

PHI MU ALPHA  AMONG MEN
SINFONIA HARMONY

Faculty Advisor Manual

A Local Link in our Leadership

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REVISION HISTORY

8/4/2009	Evans: effects of 2009 National Convention legislation incorporated.
11/24/2009	Evans: changed uses of the word “active” to “collegian” or “collegiate” as appropriate per 10-2009 NEC Meeting Minutes

INTRODUCTION

In Phi Mu Alpha Sinfonia, the Faculty Advisor is the local link in the administrative structure of the Fraternity—connecting the chapter to the faculty of the institution, to the Province Governor, and to the national Fraternity. He is a trusted friend and advisor to the local brothers and can offer valuable information and advice to the chapter and to individual brothers in a handy and helpful way. He should attend meetings regularly and involve himself in the workings of the chapter at all times. Some advisors choose to attend every other meeting. Some advisors attend a few minutes of each meeting. Involvement in the chapter does not always mean physical presence among the brothers. Often faculty advisors support the activities of the chapter in other ways. His counsel in operational and personal matters of the chapter and individual brothers is most valuable to all concerned and is regarded highly in the Fraternity.

The duties of the Faculty Advisor as outlined in the *General Regulations for Collegiate Chapters* are as follows:

The faculty advisor shall act in an advisory capacity, and shall be liaison officer between the chapter and the local college authorities. He may hold active membership in the chapter pursuant to Article II, Section Seven, of the *National Constitution*, in which case he shall enjoy all privileges and assume all obligations, including financial obligations, of active membership. Should he retain or elect alumni status, he shall have no ex officio vote, nor shall he be responsible for per capita tax or local dues. Chapters may elect more than one advisor.

This manual provides a general overview to the work of the Faculty Advisor. It should be used as a supplement to and in conjunction with the following documents found in the Complete Reference Manual: the *National Constitution*, the *General Regulations for Collegiate Chapters*, the *Risk Management Policies*, the *Guide to Ceremonies*, the *Guide to Awards*, the *Guide to Great Publications*, the *Guide to Membership Development*, the *Guide to Money Management*, and the *Leadership Manual*. In addition, you should have copies of the Colony Packet, *Themes for Brotherhood*, *Sinfonia Songs*, and a copy of the Initiation Ritual. If you do not have some of these resources, please call the National Headquarters to order these materials.

THE SUCCESSFUL FACULTY ADVISOR

What must a Faculty Advisor do to be successful? Perhaps the information that follows will be of some help. What it won't do is deal with that intangible quality which has already put you in a position of great influence on the lives of a group of young men. The manner in which you exercise that influence—and the motive behind the manner—are as apparent to the members as they are to you. The job can be frustrating and exhausting, but the opportunities for rich reward are limitless. The National Fraternity is deeply grateful for your dedicated service to Phi Mu Alpha Sinfonia.

The following information provides a general overview of the work of the Faculty Advisor. Any question should be directed to the Province Governor or the National Headquarters.

Attendance at chapter meetings

If the Faculty Advisor feels it is a waste of his time to attend the chapter meetings, then chances are that meetings are a waste of time for the members, too. Rather than take a hands-off policy, he should work with the chapter to help change the nature and format of meetings if he feels they are dull, pointless, or unrewarding. For many reasons, the regular attendance of the Faculty Advisor at meetings is vital to the health of the chapter.

National Constitution and General Regulations for Collegiate Chapters

Early in the chapter year there should be a discussion of the *National Constitution* and the *General Regulations for Collegiate Chapters*. Possible changes in local chapter by-laws should be discussed also. The Faculty Advisor should be conversant with both national and local documents.

Support of chapter officers

Early in the year, the Faculty Advisor should meet individually with each officer to review pertinent sections of the Chapter Officer's Manual. He should see to it that a calendar of events and activities is set up for the entire year. He should be present at each executive committee meeting to check on the operation of chapter business.

Reports to the National Headquarters

Chapter reports are to be mailed to the National Headquarters on or before November 1 and March 1, accompanied by the chapter's payment of convocation and per capita taxes. The Faculty Advisor should ensure that all collegiate members are maintaining the minimum academic performance standards for successful continuation as a student in good standing as defined by the sheltering institution. Additionally, any officer placed on suspension should be removed and an election held to fill the vacant office. The Faculty Advisor should inspect reports carefully for possible errors before signing his approval.

Chapter records and finances

In order to make the business of chapter operation as easy as possible, the National Headquarters supplies documents for both the secretary and the treasurer, as well as instructions on how to use them. Inspection of the records of these two officers should be part of your routine so that the potential for cumulative error is diminished.

Relationship with the sheltering institution

You are the real link between the chapter and the school. Your mature judgment and discretion must temper the occasional excesses that may result from youthful enthusiasm. Your experience must be drawn upon to predict and avoid the occasional instances of conflict that may arise between chapter and school. The Faculty Advisor must be an effective spokesman for the chapter. The goal is to maintain balance, cooperation, and communication to the maximum benefit of all parties.

Probationary Membership Policies

Too many chapters persist in childish pledge programs that bear no relation to the education of future members. Such programs, abandoned long ago by Phi Mu Alpha Sinfonia, are throwbacks to the rise of hazing in the Greek fraternity

system shortly after World War II. If necessary, the advisor's influence and maturity should be helpful in eliminating hazing and other questionable practices from his chapter's education program and replacing them with creative and constructive activities. The Faculty Advisor and the chapter should consider that no prospective member should be subjected to any sort of activity that he finds personally objectionable or embarrassing. If it is required of a freshman probationary member, it should be required of a senior collegiate member. Any violations of the Fraternity's Risk Management Policies should be communicated to the Province Governor immediately. The Faculty Advisor should read and be knowledgeable about the documentation the chapter uses for fraternal education, including documents provided through the National Headquarters and those locally developed by the chapter.

The National Examination

Examinations, supplied by the National Headquarters, are to be administered and evaluated by the Faculty Advisor. The requirements for the national exam are outlined in Article III, Section Seven of the *General Regulations for Collegiate Chapters*. Eligibility of candidates may be indicated simply by signing the initiation report, which should be sent to National Headquarters at least two weeks prior to the date of initiation.

Province Workshops

Interaction between the collegiate chapters is an important part of the Sinfonian experience. This interaction is one of the main attractions of the annual Province Workshop. If the Faculty Advisor is in attendance at the Province Workshop, he automatically becomes one of the five official delegates for the chapter, with full power to vote on province matters. It is important that the Faculty Advisor attend the workshop; however if he is unable to attend, the chapter will still be allowed retain its five votes.

The Faculty Advisor's relationship with his Province Governor and the National Headquarters

Should the Faculty Advisor need counsel in his dealings with his chapter, his first contact should be the Province Governor. If the Province Governor is unavailable, or if the matter is one of particular importance or urgency, the National Headquarters staff is always on call to be of service to the Faculty Advisor and the local chapter.

Activities for a new Faculty Advisor

The activities below should commence with your appointment as Faculty Advisor and be completed within a month if possible.

1. Receive files and documents from the previous Faculty Advisor, the Province Governor, and/or the National Headquarters. All documents should be organized and filed systematically.
2. Complete the Faculty Advisor Information Sheet (see Appendix A) and return it to the National Headquarters. You should notify the National Headquarters immediately when your address, fax number, e-mail, and/or telephone number change or you may update your info using the *MyDesktop* tools available at www.sinfonia.org.
3. Establish contact with the Collegiate Province Representative and other Faculty Advisors in the Province. Their contact information can be obtained from the National Headquarters.
4. Send a letter to the Province Governor introducing yourself and stating any goals and ideas you have for the chapter.
5. Become familiar with the contents of the following materials:
 - a. *National Constitution*
 - b. *General Regulations for Collegiate Chapters*
 - c. *Risk Management Policies*
 - d. *Guide to Ceremonies*
 - e. *Guide to Awards*

- f. *Guide to Great Publications*
 - g. *Guide to Membership Development*
 - h. *Guide to Money Management*
 - i. *Leadership Manual*
 - j. Themes for Brotherhood
 - k. Sinfonia Songbook
 - l. Ritual
 - m. National Directory
- (a-i above are found in the Complete Reference Manual)

COMMUNICATION AND INTERACTION

Effective communication with the Province Governor, the Collegiate Province Representative, other Faculty Advisors, and the National Headquarters is vital to the success of your chapter. Communication may take many forms: face-to-face contact, letters, phone calls, email, faxes, and newsletters. The key is to communicate often and in a variety of ways.

Communication fosters interaction within the province. The Faculty Advisor is a true Fraternity brother to the young men of his chapter. He leads them in a variety of fraternal activities and encourages them to participate in chapter, province, and national events. He encourages them in their projects and helps them solve their problems. As an alumnus who is still involved with his Fraternity, he is a source of inspiration to collegiate members and an example of the motto, "Once a Sinfonian, Always a Sinfonian."

Interaction with the Province Governor, Collegiate Province Representative (CPR), and Music Administrator is also important. Ideas for interacting with each of these individuals are discussed in separate sections in this manual (see "Collegiate Province Representative," "Province Governors," and "Music Administrators").

Correspondence from the National Headquarters to chapters should be filed and kept in order. The Province Governor should be informed of chapter business. The Faculty Advisor should send copies to the National Headquarters of his official correspondence with the Governor and vice versa.

Below are some recommended approaches to communication:

Telephone, Fax, and Email

The telephone, answering machine, fax, and email can be extremely valuable tools of communication. Following are some tips for their effective use.

- A. Make a list of the brothers' telephone numbers, fax, and email. Keep one copy at home and one at work.
- B. The National Headquarters has email and fax capabilities. Please refer to the National Headquarters' web site (www.sinfonia.org) for current addresses and numbers.

Internet

The Fraternity several web page is located at www.sinfonia.org. Chapters are encouraged to develop and maintain chapter web pages and keep their URL up-to-date with the National Headquarters.

Additionally, Faculty Advisors have special tools available to them in the "MyDesktop" section of www.sinfonia.org. Such features include personal information updates, chapter officer updates, chapter membership listings, and other useful resources.

PROVINCE WORKSHOPS

The national Fraternity sponsors two types of convocations: the National Convention (triennially, in 2009, 2012, et seq.) and the annual Province Workshops. While the National Officers and the National Staff handle organization of the National Convention, the Province Governors, with the assistance of the Collegiate Province Representative and the host chapter, organize the Province Workshops.

It should be noted that, in recent years, multi-province regional conventions have become increasingly popular and may be organized through a joint effort of several governors.

The National Headquarters keeps a master calendar of Province Workshops.

At any and every workshop Faculty Advisors should offer to help the Province Governor plan, organize, and lead events. Possible activities might include province and Fraternity business, Fraternity songs, chapter operations, officer training (mini-workshops lasting 30 to 60 minutes), discussion groups (ideally with every chapter represented in every group), Ritual, or a province recital. Optional discussion topics may include:

- Recruitment and probationary membership
- Fundraising
- Individual chapter citation areas
- Helping other troubled chapters
- Province projects, newsletters

If your chapter is hosting the workshop, your chapter is responsible for:

- map
- registration (name tags, sign-in sheet, etc.)
- signs
- meal arrangements
- refreshments
- rooms (for the general meetings, Ritual, recital, mini-workshops, etc.)
- other responsibilities as assigned by the Province Governor

THE PROVINCE GOVERNOR

The *General Regulations for Collegiate Chapters* prescribe three types of Province Governor visits: Informal, Formal, and Official. Please invite your Governor to visit as often as possible. Informal visits should be made yearly, if possible, to attend such activities as Ritual performances, meetings with chapter executive committees, and recitals. Formal visits are required when a chapter is not represented at a province workshop. Official visits are required once per triennium in order for the Province Governor to conduct a formal review of each chapter in his province.

For clarification to the Faculty Advisor, the Official Visit is described below.

I. Preparation for an Official Visit

- A. The Province Governor should contact the chapter well in advance to arrange a mutually acceptable date. The Faculty Advisor, along with the Dean of the Students (or another appropriate non-music administrator), and the music administrator should be available.
- B. The Province Governor will tell the chapter what is expected in his visit, and will send a copy of the visitation schedule (the list of activities and approximate times).
- C. The chapter should develop a complete time schedule and provide the Governor with a copy well in advance of the visit.
- D. The chapter must arrange for:
 - A hotel reservation, if needed.
 - Rooms reserved for conferences and meetings.
 - Appointments with appropriate administrators, faculty, and officers.

2. Official Chapter Visit Activities

- A. Interview the principal Music Administrator—30 min.
- B. Interview the Dean of Students (or other appropriate non-music administrator)—15 min.
- C. Interview the Faculty Advisor—30 min.
- D. Meeting with the chapter executive committee—30 min.
- E. Meeting with each of the principal officers—15 min. each.
- F. Inspecting financial and membership records—30 min.
- G. Inspecting chapter minutes and bylaws—30 min.
- H. Reviewing the probationary membership program—30 min.
- I. Attending a regular business meeting to observe the chapter in action and to have an opportunity to address the chapter. A question/answer session to give the members an opportunity for feedback is very important—1 hour or more.
- J. Inspecting the Ritual equipment and attending a Ritual, if possible.

3. Province Governor Evaluation

The Province Governor will complete a report on his visit and send a copy to the National Headquarters and the chapter as soon as possible.

THE COLLEGIATE PROVINCE REPRESENTATIVE

At the annual workshop, each Province elects a Collegiate Province Representative (CPR). The duties of the CPR are outlined in the *National Constitution*. His basic role is to assist the Province Governor in achieving the goals of the Province. The Province Governor may also assign specific duties to the CPR. A list of the most common responsibilities, taken directly from the CPR Manual, is provided here for your information:

1. The Collegiate Province Representative must work closely with the Province Governor to build better chapter relations on a province and national level.
2. Semiannually, he should file a report of his activities within the province with the Province Governor, the CPR Council Chairman, and the National Headquarters.
3. He should assist chapter officers with chapter problems and with communication with the Province Governor and the National Headquarters.
4. With the Province Governor, he should help organize province-wide activities such as Province Workshops, presidents' meetings, and the formation of a Province Council.
5. He should submit typed copies of the Province Workshop minutes to the chapter presidents, the Province Governor, the PG Chair, the CPR chair, and the National Headquarters.
6. Informally, he should visit chapters within his province for meetings, rituals, recitals, etc.
7. The CPR must attend the annual CPR Convocation at Lyrecrest and the National Assembly, when it falls within his term.
8. He should compile and distribute a province newsletter at least twice a year, filing a copy with National Headquarters.

THE FACULTY ADVISOR

The *National Constitution* describes the position of Faculty Advisors as the following:

Each chapter annually shall have appointed by its music faculty or shall elect a faculty advisor who is a member of Phi Mu Alpha Sinfonia. He may be reappointed or reelected without limitation in accordance with the policies of the sheltering institution. Chapters may elect more than one advisor.

Faculty Advisors are a vital link in the success of the Fraternity. The Faculty Advisor must establish a strong relationship with the Province Governor and maintain frequent communication with him. The Advisor should be involved in Workshops and province-wide activities.

Faculty Advisors should:

1. Obtain and familiarize themselves with the chapter's local bylaws.
2. Assist the chapter in selecting the best candidates for chapter office.
3. Attend all meetings. If regular attendance is not possible, the Faculty Advisor must be thoroughly aware of the actions of the chapter and its executive committee.
4. Insist on communication with officers between regular meetings.
5. Serve as a liaison between the chapter and departmental and/or institutional administration.
6. Be knowledgeable about university policy as well as other policies or laws that may impact the chapter's decisions, programs, etc.
7. Take a sincere interest in the chapter and provide wise counsel to the chapter.
8. Help deal with organizational crises.
9. Give honest feedback to members.
10. Share experience and expertise when appropriate.
11. Give commendations to the chapter and individual members when deserved.
12. View themselves as the most important factor in the chapter's continuity.
13. Be directly involved in Ritual performances.
14. Insist upon constructive probationary membership programs.
15. Assist in obtaining administrative support for chapter activities and physical needs (space, bulletin board, mail box, etc.).
16. Inform the Province Governor immediately when he becomes aware of violations of the National Fraternity's Risk Management Policies.
17. Request designation of a co-advisor if such an action is in the chapter's best interest.

On a personal note, being a Faculty Advisor is a wonderful opportunity to shape men's lives. Many Faculty Advisors remain with a chapter for several years and can act as a mentor to the members. Students' contact with many professors at the institution may be fleeting, but the Faculty Advisor could influence and guide members over a period of years to the same degree as a private teacher, a conductor, or a major professor. Faculty Advisors should be ready to offer advice on school, career, ethics, morals, and even personal life crises and concerns. Faculty Advisors need to feel comfortable in the role of mentor and personal confidant as well; if not, be ready to put the member in contact with someone who is equipped to give counsel.

Below are some ways in which the Faculty Advisor can enhance relationships between the Fraternity and the institution:

1. See that the music administrator is receiving national publications on a regular basis.
2. Encourage initiation of non-Sinfonian faculty. Note: Faculty should not be initiated as honorary members; rather, they should be initiated as regular members and then transferred immediately to alumni status.

3. See that the music administrator and the Dean of Students (or appropriate administrators) have copies of the *National Constitution, General Regulations for Chapters, Risk Management Policies* and the local chapter bylaws.

Minimum Standards of Chapter Viability

The Minimum Standards of Chapter Viability were adopted by the 1994 National Assembly. They serve as the checkpoints for evaluating chapters. Faculty Advisors must stress the importance of the standards because they enhance chapter effectiveness as well as provide ideas and inspiration for chapter success. Chapters that do not maintain these standards are often placed on Reorganizational Status by the Commission on Standards. The Minimum Standards of Chapter Viability are listed below for your information.

- Hold at least one initiation per year; initiate at least five members or 20% of current membership (whichever is greater).
- Have even membership distribution (no more than 40% of total membership in one class is recommended).
- Have at least 10 members in good standing.
- Consistently have less than 20% of its membership on national suspension.
- Chapter Personnel and Operational reports filed on or before the due date.
- Chapter financial obligations paid on time. Initiations filed at least two weeks prior to initiation date.
- Chapter meetings at least twice a month (weekly is recommended).
- Maintain a bank balance of at least \$100 (\$500 minimum is recommended).
- Present annually an American Music program.
- Perform at least one service project for the department, school, or community each year.
- Observe Founders Day annually.
- Observe Chapter Day annually.
- Communicate on a regular basis with the Province Governor, Collegiate Province Representative, and National Headquarters.
- Communicate annually with both chapter and area alumni.

Each year, the Commission on Standards (COS) reviews chapters to determine which have deficiencies in one or more of the Minimum Standards of Chapter Viability. Depending upon the situation, the COS or Province Governor may recommend placing the chapter on Reorganizational status. If this is done, the chapter will receive notice from the National Headquarters concerning this status and will be given a list of areas in which to improve. The chapter remains on Reorganizational status until these improvements are made. After one year, if there is no improvement, the COS will consider making the chapter inactive.

Sample reorganizational objectives are provided below for your information.

Reorganizational Objectives

1. File all outstanding personnel reports by a given date.
2. File all personnel reports due during the following year by November 1 and March 1, or on a schedule to be determined by the National Headquarters (payment must be included).
3. File any outstanding initiation reports (complete with fees) within sixty days.
4. File all initiation reports (complete with fees) for the current year no less than ten business days before the Initiation Ritual.
5. Increase the number of members in good standing to ten (10) within the next twelve months (by initiating new members and/or removing members from suspension).
6. Send a fair representation of members to the next scheduled Province Workshop.

7. Hold chapter meetings at least biweekly. Minutes from no less than twelve chapter meetings should be filed with the National Headquarters and the PG. Current minutes should be sent monthly.
8. Plan and carry out at least one musical program (a program or some type of verification should be mailed to the National Headquarters, PG, and CPR).
9. Set up a financial management system that includes the issuing of receipts and individual ledger sheets (copies of bank statements and individual ledger sheets should be filed with the National Headquarters, PG, and CPR at least four times per year).
10. Require that all checks be signed by two individuals, one of which should be the Faculty Advisor.
11. Be sure chapter and Faculty Advisor meet no less than once a month, starting with the current month.
12. Contact (phone, email, or write) the National Headquarters, the PG, and the CPR at least once every six weeks.
13. Get 100% of collegiate roster to Good Standing by either having members pay their back per capita tax or expelling those that are unwilling to meet their financial obligations.

CHAPTER OPERATIONS

Initiation Reports

1. PM Registration and Initiation Report Instructions can be found at www.sinfonia.org.
2. Initiation Reports (with all fees) must be postmarked to the National Headquarters at least two weeks before the initiation. Otherwise, delivery of the initiation materials before the initiation cannot be guaranteed.
3. The standard fee is \$100 plus a materials fee for each initiate. Upgraded membership pin packages are also available. Reports can be filed using the traditional report forms or online. A \$2.50 processing fee is also assessed for initiation reports not filed online.
4. Before a man may be initiated, his academic eligibility must be verified. The chapter FEO should bring you a list of men who are being considered for initiation, and you must research their academic performance to verify their eligibility. The minimum standard for academic performance is defined in the *National Constitution*, Article II, Section Two:

“A student shall be eligible if he has met the minimum academic performance standards for successful continuation as a student in good standing as defined by the sheltering institution. This shall not prohibit the initiation of students in their first academic term.”

When a man is pledged to the Fraternity, he completes a probationary member registration card on which he signs his approval to give you the authority to research his academic performance and report any insufficiency to the chapter.

Personnel Reports

1. Guidelines for completing Personnel Reports are found in Informational Bulletin #5 located in the *Leadership Manual*. Step-by-step instructions are also included with the Personnel Report.
2. A sample Personnel Report is found in Appendix D of this manual.
3. Personnel Reports are sent to the chapters at the beginning of each academic semester (September and January).
4. Per Capita tax of \$70, plus an insurance fee, per semester is assessed for each collegiate member on the Personnel Report. These dues begin the semester following initiation.
5. A Convocations tax of \$80 per semester is charged to each chapter for workshop reimbursement, Assembly fees, and other services.
6. The *National Constitution* automatically places chapters on probation who do not file Personnel Reports with fifteen (15) days of the due date—Fall: October 15, and Spring: March 15. The *National Constitution* automatically places chapters on suspension who do not file Personnel Reports by the following dates—Fall: November 15, and Spring: April 15. The chapter, Faculty Advisor, and Province Governor receive notice of this situation. Chapters need only to file their reports to be taken off probation. Balances in arrears will be assessed a late fee of \$15.00 on December 31 and May 31 of each year.
7. After leaving the institution or after paying per capita for eight semesters or the equivalent (not counting the semester of initiation), a member in good standing may be transferred to alumni status.
8. Faculty Advisors should strongly discourage chapters from paying dues for individuals who have not paid the chapter. Chapters instead should place the members on National Suspension, collect the money owed from each member as soon as possible, and then pay the money to the National Headquarters, not necessarily waiting until the next report. Members who graduate or leave the sheltering institution owing back per capita are automatically expelled from the Fraternity.
9. If a chapter is financially delinquent to the national headquarters for any reason, including nonpayment of convocations tax or a check returned for insufficient funds, suspension is imposed automatically 14 days from the date of initial notification by the national headquarters to the chapter. While on suspension for reporting or financial delinquency a chapter may not meet, function, or

conduct probationary membership activities for an indefinite period of time, except as essentially necessary to collect per capita taxes and prepare the report for submission.

Sheltering Institution Registration

As required by the *National Constitution*, each chapter must be registered as an official organization with its sheltering institution or within a division of its sheltering institution. While the governing documents do not specify which officer is ultimately responsible for fulfilling this requirement, it is assumed that the chapter President and Faculty Advisor will work together to ensure that the chapter maintains active registration with the sheltering institution in the method and frequency the institution requires.

Important Dates

The following is a list of important chapter operational dates:

October 15	Fall Personnel Reports due
November 1	Non-filing chapters placed on probation
November 15	Non-filing chapters placed on suspension
December 31	\$15 late fee assessed to non-paying members
March 15	Spring Personnel Reports due
April 1	Non-filing chapters placed on probation
April 15	Non-filing chapters placed on suspension
April 1	New officers must be installed
May 1	Citations due from the chapters to the Province Governor
May 31	\$15 late fee assessed to non-paying members

Financial Policies

Financial policies of the national Fraternity are found in Informational Bulletin #13 located in the *Leadership Manual*. Some of the most important are listed below.

1. Statements are mailed monthly to the chapters and province governors except during the summer (May, June, July, and August).
2. No credit is extended to individuals or chapters. All orders (initiation, supply, and merchandise) must be paid in full before the items are shipped.
3. The Fraternity accepts Visa, MasterCard, and Discover.
4. The returned check fee is \$10.00.

Chapter Citations

A chapter that demonstrates achievement in one or more of seven critical areas is eligible for citation from its Province Governor. Presented annually at the Province Workshop, chapter citations are awarded by the Governor based on chapter applications and personal observation. The areas in which a chapter may be cited are:

- Chapter Operations
- Membership Development
- Alumni Relations
- Musical Achievement
- Province Interaction
- Special Projects
- Fraternal Tradition

The National Headquarters distributes citation forms to each chapter in the spring. Completion of the entire survey does not assure the awarding of a citation. However, completing the form for all seven areas is a great way to check on chapter strengths and weaknesses. Conversely, no chapter will be considered for citations unless it completes and submits the forms postmarked by May 1. Faculty Advisors should encourage the brothers to complete all seven forms as a check and then submit any forms that might qualify for a citation. The forms are submitted directly to the Province Governor who forwards them to the National Headquarters for filing. Minimum standards for receiving a citation are denoted by an asterisk. The following descriptions for each citation area are examples of some of the general practices used by Governors when making citation decisions. Some flexibility is acceptable.

Chapter Operations

A chapter is automatically disqualified if it is late with a semester report or initiates new members without filing the Initiation Reports two weeks prior to initiation.

Membership Development

For many governors, this citation is based on an increase in a chapter's membership. A decrease, however, does not necessarily disqualify a chapter. Often there is a valid reason for the decrease (a decline in enrollment, or an unusually large probationary membership class the previous year). A probationary membership program that is well defined and documented (schedule, rules, etc.) weigh in a chapter's favor. Some governors like to consider how a chapter develops its members after the initiation.

Alumni Relations

Evidence of communication to a chapter's alumni (newsletters, regular letters to advise alumni of activities, regular email communication, alumni emphasis on the chapter web page, etc.), a reception at homecoming, and up-to-date alumni records are ways of demonstrating alumni activity.

Musical Achievement

Some governors insist upon an American Music concert; chapter sponsored chorus, band, or other performing groups; music at chapter meetings and other public performances. The Faculty Advisor's comments are often helpful.

Province Interaction

Most governors disqualify any chapter that fails to attend the Province Workshop or a Province Council meeting. Many also require an additional activity, such as a newsletter, participation in a joint Ritual, or participation in the province project (if there is one).

Special Projects

This citation is for special chapter activities that promote one or more of the Fraternity's five purposes. Scholarships, new music commissions, sponsoring of festivals, and similar projects have typically qualified.

Fraternal Tradition

Qualification for this citation includes regular wearing of pins and other insignia and high quality Ritual performances.

Awards

All awards are described in greater detail in the Guide to Awards. A select group of awards are listed below because of their importance.

Charles E. Lutton Province Merit Award

This award is presented triennially to the chapter in each province that has earned the most citations during the three-year period. A minimum of fifteen citations is needed to qualify.

National Citation

The National Citation is presented to a Sinfonian or non-Sinfonian, man or woman, who has significantly and lastingly contributed to the cause of music in America. Any person whose obvious and acknowledged accomplishments as a performer, composer, entrepreneur, legislator, or renowned citizen may be nominated for the citation by any member of the Fraternity can be sent to the National Headquarters for consideration by the National Executive Committee.

Orpheus Award

Designed as a local-level counterpart to the National Citation, one Orpheus Award per year may be presented by any collegiate chapter to any individual (Sinfonian or not), who has contributed significantly to the cause of music in America. The Province Governor must approve each recipient.

Man of Music

Sinfonia's Man of Music is presented triennially at the National Assembly. The recipient must be a Sinfonian who, through performance, composition, or any other significant musical activity, has distinguished himself and thus furthered the cause of music in America and brought honor to Phi Mu Alpha Sinfonia. Nominations are solicited from the general membership, the final selection being made by the National Executive Committee.

Chapter Honorary

Chapter honorary membership is an award, as well as a class of membership. A chapter may, with its Province Governor's written approval in advance, confer honorary membership upon a non-Sinfonian or a Sinfonian. A candidate for honorary membership should be a person of national or regional renown, with a connection of some sort to the initiating chapter. The Faculty Advisor can and should advise the brothers when deciding on the appropriateness of chapter honorary membership. Note: For most local faculty members the appropriate procedure is initiation as a collegiate member (with immediate transfer to alumni status), rather than honorary membership.

Province Leadership Award

The Province Governor and the Collegiate Province Representative select the recipient of this award. The recipient must be a Sinfonian who has made an outstanding contribution to the Fraternity through service and leadership to the Province. The CPR is ineligible for this award. It is presented at the Province Workshop. More than one award may be presented.

Signature Sinfonian

This award recognizes alumni members who have achieved a high standard of accomplishment in their field or profession, thereby bringing honor to Phi Mu Alpha Sinfonia. Alumni in any profession, occupation or service work are eligible for nomination. Members initiated as a National Honorary or awarded the Man of Music Award will be named as a Signature Sinfonian without nomination or selection.

RISK MANAGEMENT

Fraternities today face multiple situations that pose significant risks to the survival of the organization. Given our litigious society, one incident involving negligent or illegal behavior on the part of our members at a Fraternity function or in connection with one of our programs could have devastating consequences for our organization.

In order to minimize risk to our Fraternity, policies have been adopted which state our positions on the most notorious problems—hazing and alcohol—as well as other areas of potential risk such as chapter houses and chapter sweethearts. Faculty Advisors are an important element in ensuring that these policies are followed and in providing other viable and creative options for chapters. A Faculty Advisor who becomes aware of hazing or alcohol problems in his chapter must immediately inform the Province Governor and National Headquarters in accordance with the *Protocol for Hazing Allegations* (located in the *Risk Management Policies*). Chapters found guilty of violations will be suspended or expelled, depending on the severity of the offense.

Most states now have hazing and alcohol statutes that provide criminal penalties for violators. Phi Mu Alpha Sinfonia unequivocally opposes hazing and pre-initiation activities that do not contribute to the positive development and welfare of probationary and collegiate members. In addition, we strongly support the trend toward a “dry rush.”

The *Risk Management Policies* can be downloaded at www.sinfonia.org. Please become familiar with each policy and ensure that your chapter follows them conscientiously.

LEADERSHIP

Hints On Motivating People

- Be a good listener.
- Criticize constructively and in private.
- Praise in public, as often as possible.
- Be considerate.
- Delegate responsibility in as much detail as possible to members.
- Give credit where it is due. Say “Thank you” often.
- Avoid domination or “forcefulness.”
- Show interest in and appreciation for others.
- Make your wishes known by suggestions or requests.
- When you make a request or suggestion, be sure to state the reasons.
- Advise members about your plans and programs.
- Never forget that the leader or advisor sets the style for the brothers.
- Play up the positive.
- Be consistent.
- Show the brothers that you have confidence in them and that you expect them to do their best.
- Ask brothers for their counsel and help.
- When you are wrong or make a mistake, admit it.
- Listen courteously to ideas from brothers.
- Remember that people carry out their own ideas best.
- Be careful what you say and how you say it.
- Don’t be upset by little hassles.
- Use every opportunity to build up in members a sense of the importance of their work.
- Give the members goals, a sense of direction and something to strive for and achieve.
- Avoid favoritism.
- Be a role model at all times.

Leadership Styles

As a Faculty Advisor, you need to recognize the various styles of leadership, many of which may need to be altered when working with different facets of the chapter. The experienced leader uses many complex and subtle means of motivating and stimulating members. You may need to encourage officers to increase their repertoire of leadership skills.

Four of the most typical leadership styles are listed below:

The “AUTHORITARIAN” leader:

- Identifies a problem, considers alternative solutions, chooses one of them, and then tells followers what they are to do.
- May or may not consider what the group will think or feel about the decision, but they clearly do not participate in the decision-making.
- May or may not use or imply coercion.
- Assigns roles.
- Relies primarily on his own judgment.

The “PERSUADING” leader:

- Like the “authoritarian” leader, makes the decisions without consulting the group. Instead of simply announcing the decision, he attempts to persuade the brothers to accept the decision.
- Describes how the decision fits both the interests of the chapter as a whole and the brothers.

The “CONSULTING” leader:

- Gives the group a chance to influence the decision from the beginning.
- Presents the problem and relevant background information, then asks the brothers for their ideas on how to solve the problem.
- May offer a tentative solution for the group’s reaction.
- In effect, asks the group to increase the number of alternative actions to be taken and/or considered.
- Selects the solution the brothers regard as most promising.

The “JOINING” leader:

- Participates in the discussions as “just another” brother agreeing in advance to carry out whatever decision the group makes.
- Encourages group decisions.
- Allows for individual recognition.
- Tends to guide, not rule.
- Will often submerge themselves in the group’s identity.

The AUTHORITARIAN and PERSUADING styles of leadership are most prevalent:

- in large groups
- in passive groups
- in groups that seldom meet
- at times when a quick decision or deadline must be met

The CONSULTING style of leadership is most effective and/or prevalent:

- in large groups
- in motivated groups
- in organized groups

The JOINING style of leadership is most prevalent and/or effective:

- in small groups
- in highly motivated groups
- in groups with a high tolerance for ambiguity (some members have a need for more direction; others prefer more freedom)
- in groups that have a relatively high need for independence
- in groups where the members understand and identify with the goals of the organization
- in groups where the members have the necessary knowledge and experience to deal with the problem
- in groups where the members expect to share in decision-making

Note: People who have come to expect “strong” leadership and are then suddenly confronted with the request to share more fully in decision-making are often upset by this new experience. On the other hand, people who have enjoyed a considerable amount of freedom resent the leader who begins to make all the decisions himself.

Conflict Management

Conflict occurs when two or more parties disagree about something that they see as important. Conflict between individuals or groups is a normal part of life in student organizations. In fact, the complete absence of conflict may be a warning sign that group members do not feel comfortable disagreeing with each other or the leader. In such a situation, alternative ideas and constructive criticism may be stifled to the detriment of the chapter.

When conflict does occur, the worst approach is to avoid the conflict and pretend it does not exist. To be effective as a leader, you must confront the conflict situation. To do so requires that you know something about the basis of conflict and how conflict can be resolved.

Conflict may have a basis in one of four sources:

1. *Differences over facts.* This situation occurs when individuals disagree over facts. One member of the organization may remember that the group voted in favor of a particular program during the last meeting, while another member may believe that no such agreement was reached. Generally, disagreements over facts are easy to resolve. This is a good endorsement for keeping accurate minutes of meetings!
2. *Differences over goals.* Persons or groups may disagree about what they wish to accomplish. Some brothers may feel that the chapter should emphasize brotherhood activities while others feel that the group should focus on service projects and performances.
3. *Differences over methods.* The procedure for accomplishing goals may be the issue. For instance, some may prefer the informality of opinion polls, while others may advocate changing chapter bylaws.

4. *Differences over values.* Differences over values may be difficult to resolve because they relate to a person's basic beliefs about what is right and wrong.

Confronting Intra-Chapter Conflict

You should try to bring conflicting parties together in a face-to-face situation. A compromise may be reached in which each party gives a little and gains a little. At other times, conflicts may be resolved by asking someone else to decide. Other approaches include deciding to live with the differences or concluding that the issue is not worth pursuing.

Student leaders who attempt to resolve conflict should utilize good communication skills by listening to both sides. The Faculty Advisor should help the student leader decide on an action plan that should be most effective. It may be helpful to define the basis of conflict for the parties and to spell out the possible resolutions. You should encourage the parties to listen carefully to each other and to try to resolve the conflict themselves. Even though it is sometimes difficult, the student leader should remain neutral and not take sides. If the leader is perceived by one of the parties as already having taken sides, it may be best to call upon another person to mediate, such as the advisor.

Remember that not all conflicts can be resolved. This is especially true when there are fundamental value differences. Ultimately, the student leader or the Faculty Advisor may have to invoke his authority or allow the parties to live with the conflict.

Crisis Management

1. *Death in a brother's immediate family* — The chapter's reaction will likely be influenced by how the individual himself reacts. Flowers and a delegation to the funeral are certainly appropriate. The brother will be shaken for some time following his loss. The chapter must remain sensitive to this and assist in any way possible.
2. *A brother is arrested* — As much as possible, the chapter should stand clear of any involvement. Comments to the public or media should be made by the chapter President only after adequate consultation with an advisor. In no case should chapter funds be used as bail money.
3. *A brother is diagnosed with a life-threatening disease* — Should a brother be diagnosed with a life-threatening disease, the potential for alarm and mixed reaction is great, and the chapter may need professional assistance. At all costs, the dignity and privacy of the brother diagnosed with the disease must be preserved in accordance with his wishes. The chapter's responsibility is to be supportive of the member and his family, offering assistance with everything from meals to class work.

Meeting New Members

Here is the situation:

The chapter invites you over to meet the new probationary class. The dinner seats you between four new probationary members. There is a long pause, the probationary members glance at you, waiting for you to expound on some high virtue of Phi Mu Alpha Sinfonia, and you do not have any clue who these men are.

Sample Questions for First Meeting

The first meeting with a member should focus on getting to know the student and discussing your role as an advisor. Some members will talk freely and readily provide the information when asked to tell a little about themselves. If the member appears shy or says very little, you can use some of the following questions to obtain information and build rapport with the member.

- What high school did you graduate from? Can you tell me how well you think your high school prepared you for the challenges of college?
- What dorm are you staying in? What is your local address, phone number, and email address to put in my file?
- What classes are you taking? Have you thought about your career? Are these classes going to help you with that?
- Have you taken any courses within your major yet? How are they going?
- Is there a specific aspect of your major that particularly interests you?
- What led you to choose this major?
- Are you involved in any kind of extra-curricular activities, such as campus groups or part-time jobs?
- Have you received any scholarships? If so, what is required for you to keep those scholarships?
- What are your goals after graduation from this college (employment, graduate school, etc.)?
- What do you expect from me as your Faculty Advisor?

You can use these questions as a guideline for initial sessions with members. You can also save the information from these questions in a folder or other reference you might have. It is also a good idea to ask members for a resume to keep on file once they have created one to stay informed about their career goals and progress. Besides, they will need a job sometime, and maybe a good friend or a coworker is looking for that perfect employee that you just met. Advisors sometimes wonder how much information to seek from students. As students vary in the amount of information they are comfortable sharing with an advisor, an effective guideline is to limit your questioning and discussion to academic and career issues. However, you should be prepared to deal with any personal questions that may arise and deal with them accordingly. Some students may feel uncomfortable talking about their personal lives, but others will quickly volunteer unsolicited personal information.

By showing a true dedication to their success and development you can win the respect and trust of the undergraduates that you advise.

Appendix A

Faculty Advisor Information Sheet

Please forward this form to the National Headquarters as soon as possible after your election as Faculty Advisor.

Name _____ Chapter Advising _____

Date elected _____ Province _____

Initiating Chapter _____ Initiation Date _____

Home Address _____ City, State ZIP _____

Home Phone _____ Home Email _____

Work Address _____ City, State ZIP _____

Work Phone _____ Work Email _____

Which address should be identified as your primary mailing address? _____

Current work description _____

Principle instrument(s) _____

Degrees/Schools/Years _____

Involvement in musical organizations and other fraternities _____

PHI MU ALPHA  AMONG MEN
SINFONIA HARMONY

PHI MU ALPHA SINFONIA
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