can be seen by anyone whether or not they are connected with you. A good header can help expand your visibility and increase your network. By default, LinkedIn populates the header with your current position, but it can also use keywords or a phrase. *Ex. Recent Grad seeking Email Marketing position*


Summary — Resembling a cover letter, your summary should highlight your interests, qualifications, and goals as well as mention what you are currently looking for, whether it is connections or a new position. It should not be too long, and it should be short blocks of text or bullet points.

Experience — LinkedIn isn't limited to a single page, so unlike your résumé, you can add all your previous work experience. Each position should be accompanied by either a short paragraph or bullets describing what you did and how you may be able to help a future employer.

Education — Add information about all institutions you have attended, including study abroad. For each entry, include the dates attended, majors and minors, campus activities, and GPA, if it's strong.


Featured Skills & Endorsements

+ Leadership | 4

 Endorsed by Herbert M. Wright (mutual connection)


 Endorsed by 3 of Nathan's colleagues at Alpha Kappa Psi

+ Event Planning | 13

 Endorsed by Frederick R. Leach who is highly skilled at this

 Endorsed by Morris M. Rachmil (mutual connection)

+ Community Outreach | 3

 Endorsed by Morris M. Rachmil (mutual connection)

[SEE 31 MORE SKILLS](#)

Skills & Endorsements — LinkedIn allows you to add several skills you believe to be your strengths, and your connections can then endorse you for those. Similar to a recommendation, endorsements can improve your profile and demonstrate to others that you are qualified.

Recommendations

"Nathan is truly an amazing person. He is always willing to go the extra mile. He is responsible, trustworthy, and dependable. He always strives to do his best..."



Herbert M. Wright
Financial Advisor, Tremaine & Wright LLC
Herbert and Nathan were students together

[SEE MORE](#)

Recommendations — Ask for recommendations from professors, employers, mentors, or coworkers who can provide additional insight into your work. If you assisted with a large event on campus, consider asking other students or faculty for a recommendation.

Achievements

15 [COURSES](#)

Business Intelligence
383

Accomplishments — If you have any publications, certifications, important test scores, honors or awards, these can be listed on your profile to showcase your experiences beyond what you have accomplished in a specific role. If you have extensive volunteer work, that can be added as its own section.

► WHERE TO SEARCH

Job hunting is a process, and there are several methods to search for open positions, each with their own benefits. Before starting your search, consider each method and do not rely on just one.

Career Fair

Often held locally, you can network with multiple employers in one day and ask questions about the positions, as well as establish a relationship with an employer before applying. Sometimes you can see lists of companies/positions ahead of time to prepare. There may not be companies or positions of interest, and employers will meet a lot of people, so you need to make your conversations memorable and follow up afterwards.

Company website

It can be time consuming to search individual company sites and they may not list every position available. Most applicants will apply through the website so the company will receive a high volume of applications as well. However, the positions are targeted toward the specific company and are likely to be updated more frequently.

Job boards

There is often a high selection of jobs to choose from, but it can be difficult to find relevant positions, and companies will receive a high volume of applications. Some listings may be outdated, but depending on the job board, the positions may be targeted to a specific industry and you can receive a notification when new positions are posted.

Social Media

Job postings may not have much detail on social media and can pose safety and privacy concerns if you don't know who it's coming from. For legitimate postings, there will be high competition, but you can develop your profile in advance to showcase your abilities and increase your following and credibility.

Personal Connections

A personal recommendation can increase your chances in securing an interview and a job offer. Using your network can introduce you to positions not advertised. If you don't know someone in your industry or company of choice, it may require extensive networking.

► HOW TO BUILD A NETWORK

Networking is a form of relationship building in order to develop a set of professional contacts who can provide advice, introduce you to other professionals or companies, and help secure a job or business deal.

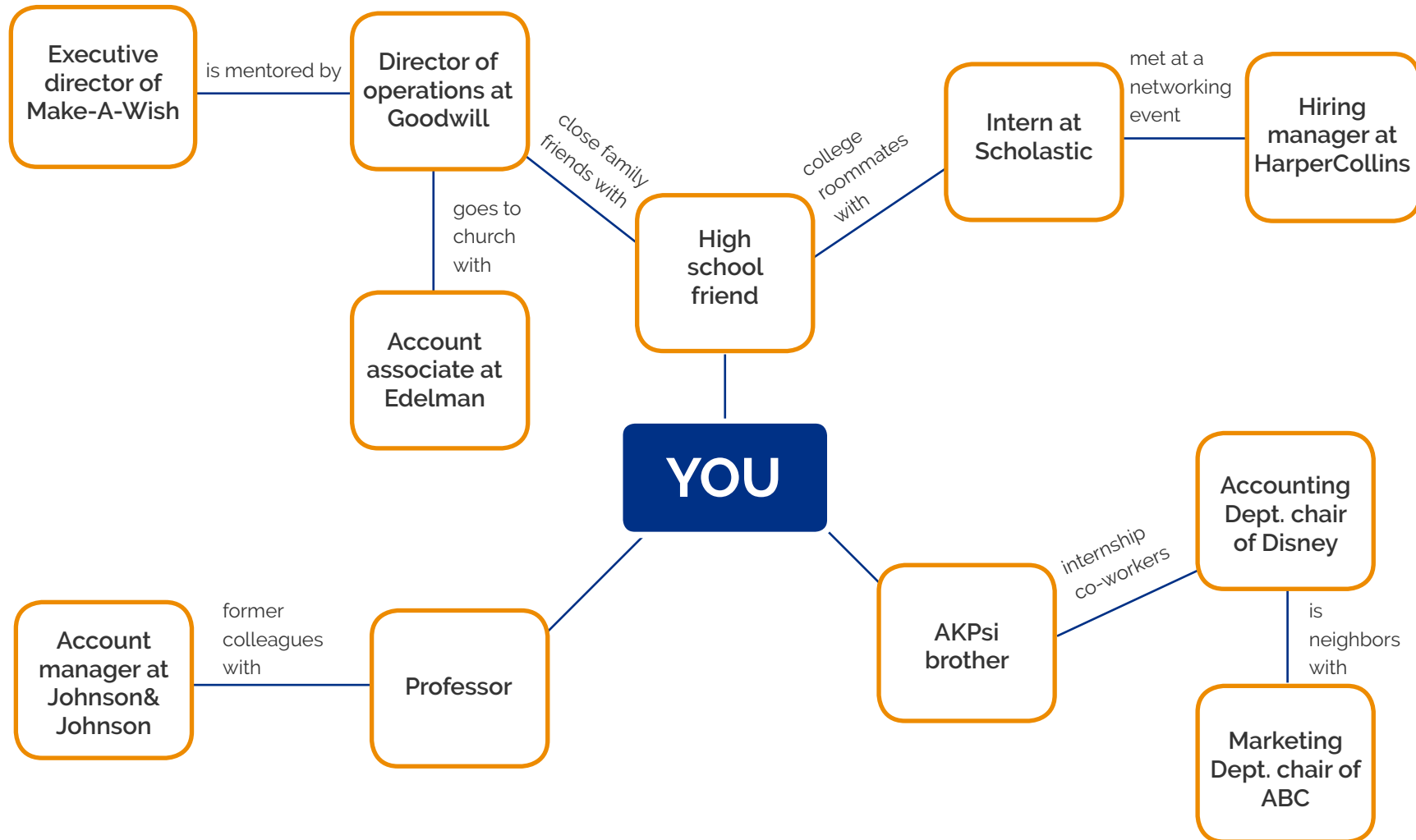
You have already started building a network, even if you don't recognize it. Everyone you meet has a background and connections of their own, which can be of service along your journey. From your high school friends and their parents, to your sporting coaches and teammates, to your peers and professors at college, keep track of the people you meet and stay in touch. If they are not in your desired industry or in a position to help you, they may know someone who can.

When done correctly, strategic networking can help you:

- Find mentors to provide advice, serve as a coach and help you along your professional journey
- Stay connected with people in a career field, industry, or organization and its changing trends
- Build confidence over time in speaking about yourself, career interests, and future goals
- Learn about opportunities, sometimes before they become publicized
- Refine your goals, make well-informed decisions in your search, and make a positive impression on employers and those who are evaluating your candidacy



► SIX DEGREES OF SEPARATION



**This illustration is not based on real connections.*

► NETWORKING TIPS

- Set reasonable expectations. Do you want to join an organization? Meet a new friend?
- Introduce yourself. Nobody will know who you are if you don't tell them.
- Take notes. It's easy to forget details when you meet new people. Jot notes down on their business card or in a notebook.
- Be yourself. Don't try to be someone who you aren't. It will only hurt you later.
- Ask questions. The only way to get to know someone or an organization is to ask questions.
- Be engaged. Have strong eye contact and positive body language. Small cues like these show listeners you're interested in what they have to say.
- Repeat people's names. Saying their name out loud both helps you remember it and shows them you're listening.
- Don't be afraid to join in a conversation. If you have a comment, join in. Speaking up gives you a chance to introduce yourself at the end of your comment, if you haven't already done so.
- Share about experiences and connections. Show you have something to contribute to a relationship.
- Don't "work the room" too much. It's better to get to know a few people well who will remember you than to talk briefly with everyone and have nobody remember you afterwards.
- Be conservative with business cards. Don't hand them out to just anyone. Make sure it's someone you connected with and who will remember you. It doesn't do you any good to hand it out to someone who doesn't know who you are.
- Give them a reason to remember you. Leave a positive impression so they'll want to stay connected.
- Remember a few key details about those you connect with for future conversations.
- Follow up with people you connect with. Let them know you enjoyed meeting them, and this will help them remember you afterwards.
- Stay in touch and develop a relationship. A relationship isn't built on just one meeting.

► ELEVATOR PITCHES

If you met the CEO of your dream company, what would you say? An elevator pitch is a brief speech to share who you are and what you can provide their organization. It is also a go-to item for career fairs and interviews when someone simply says "tell me about yourself."

A good pitch should be able to answer the following for your audience:

- Who are you?
- What are you looking for?
- Why should they care?

Some components to gather for your pitch include your field of study, strengths and abilities, accomplishments, and relevant activities.

In his famous TedTalk, author and motivational speaker Simon Sinek says "people don't buy what you do, they buy why you do it." So, tailor your elevator pitch to your audience and show them why they should want to hear more.

Tips

- Practice your speech before you need it
- Be concise and focus on the listener's needs
- Watch your body language and delivery

► EXAMPLE PITCH

Hi, my name is Frederic Leach and I attend NYU's School of Commerce Accounts and Finance. This past year, myself and three other students decided to start a fraternity to promote higher ideals in business. This involved a lot of planning, organization and teamwork to incorporate the first chapter and get 18 members to our first banquet. I am hoping to use my problem-solving skills and passion to pursue a career in accounting and advance the profession. Can you tell me more about your company's open positions?

Sources:

(Collamer, 2013)

(Schroeder, 2017)

► INFORMATIONAL INTERVIEWS

An informational interview is an opportunity to connect with an individual to gather career and industry information. By asking questions, you can develop a professional relationship and learn about a specific career, job or company environment, and the interviewee's experience. Since the interview is designed as a learning experience, and not meant to be a solicitation for a job or internship, interviews should follow the direction that best suits both parties' needs in terms of length, format, and formality. Informational interviews can be done in-person or using technology. While a job offer should never be expected, always remain professional as any outcome is possible.

- 1 Identify professionals to interview** – Do you already know someone you want to talk to or do you need to find someone? Utilize your network and social media to find influencers in the field and connections you didn't know you had.
- 2 Connect and set up a meeting** – Send a professional message that explains why you are looking to connect and requests a meeting. Be polite, and be patient as you wait for a response.
- 3 Prepare for the meeting** – Go into the interview with a goal in mind. Know what you want to accomplish and do your research to make the most of your time.
- 4 Conduct an interview** – Focus the interview around your goal whether that's learning about the industry or applying to a specific company. Be prepared to both ask and answer questions.
- 5 Reflect on your experience and stay connected** – Don't let the experience go to waste. Thank them for their time and stay connected. You don't want to always be the one asking for a favor, so start developing a mutually beneficial professional relationship.



Source:
("Informational Interview Guide")

▶ SAMPLE INFORMATIONAL INTERVIEW QUESTIONS

Industry/Career field

- What trends and developments do you see affecting career opportunities?
- What are the most significant changes you have seen in the industry over the past five years?
- What are some typical entry-level jobs in the field to consider?
- Who are some of the leaders in the industry you recommend following?
- What do you recommend for someone trying to enter this field?

Organization/company

- How long do most employees stay with the company?
- What is the company culture like?
- What type of formal on-the-job training is provided?
- What is the structure of the organization and its departments? How do the different departments work together?
- How do you see the company evolving over the next five years?

Skills and experience

- What skills and education are needed to enter this field?
- Are there additional certifications or skills which would help me stand out in the industry?
- What are some professional associations in the field you recommend joining?
- What do you wish you had known before you entered the field?
- What can I do now that would put me in a good position to work in the industry?

More information

- Who else would you recommend I speak with? When I call, may I use your name?
- What are additional resources I should consider?

► PREPARING FOR AN INTERVIEW

Landing an interview is only the first step toward employment. To get the job, you must explain what you have to offer and why you are the best candidate for the position. Maximize your chances of getting hired by preparing ahead of time and let the interview speak for itself.

- **Re-read the job description** – Before you go to an interview, it's important to know what would be required of you should you be offered the position. If you don't know what the job responsibilities are going to be, it will be difficult to explain how you can perform them. Knowing what they're looking for can help you focus your answers and use relevant key words.
- **Research the company** – Employers like to see you've taken an interest in them and their product. While you don't have to know everything right away, it's important to know enough to carry a conversation.
- **Practice answers to possible questions** – Creating some predetermined answers to questions you'll most likely be asked will not only calm your nerves, but practicing will also allow you to sound more confident. Be able to elaborate on three or four experiences relating to several different situational questions.
- **Plan an outfit ahead of time** – If you want to feel your best, you must look your best. Worrying about what to wear the morning of an interview will only add extra stress. If you aren't sure what to wear, always dress more professionally. Looking too casual can send the message that you are not serious about the position and your future with the company.
- **Proofread your résumé** – Your résumé serves as a first impression before you even get to the interview. A visually appealing, well-formatted résumé says a lot about a candidate, as do typos and sloppiness. Also, remember to print out extra copies. Always have extras readily available to hand to your interviewer if they forget it or in case other people sit in on the interview unexpectedly.
- **Prepare questions for the interviewer** – At the end of an interview, you will likely be asked if you have any questions. You should always prepare a list of questions ahead of time demonstrating your interest in the position, the company, and the industry. This is your chance to be sure the company is as good of a fit for you as you are for them.

"Research the company and be very clear on how you can be of value to them. Ensure you are then able to explain your value in answering their behavioral-based questions as well as when they ask you to tell them about you and why they should hire you. It has to be about the fit between their needs and your abilities."

Mike Callahan, Director of Internship and Career Management Center/College of Business at University of Michigan - Dearborn

► TYPES OF INTERVIEWS

When participating in an interview, there are a few different types, each with their own guidelines to follow. Consider these tips when preparing for each type:

Phone Interview

- **Minimize distractions** – It may be tempting to answer the call wherever you are, but find a quiet place ahead of time where there will be minimal distractions, no background noise, and good reception. Fewer distractions mean you will be more focused on the interview, and they will be able to hear you better.
- **Have materials ready** – Have a copy of your résumé and the job description in front of you to be able to reference, but don't script out answers to common questions. Reading a pre-written answer will come across as unnatural. Be yourself and let your personality shine.
- **Speak up and speak clearly** – If they can't hear you, they won't understand why they should hire you. Speak slowly and audibly into the phone.

Sources:

(Cobert)

(Frost)

(Lindsay)

On-site Interview

- **Get the details ahead of time** – If you've never been to the location before, be sure to get details on where you're going, where to park, and what to bring. When you get to this stage of the interview process, they may expect you to bring samples or a portfolio in addition to your résumé. Always come over prepared.
- **Observe your surroundings** – While on site, observe how employees interact with one another, what the environment is like, and the general feel of the organization. If it doesn't feel like a good fit, it's better to know before you accept an offer.
- **Sell yourself** – Usually when a company brings you in for an on-site interview, you've already had some contact through either a phone or skype interview. They have already seen your résumé and are really wanting to see how you present yourself. Sell yourself, your personality, and your abilities to give yourself the best chance at being offered the job.

Skype/Video Interview

- **Set the stage** – Be sure you are in a quiet location where you won't be disturbed and where there is adequate lighting and a strong reception. Test your computer's video ahead of time to ensure you'll have a clear picture the day of the interview. Also, be sure the background is clear and professional, so the interviewer can focus solely on you.
- **Dress professional** – It goes without saying to dress professional when going to an interview, and a video interview is no different. Dress professionally from head to toe to get in the mindset of an in-person interview, and just in case you need to get up in the middle.
- **Watch your body language** – Using technology may seem simple but don't forget about your body language. Sit up straight and maintain good posture. Make eye contact with the interviewer as best you can by looking into the camera and not at the screen, and keep your hand gestures to a minimum.

Panel Interview

- **Prepare ahead of time** – You will likely know in advance that you will be meeting with multiple people, so be sure to bring enough copies of your résumé. If you have their names, look them up on the company website or LinkedIn to have an idea of who you're meeting with and their background. This can help you frame the questions you want to ask.
- **Involve everyone** - While only one person will be asking a question at a time, try to have eye contact with each interviewer and speak to them as a group. Only one is asking the question, but they are all evaluating your answer.
- **Follow up with everyone** – After the interview, be sure to get a business card from each person so you can follow up individually.

Group Interview

- **Don't be intimidated** – The other candidates may have impressive résumés and experiences, but so do you. Focus on what you bring to the table, and why you are interested in the job
- **Build on their ideas** - How you answer a question isn't always about the answer itself, but your thought process. Building off an answer another candidate gives not only shows that you're a good listener, but will also demonstrate that you can take an idea one step further. Demonstrate your knowledge of the industry and position, and utilize some of the soft skills to give them more.
- **Be reasonable** – The employer might end up hiring more than one of you, so use this as an opportunity to evaluate the types of people they are considering and who could be your coworkers. Be yourself and let the interviewer see how you interact with others.

Sources:

(Cobert)

(Frost)

(Lindsay)

► INTERVIEW QUESTIONS

To help prepare for the interview, review a list of commonly asked interview questions by employers as well as some questions you can ask them.

Questions to prepare for from the interviewer

- Why are you interested in this position or company?
- In what ways do you think you can contribute to our organization?
- In what kind of work environment are you most comfortable?
- How do you prioritize your workload?
- How do you handle pressure?
- In what previous part-time, co-op, or summer job have you been the most interested? Why?
- What qualities or criteria are most important to you in a prospective job?
- What is your greatest strength?
- What is your greatest weakness and how are you working to improve it?
- What is your learning style?
- What motivates you?
- How do you define success?
- What are your short and long-term goals?
- Where do you see yourself in five years?
- Why do you want to leave your current company?
- Tell me about an accomplishment you are most proud of.
- Tell me about a time you made a mistake.
- Tell me about a time when you had to deal with adversity.

Questions to prepare for the interviewer

- What are the company's strengths and weaknesses compared to its competition?
- What is the organization's plan for the next five years, and how does this department fit in?
- What is the company's organization structure and how does the department fit into the organization?
- What is the culture of the company and this department specifically?
- How does the department communicate? What about the entire organization?
- What will the day-to-day responsibilities be for this position?
- How does this position help the department achieve its goals?
- What are you hoping for your new hire to accomplish in the first three months on the job?
- What will the training look like for this position?
- How much opportunity is there to see the end results of my efforts?
- Who will review my performance and how often?
- What opportunities does the company provide for professional development?
- What would a successful employee look like in this role?
- Who are the customers for this position and how would I support them if I were in this role?
- What expectations do you have for your new hire in terms of skills and abilities?

Sources:

("50 Most Common," 2018)

(Ryan, 2017)

► NEGOTIATING

You've been offered the job, but now what? According to research done by recruiting software company Jobvite, only one-third of job seekers who responded to the survey negotiated the salary for their current or most recent position (2018 Job Seeker Nation Study, 2018). Those who did were often rewarded, with 44 percent receiving a 5-10 percent higher salary and over 20 percent receiving an 11-20 percent higher salary (2018 Job Seeker Nation Study, 2018). Many companies set aside funds to prepare for possible negotiations, so not doing so could hurt your earning potential.

- **Arrange a phone call before your deadline** – The employer may need time to go back to their budget, talk with human resources, and determine what is feasible before giving you an answer. Don't wait for the day you are supposed to give your answer to begin negotiating as pushing back their hiring schedule is not a great way to start.
- **Do your research** – Negotiations may be expected, but you don't want to ruin your chances by asking for unreasonable items. Before talking to the employer, know the appropriate salary range and benefits for the position, your level of experience, and the industry to help present your case.
- **Determine your priorities** – Negotiating isn't just about salary. There are several other benefits to take into consideration. A company may not be able to offer you more money, but if what you really want is a more flexible schedule, consider discussing working remotely, more paid time off, or an adjusted schedule.

- **Review your qualifications** – Employers are more likely to work with you if you give them a reason to listen. Demonstrate how your experience, skillset, and background makes you the right candidate and why the additional compensation is justified.
- **Present your case** – Go into the negotiation confident, professional, and prepared. Your delivery is important. Be calm when you present your counter offer.

Facts to consider:

- *Salary*
- *Work hours during the day*
- *Vacation/PTO/sick time*
- *Travel*
- *Health care*
- *Retirement/401K*
- *Relocation assistance*
- *Remote work*

Source:

(2018 Job Seeker, 2018)

► TYPES OF PROFESSIONAL DRESS

With several levels of professional dress, it's important to know the different classifications and when each type is acceptable. When in doubt, always ask a supervisor or your interviewer. Casual attire should only be worn when explicitly indicated as acceptable.

Business Professional – Serves as daily wear in professional industries

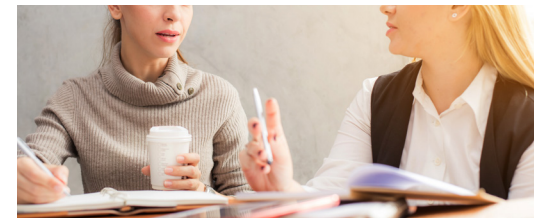
	Men	Women
Suit	<ul style="list-style-type: none"> • Suit jacket is required • Suit should be solid or subtle pinstripes • Jacket should be buttoned while standing and unbuttoned while seated • Neutral colors: black, gray, brown, navy 	<ul style="list-style-type: none"> • Two-piece matching suit • Suit jacket is required • Neutral colors: black, gray, brown, navy • Jacket sleeve length should fall one-half inch below wrist
Shirt	<ul style="list-style-type: none"> • White or muted shirt with collar • Long sleeves • Shirt sleeve should extend one-half inch beyond suit jacket sleeve 	<ul style="list-style-type: none"> • Blouse or camisole • Light colors • Cleavage should be completely covered
Bottoms	<ul style="list-style-type: none"> • Match suit jacket • Pant length should touch the front of the shoe and fall above the heel in the back 	<ul style="list-style-type: none"> • Match suit jacket • Neutral colors • Pants should fall one-half inch above the ground • Skirts should end at the middle of the knees and avoid high slits
Shoes	<ul style="list-style-type: none"> • Polished, leather shoes • Dark socks that match shoes and are calf length 	<ul style="list-style-type: none"> • Avoid open toed shoes • Flats or basic pumps with a 1-3 in heel. No stilettos or platforms • Neutral hosiery or trouser socks
Accessories	<ul style="list-style-type: none"> • Tie should be conservative in color and length should reach the belt • Be conservative with watches and other jewelry • Match belt to shoes 	<ul style="list-style-type: none"> • Simple and conservative • Only one pair of earrings • Maximum of one ring per hand • Simple, small purse or professional bag • No backpacks or large purses



Source:
(ICMC)

Business Casual – A more comfortable and relaxed wear that is a step above what you would wear in daily life

	Men	Women
Suit	<ul style="list-style-type: none"> • Sports coat without a tie • Blazers 	<ul style="list-style-type: none"> • Suit jacket or blazer • Trendier or casual suits are also appropriate
Shirt	<ul style="list-style-type: none"> • Shirt with collar • Sweaters 	<ul style="list-style-type: none"> • Blouses, cardigans, or sweater sets • Cleavage should be completely covered
Bottoms	<ul style="list-style-type: none"> • Khakis • Solid color slacks 	<ul style="list-style-type: none"> • Dress pants, khakis, or a neutral colored skirt that hits at the middle of the knees and does not have a high slit • Avoid capris
Shoes	<ul style="list-style-type: none"> • Oxfords or loafers • Dark socks that match shoes and are calf length 	<ul style="list-style-type: none"> • Avoid open toed shoes • Flats or basic pumps with a 1-2 in heel. No stilettos or platforms • Neutral hosiery or trouser socks
Accessories	<ul style="list-style-type: none"> • Tie may be worn with long-sleeve collared shirts in conservative colors • Be conservative with watches and other jewelry • Match belt to shoes 	<ul style="list-style-type: none"> • Simple and conservative • Only one pair of earrings • Maximum of one ring per hand • Simple, small purse or professional bag • No backpacks or large purses



Source:
(ICMC)

► HOW TO WEAR A SCARF

Women turn to jewelry as the accessory of choice on occasion, but one accessory often forgotten is the scarf. Consider one of the options below when looking to accessorize your ensemble with a scarf.

Wear it in your hair

- Twist around a bun or ponytail, or use as a headband

Wrap it on your wrist

- Show off your scarf by wrapping it on your wrist so it's front and center when shaking hands

Tie it around your neck

- Make your scarf the main attraction

Hang it from your purse

- Tie it around the straps of your purse for some added flair



► HOW TO TIE A TIE

Ties are a staple in men's professional wear. There are several different types and lengths of ties, as well as ways to tie a knot. The most common knot for casual wear is the Four-in-Hand, and the Windsor is often used for more formal occasions.

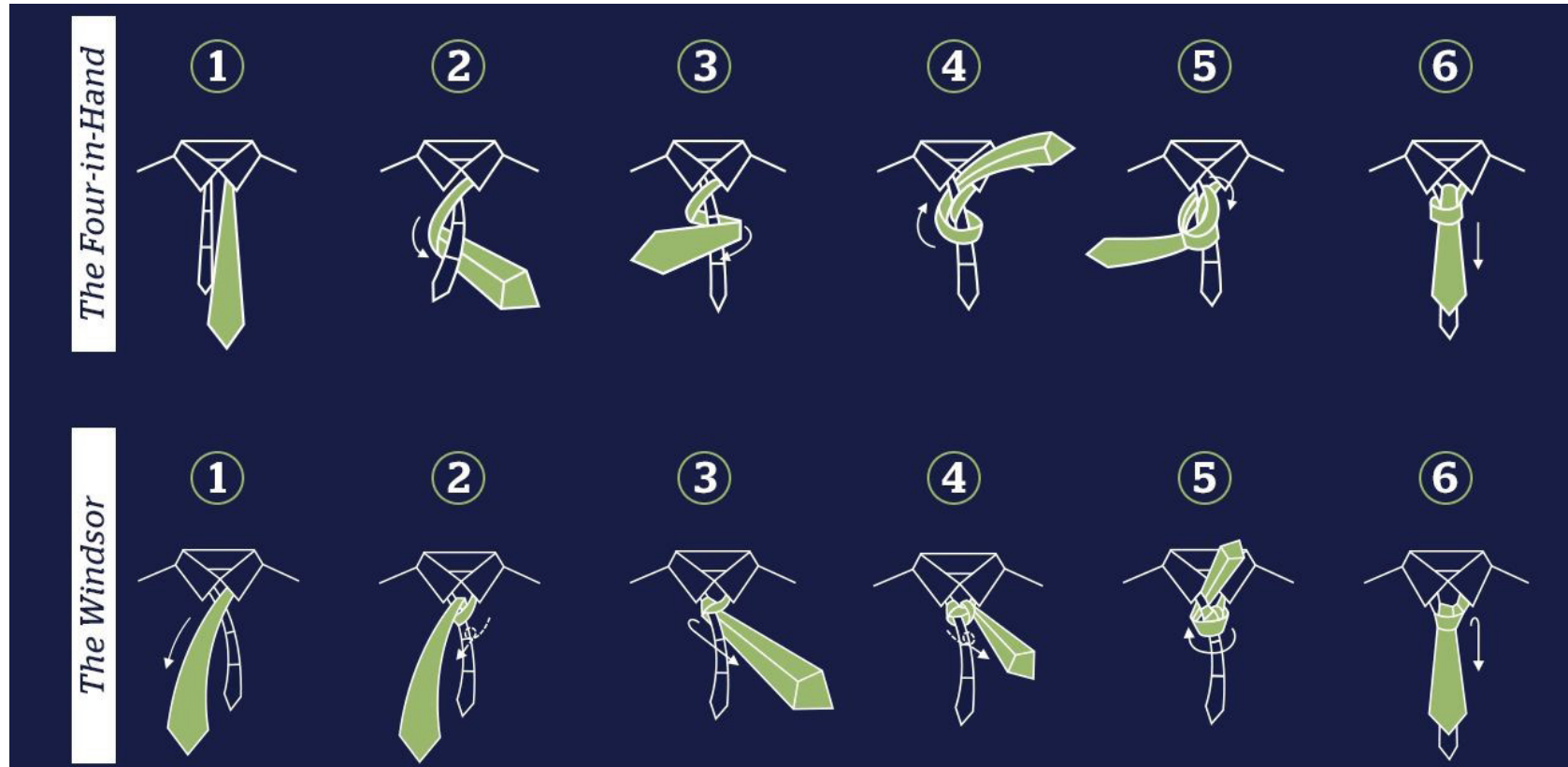
Four-in-Hand Instructions

1. Start with the wide end of the tie on the right and the small end on the left. Begin with the small end slightly above your belly-button (will vary depending on your height and the length & thickness of your tie). Only move the active (wide) end
2. Wide end over the small end to the left
3. Under the small end and to the right
4. Across the front and to the left
5. Up into the neck loop from underneath
6. Down through the loop you've just made in the front
7. Tighten the knot by pulling down on the wide end. Slide the knot up & adjust

Windsor Instructions

1. Start with the wide end of the tie on the right and the small end on the left. The tip of the small end should rest slightly above your belly-button (this will vary depending on your height and the length & thickness of your tie). Only move the active (wide) end
2. Wide end over the small end to the left
3. Up into the neck loop from underneath
4. Down to the left
5. Around the back of the small end to the right
6. Up to the center, towards neck loop
7. Through the neck loop and down to the right
8. Across the front to the left
9. Up into the neck loop from underneath
10. Down through the loop you've just created in the front
11. Tighten the knot by pulling down on the wide end. Slide the knot up & adjust

Instructions taken directly from:
("How to Tie the Four-in-Hand Knot")
("How to Tie the Windsor Knot")



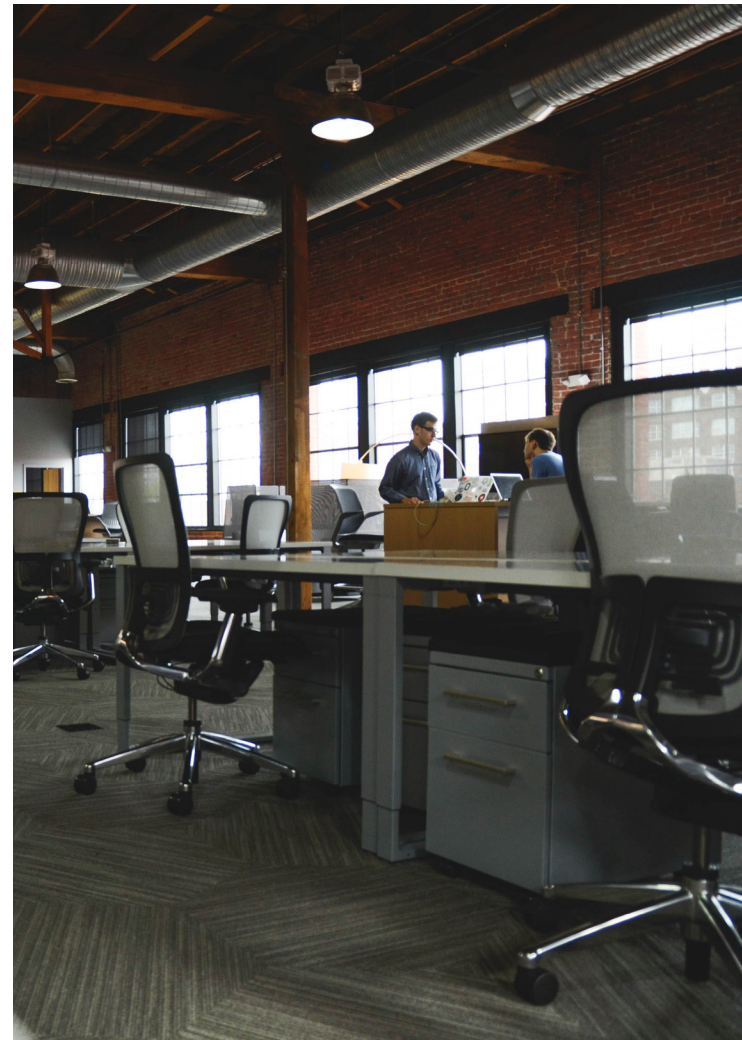
For more instructions and information, visit www.menswearhouse.com.

Source:
Men's Wearhouse

► OFFICE ETIQUETTE

A majority of your day is spent at the office and around your coworkers, so it's important to keep the environment professional. Poor office etiquette can not only affect your relationship with your coworkers, but also employee morale and productivity. To keep a positive environment, all employees must do their part to demonstrate good manners and follow guidelines like below.

- **Keep your space tidy** – While your space is your own and you may want to decorate with some personal affections, keep it in order, especially if your workspace is out in the open. Clutter not only makes it hard for you to do your job, but also reflects poorly on the office and those around you. Throw away trash and keep your space organized so it's not an eye sore for those walking by.
- **Keep the kitchen clean** - Aside from the fact that nobody wants to see a messy kitchen, you don't want to attract bugs. Don't leave your dirty dishes in the sink and always clean up after yourself. If you keep your food in a refrigerator, ensure to clean out your items periodically so it doesn't go bad.
- **Stay home when you're sick** – You may have work to do and not feel able to take time off, but if you're sick, the last thing you want is to bring it to the office and get others sick as well. If you still feel able to work, talk to your boss about working from home.
- **Respect others' privacy** – Always knock before entering an office or ask permission before entering someone's workspace. If they are on the phone, or are in the middle of a task, excuse yourself and come back at a later time.



- **Don't disturb those around you** – Depending on your office setup, you may be working in an open workspace with many others close by. They want to get their work done and may not want to hear about what you did this weekend or the project you're working on. You cannot help taking a work-related phone call, but if you are having a meeting, do it in a conference room behind closed doors or in a setting where you won't impact others' work.
- **Demonstrate an interest in others** – While you don't have to become best friends with your colleagues, you are going to spend a great amount of time with them. Be polite and show an interest in their hobbies and personal life, and you can share your own as well. You don't have to share beyond your comfort, but it's good to know at least a few things about one another.
- **Respect coworkers and company property** – After working somewhere for an extended period of time, you may get comfortable in the office. Remember, it is a professional environment. The furniture and supplies are meant to be used for work only. Don't rest your feet on chairs or take supplies home with you. This goes for coworkers' property as well. Ask before using or borrowing something, and always return it in the same condition as before.
- **Be conscious of smells** – While you may really enjoy your peach candle or the smell of fish, not everyone will. Aside from personal preference, some people may be sensitive, leading to headaches or an allergic reaction to strong scents. Refrain from any unnecessary smells that may impact others at the office.
- **Be mindful of others' workloads** – Different departments have different busy periods throughout the year. Keep your coworkers' schedules in mind when asking tasks of them. Be willing to pitch in and adjust your schedule based on the organization's needs as a whole.
- **Replace something after you use it** – Nobody likes when they go to use the printer and it is out of paper, so don't leave the tray empty. If you take the last of the coffee, make another pot. If you don't know how to replace something or where supplies are, ask someone else in the office to help you.

Sources:

(Gottzman, 2014)

(Pickard-Whitehead, 2017)

(Quast, 2014)

► COMMUNICATION ETIQUETTE

When communicating in a professional environment, whether to coworkers, a supervisor, or clients, you are representing yourself and your employer. Keep the following guidelines in mind when communicating across different mediums to understand how your communication may be received.

General communication

- **Provide context** – No matter the medium for communication, ensure you are providing all the necessary information so the other person can understand your message. Explain why you are reaching out, what you need from them, and when you need it. Providing all information up front will minimize the amount of back and forth, which can delay progress.
- **Consider their perspective** - Before sending an email or leaving a voicemail, think about what you will say in your head and consider how it will sound to them. Are you presenting the information in the best manner? Will it come across how you intended? Considering their perspective can help compose a message correctly the first time around.
- **Be patient** – Keep in mind that everyone has their own priorities, and they may not match up with yours. If you have communicated with someone, give them adequate time to acknowledge the communication and give you an update before following up again. This applies to all forms of communication, so don't send an email just to call them a few minutes later.

Phone

- **Watch your volume** – Be aware if you are speaking too loudly, but also ensure you aren't speaking too softly.
- **Don't answer your phone in a meeting** – Answering your phone when around other people can insinuate you feel they are less important. If you are expecting an urgent call, let them know up front that you may need to excuse yourself.
- **Use speakerphone with caution** – Avoid using speakerphone unless you are in a private space and won't disturb other coworkers. If you do put someone on speakerphone, ensure they know and announce who else is present.

Email

- **Use a professional email** – If your work has not provided you with an email account, or you are communicating with someone outside of an internship or job, ensure you use a professional email address, such as your name.
- **Watch your content** - Remember that what is written down can't be taken back, so ensure you say only what you are comfortable with potentially being shared with others. This includes watching your humor, avoiding slang, emoticons and GIFs, and using capitalization and exclamation points sparingly.
- **Check your email before you send** – Did you include everyone who needs to receive the email? Did you edit to ensure there aren't any typos or missed words? Did you attach everything you said you would? Checking your email before you hit send can save you in the long run.

Instant messaging & texting

- **Consider your relationship** – Many offices will use an internal messaging app, but only communicate through instant messenger or text if that option has been explicitly stated or you have developed a relationship where it is acceptable.
- **Keep it short** – Both instant messaging apps and texting should only be used to send quick updates. If you have a longer message, consider sending an email, stopping by their office, or calling.
- **Avoid abbreviations** – It may be tempting to abbreviate words or use shortcuts since instant messaging and texting is a casual communication form, but make sure it is appropriate and the other party understands the abbreviations beforehand.

Video conferences

- **Use a private place** – Ensure you are in a private area so you won't disturb anyone and so others won't disturb you. Try to pick somewhere with a simple background so people can focus on the conversation instead of a busy background.
- **Look at the camera** – Looking at the computer screen may be an automatic reaction, but if you look at the screen, it will appear as if you are looking away from the viewer. Looking directly at the camera will mimic eye contact and help those on the other end feel you are more engaged and present.
- **Watch your gestures** – In person, it may be inherent to use your hands to illustrate your point, but keep hand movements to a minimum during a video conference as it can be distracting on screen.



Sources:

(Giang, 2013)

(Rittiman, 2015)

► MEETING ETIQUETTE

Meetings are an unavoidable and important part of working in a team environment. They allow departments and colleagues to collaborate, share updates, and work through difficult situations. During meetings, it is important to remain focused on the task at hand so here are a few guidelines.

- **No phones in meeting** – If you can, leave your phone at your desk. If it is unavoidable or you are asked to bring it, keep it silent and out of site. Your attention should be on the meeting and the presenters.
- **Come prepared** - Always bring at minimum a notepad and a pen to take notes, but also review the agenda in advance to see if you are expected to bring anything additional such as reports, agendas, or other documents. Being prepared also means leaving all other work at your desk and being attentive to the conversation.
- **Be respectful** – Everyone has opinions, and you won't always agree with everyone. However, if you want others to listen to what you have to say, you must listen to them as well. Do not interrupt and avoid side conversations to give everyone the ability to express their thoughts.
- **Stay on task** – Meetings are usually set to cover a specific item. Do your best to stay focused on that item so you do not derail the conversation. If the conversation divulges to a topic that doesn't involve everyone in the room, table the conversation to another meeting or allow those not involved to leave.
- **Be considerate of time** – Everyone is busy, so be on time and keep the meeting to the set time limit. If the meeting starts to run over, schedule another meeting to finish the conversation.



Sources:

("Meeting Etiquette")

(Cohen, 2016)

► NETIQUETTE

Using the internet has become commonplace and an inherent part of everyday life, but when communicating electronically, you don't have the benefit of seeing the other individual, hearing their tone of voice, reading their body language, or noticing other extra cues that aid understanding. Therefore, certain 'netiquette,' or internet etiquette, has been adopted over time to maintain professional electronic communication. Here are a few guidelines to keep in mind when using the internet.

- **Don't use or post material that isn't yours without giving credit** – Avoid plagiarizing and breaking copyright infringement laws by always giving credit to work that isn't yours. If you don't know where it's from, it's better not to use it.
- **Use mixed-case letters, and standard fonts and colors** - Using all capital letters can come across as shouting, and using all lower-case letters can decrease readability. Incorporating mixed case maintains the perception that you're speaking in a common tone. Sticking with standard fonts and colors can also help with readability and demonstrates professionalism.
- **Save GIFs, memes, and emojis for outside the office** – Depending on your relationship and the type of communication, it may be acceptable to send an emoji or GIF to a close friend or colleague, but keep them out of any professional communication.
- **Follow rules for each forum** – Different websites and platforms will have their own guidelines for use that must be followed. Before interacting on a new website forum, social media platform, or a digital community, review the rules of posting and behavior to know what is considered appropriate.
- **Keep your social media professional or make it private** – Social media is one of the primary forms of communication on the internet, but it's important to make a distinction early on if you will keep it private or use it professionally. If you keep your account public, watch what you post and remember that anyone can see it, including future employers.

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