

## Attachment A-2: Roles and Responsibilities for House Corporation and Alumni Advisory Board.

The MIT Accreditation Assessment Committee has required that TDC set roles, job descriptions, expectations and term limits for House Corporation members, the advisory board, and house officers.

In this document, TDC House Corporation and the TDC Alumni Advisory Board present their collective response to those requested items. The contents of this response are as follows:

- MIT FSILG Toolkit Recommendations – These are presented as an introduction to the TDC-tailored items listed below, because in general, TDC has adopted and adapted the Toolkit’s suggestions to the extent practicable. Variances from Toolkit-recommended practices are highlighted, to ensure transparency toward achieving accreditation and thus to trigger further discussions between MIT and/or the AILG and TDC regarding appropriate improvements.
- TDC-tailored items:
  - Expectations of Officers, Alumni Volunteers, and Other Participants – applicable to all TDC House Corporation members, TDC Alumni Advisory Board volunteers, Resident Advisors, Chapter Officers, and any other chapter members or alumni volunteers who are participating in conducting any Tasks for TDC.
  - Term Limits for Chapter Officers – please note that Term Limits and Succession Planning for TDC House Corporation and the TDC Alumni Advisory Board are addressed in Attachment A-1.
  - TDC House Corporation – Mission, Vision, and Roles and Responsibilities.
  - TDC Alumni Advisory Board – Mission, Vision, and Roles and Responsibilities.
  - TDC Chapter Officers – Mission, Vision, and Roles and Responsibilities.

### MIT FSILG TOOLKIT RECOMMENDATIONS

These are presented as a supplement to the TDC-tailored items listed above, because in general, TDC has adopted and adapted the Toolkit’s suggestions to the extent practicable. For each Toolkit recommendation, the TDC approach is indicated.

FSILG Toolkit Recommendations for House Corporations and Advisory Boards are presented (in italics) and addressed specifically (noted by “TDC Approach” in brackets and bold type) when one of the following applies:

- TDC is in the process of addressing the recommendation, but has not fully done so at this time.

- TDC has taken a different approach, tailored to the traditions and specific preferences of the Chapter and its alumni.
- For clarity, TDC is offering a cross-reference to other items in the overall submittal to the MIT Accreditation Assessment Committee.

The specific variances from the Toolkit's recommendations are presented in order to provide the MIT Accreditation Assessment Committee (and the AILG Accreditation Visitation Committee) with as transparent a basis as possible for noting further changes that TDC must make to achieve accreditation. If a variance is not noted, TDC has adopted the recommendation and thus the recommendation is considered an integral part of the Mission, Vision, and Roles and Responsibilities for TDC House Corporation and/or the TDC Alumni Advisory Board.

### Alumni Advisory Boards

*Alumni advisory boards work with individual chapter officers and ensure smooth transitions from semester to semester. While often composed of local MIT chapter alumni, some recruit alumni members of the same fraternity or sorority from other colleges and universities [TDC Approach: Preference for local alumni but acceptance of several "remote" alumni and at present, at least one wife of a local alumnus]. The size of each board varies, depending upon the chapter's needs. Some have one advisor per officer, while others prefer one advisor for several officers [TDC Approach: Given TDC's significant issues and concerns, each Chapter Officer is assigned at least one Advisor, and for especially critical Chapter Officers (Treasurer, House Manager) a minimum of two Advisors are assigned]. While alumni outside the Boston area can participate, it is easiest if alumni live nearby so that they can visit the chapter house and meet with chapter members whenever necessary.*

*Advisory board roles and responsibilities –*

*The primary role of this board is to advise chapter officers. While board size and roles may vary, the following advisor positions and responsibilities are recommended for each chapter:*

*Alumnus advisor [TDC Approach: The Chair of the TDC Alumni Advisory Board, Carlos Cashman '94, is charged with ensuring the following functions are accomplished, along with Jack Chaney '76, TDC Alumni Advisory Board "Task Master", who maintains the "Task Listing" for tracking action items and progress being made – both of these alumni are past Chapter Presidents, providing them with a key perspective] –*

- *Coordinating the efforts of the advising team. Just as advisors should check in with their officers, advisors should check in with one another to ensure that all advisors are working closely with their officers.*

- *Communicating with the Alumni House Corporation, MIT, and the national organization (if applicable).*
- *Ensuring the chapter is aware of all MIT and FSILG-specific policies.*
- *Advising the chapter president.*

*Executive committee member advisor –*

*Each member of the chapter's executive committee should have a dedicated alumnus advisor focused on that committee member's responsibilities. For instance, if an executive committee member is a treasurer, the treasurer's alumnus advisor could be responsible for:*

- *Overseeing all chapter finances (e.g., reviewing the budget each semester).*
- *Assisting with dues collection, fees, and fundraising as applicable.*

*Risk manager advisor [TDC Approach: TDC House Corporation President, Bob Schreiber '76, and the TDC Alumni Advisory Board Chair, Carlos Cashman '94, will identify and nominate at least one volunteer alumnus for this position, by the start IAP – they will attempt to nominate two volunteer alumni, due to the importance of this role, in light of incidents at TDC in 2003-4] –*

*MIT provides training for these advisors, including meetings, one-on-one contact, and public sessions.*

- *Assisting the chapter with risk management issues as needed.*
- *Overseeing house/insurance/facility issues associated with chapter events.*
- *Ensuring the chapter meets all MIT and [inter]national risk management training/requirements.*
- *Being available as needed/requested by undergraduates at chapter events with a high level of risk.*

*Other potential advisor roles –*

*Most chapters have a variety of other officer positions where alumni advisors are needed or recommended. While some chapters choose to have separate advisors for these positions, others may choose to combine advisor roles.*

- *New Member Education Advisor*
- *Brotherhood Development Advisor*
- *Recruitment Advisor*
- *Community Service Advisor*
- *Ritual Advisor*
- *Academic Advisor*
- *Alumni Relations Advisor*

## *Best practices –*

*The following best practices are recommended for alumni advisory board members:*

- *Work closely with officers –*
  - *Meet at least at the beginning and end of each semester with the officer.*
  - *Work with the officer to develop a list of goals for the semester.*
  - *Communicate with the officer at least every other week to check on the officer's progress with goals [TDC Approach: Frequency of communication depends on the role and the tasks being accomplished].*
  - *During transition periods, meet with outgoing and incoming officers to discuss the previous semester's goals, what went well, and what improvements could be made.*
  - *Attend at least one chapter meeting per month [TDC Approach: Frequency of meeting-attendance depends on the role and the tasks that are being accomplished, and “remote” advisors can participate via conference call and/or net conferencing].*
  - *Attend at least one executive committee meeting per month [TDC Approach: Frequency of meeting-attendance depends on the role and the tasks that are being accomplished, and “remote” advisors can participate via conference call and/or net conferencing].*
- *Set appropriate expectations – Make sure other members of the alumni advisory board, the undergraduates, and alumni know who is responsible for tasks.*
- *Get others involved – With so much to be done, advisors who try to do it all may get burned out. Try to recruit other alumni to help. This will enable advisors to spread out responsibility and accomplish more in the long run.*
- *Attend chapter events – It is important that undergraduates (and not just officers) know who the advisors are and consider them a resource. Advisors can make themselves known by attending events, such as chapter meetings, rush, initiation, faculty dinners, parents' dinners, etc.*
- *Be proactive – Officers are often hesitant to initiate contact with advisors, especially if they do not know their advisors well. Advisors should reach out to their officers, work with them to identify problems, and find ways to fix them.*
- *Be flexible with advising styles – Each person is different, so it is important for advisors to adapt their advising style to suit the officer(s) they are advising. Some officers may prefer to communicate via email, while others may prefer the phone. Some may get more stressed than others. Advisors should learn about their officers so they can advise them appropriately.*
- *Motivate the officers and chapter – At times, the chapter has to deal with difficult issues and/or decisions. Advisors should motivate the chapter and always have a positive attitude. Officers look to advisors for guidance and support, and if the advisors are discouraged, the chapter will be as well.*

## *House Corporations*

*Alumni house corporations tend to deal purely with the physical house, including maintenance, repairs, insurance, property, etc. To conduct business and own property, they routinely become legal entities, whose directors are typically local MIT chapter alumni.*

*House corporations can be very helpful where chapters are a part of a national fraternity or sorority, and they may have requirements or practices in addition to those outlined here. Members should definitely seek the advice of an attorney for the final preparation and submission of the documents mentioned below.*

*Alumni house corporations' responsibilities –*

*Alumni house corporations are typically responsible for these tasks:*

- *Looking after the physical structure of the house*
- *Owning and/or managing the chapter's real estate*
- *Leasing the physical house to the chapter*
- *Maintaining accurate financial information*
- *Obtaining loans when necessary*
- *Entering into contracts when applicable*
- *Securing adequate levels of insurance*
- *Ensuring the proper filing of any applicable taxes*
- *Hiring, supervising, and paying all chapter employees*

*Not all alumni house corporations will have the same responsibilities. For instance, if MIT owns the chapter house and/or the land that the chapter house is on, MIT will own some of the responsibilities listed above. Additionally, some chapters have the alumni house corporation assist with tasks, such as alumni relations, fundraising, and planning alumni reunion events.*

*Officers' responsibilities –*

*Each alumni house corporation determines the positions needed for its executive board and what each position's responsibilities should be. This sample of how other chapters at MIT have set up their alumni house corporation's executive board may be instructive:*

*Sample MIT Alumni House Corporation Executive Board Position Summary [TDC Approach: This sample provides an excellent description of the TDC House Corporation Officers' responsibilities, with exceptions noted]*

- *President*
  - *Overall responsibility for running of organization*
  - *Organize monthly meetings*
  - *Attend house tours to check for needed house repairs*
  - *Represent the chapter alumni to MIT administration and attend AILG meetings*

- Recruit new board members
- Drive AILG Accreditation Process
- **House Manager [TDC Approach: TDC House Corporation House Manager, Richard Soenneker '00, provides oversight and advice as a “remote officer”, while on-site, local advice and support is provided by TDC Alumni Advisory Board House Manager, Ed Hammond '97, and Assistant Dave Stracher '90]**
  - Oversee major house renovations
  - Help organize chapter's work weeks in the fall and spring (mainly make sure they are focusing on the right things and offer advice where possible)
  - Work with undergrads and AILG on municipal inspections
  - Go on house tours to check for needed repairs twice a year
  - Work closely with the undergraduate house manager
  - Evaluate and monitor the offerings of the FSILG Cooperative, Inc.
  - Suggest and approve the House Corporation's payment for all capital improvements
  - Maintain liability and home owner's insurance
  - Evaluate and monitor the offerings of the FSILG Cooperative, Inc.
  - Attend House Corporation meetings as called by the President
- **Treasurer**
  - Pay loans
  - Pay taxes
  - Pay employees of the chapter and house corporation
  - Advise undergraduates on their budget
  - Prepare an annual budget
  - Monitor financial performance
  - Approve all bills for payment and pay bills
  - Submit annual property tax, W9, and 990 filings
  - Provide an update on the budget each month at the corporation meeting
  - Receive an update from the GT each month of the state of the chapter's budget  
**[TDC Approach: TDC assumes that “GT” refers to the Chapter Treasurer]**
  - Attend House Corporation meetings as called by the President
- **Secretary [TDC Approach: TDC House Corporation Secretary, Neil Lupton '65, is currently transitioning into this role, taking over from President, Bob Schreiber '76; also, alumni relations and website maintenance are assigned to the TDC Alumni Advisory Board]**
  - Take minutes at meetings and send them to the house corporation members, alumni advising team, and undergraduates
  - Work with the undergraduate alumni chair on alumni relations
  - Send meeting announcements and arrange conference calls
  - Take and distribute minutes at meetings
  - Maintain website if there is one
  - Attend House Corporation meetings as called by the President

- *Members at Large (1 to 5)*
  - *Assists with any ongoing projects as necessary*

*Forming a new alumni house corporation – [Not Applicable]*

*Reforming a dormant alumni house corporation – [Not Applicable]*

*Articles of incorporation –*

*Articles of incorporation establish the legal basis for an alumni house corporation's existence. They usually include this information:*

- *Corporation name*
- *Corporation purpose*
- *Corporation address*
- *Initial corporation members*
- *Corporation duration*
- *High-level corporation procedures, details, etc.*

*By-laws –*

*An alumni house corporation's by-laws define the corporation's internal affairs. They usually include this information:*

- *Corporation purpose*
- *Membership details, including who can serve on the corporation, duration of office, how to suspend members, how to expel members, how members should resign, and how vacancies should be filled*
- *Frequency of meetings*
- *Officers' roles and responsibilities*
- *Financial policies*
- *How to dissolve the corporation*

*These sample by-laws may be helpful (PDF). [TDC Approach: TDC House Corporation maintains file-copies of its Articles of Incorporation and its By-Laws, dating back to the date of its reinstitution on campus following a hiatus of several years.]*

*Tax status – [TDC Approach: TDC House Corporation is a 501(c)7 non-profit organization, and TDC House Corporation Treasurer, Ed Adlerman '93, and TDC Alumni Advisory Board Treasurer Advisor, Michael Perfit '77, are in the process of hiring an accountant for assisting TDC with tax filings.]*

*Most FSILG corporations file with the IRS as 501(c)7 non-profit organizations, but a few are also 501(c)3 charitable organizations. Chapters should definitely seek the advice of an attorney when preparing the above documents for an IRS filing.*

## *Best practices –*

*Alumni house corporation members are encouraged to follow these suggested best practices:*

- *Meet regularly: Alumni house corporation members should meet regularly. Some chapters meet once per month, while others meet once per quarter. Find the right balance for your chapter. [TDC Approach: TDC House Corporation meetings are held on a monthly basis, with attendance by Chapter Officers, Resident Advisor, Alumni Advisory Board Chair, and selected alumni volunteers as needed for specific purposes.]*
- *Involve chapter members: It is critical that chapter members understand the alumni house corporation's purpose and know what the corporation is working on. The corporation should also know what is happening within the chapter. One of the best ways to accomplish these goals is to have chapter leadership attend regular alumni house corporation meetings.*
- *Work closely with chapter leadership and the house manager: Work with chapter leadership and the house manager to understand current issues, assist with inspections, and help with hiring and supervising repairs.*
- *Collaborate with the resident advisor and alumni advisory board: By working with the resident advisor and alumni advisory board, it helps the Alumni House Corporation understand what issues are facing the chapter and how the chapter is doing. Since the resident advisor lives in the chapter, he can also be an excellent resource for letting the Alumni House Corporation know how the physical structure is being maintained and if there are any immediate issues that need attention.*
- *Set appropriate expectations: Make sure other members of the corporation, the undergraduates, and alumni know who is responsible for which tasks.*
- *Get others involved: With so much to be done, members who try to do it all may get burned out. Try to recruit other alumni to help. This will enable members to spread out responsibility and accomplish more in the long run.*

## TDC-TAILORED ITEMS

### Expectations of Officers, Alumni Volunteers, and Other Participants

- Perform the tasks of the office. If you cannot, communicate promptly. Assist in obtaining a replacement. Stay on until your replacement is trained
- Attend scheduled meetings or inform the meeting organizer in advance. Provide representative or provide input in advance when you cannot attend
- Meet commitments.
  - Communicate when key tasks are completed.
  - Communicate when commitments cannot be met on time. Provide alternative time. Be available for discussion if alternative time is an issue
- Be reachable; provide email, cell phone and other means of timely access.



- Look beyond your area to consider the needs of the House and your team.
- Seek to continuously improve your area.
- Develop and enhance positive relations with your stakeholders including:
  - Other TDC alumni officers and volunteers
  - Chapter officers and members.
  - Alumni, including and specifically emphasizing:
    - TDC House Corporation
    - TDC Alumni Advisory Board
    - Resident Advisor
  - MIT, including:
    - FSILG Office
    - Alumni Association's FSILG Advisor
    - Other FSILG-related entities
  - AILG, including and specifically emphasizing:
    - FCI Coop
    - SLI Office and the Building Safety Facilitator
  - TDC National
  - Stewart Howe Alumni Service
  - Omega Financial
  - Other FSILGs
  - Community, including and specifically emphasizing the Cambridge License Commission and its inspectors.
- Listen carefully and confirm you understand.
- Communicate clearly and honestly.
- Resolve conflicts by focus on issues and data, not personalities and opinions.
- Find, or assist in finding, replacement officers (or volunteers) for you and for others.
- Develop or supplement the “officer’s manual” (or otherwise appropriately labeled manual depending on the role) on an ongoing basis, and prepare and submit a final version to TDC House Corporation, the TDC Alumni Advisory Board, and the Chapter President.

### Term Limits for Chapter Officers

See separate document (Attachment A-1) for TDC House Corporation and TDC Alumni Advisory Board term limits and succession planning / implementation process.

Term limits for Chapter Officers is 1 year. Extension to a 2<sup>nd</sup> year is allowed under special circumstances, requiring a waiver from TDC House Corporation.

### TDC House Corporation – Mission, Vision, and Roles and Responsibilities

#### House Corp Mission:

- Provide strategic direction for the fraternity and tactical advice to current officers.
- Ensure that systems and people are in place for a smooth running fraternity.

- Identify and groom new HC officers.
- In emergencies, step in and direct activity.

#### Vision:

- Thrive as a small group of alumni that provide appropriate advice in a timely manner to the undergraduate leadership.
- Ensure officer turnover is timely and reasonable to provide continuity of guidance without burnout.
- Meet on monthly basis.
- Achieve time commitment that is about equal to a significant role on other non-profit organizations (1-10 hours/week).
- Achieve success and recognition as a model for other FSILGs.

#### Roles:

##### President –

- Provide overall leadership.
- Serve as primary contact with MIT and most outside organizations.
- Facilitate House Corporation meetings.
- Ensure systems and people are in place to meet missions of House Corporation, the Alumni Advisory Board, and the Chapter.

##### Vice President – [to be implemented by the end of the Spring Term 2008-9]

- Serve as President in training.
- Represent House Corporation in absence of President.
- Lead special projects to support House Corporation.
- Lead recruitment of the next Vice President.

##### Treasurer –

- Lead finance functions.
- Ensure systems and people are in place to meet financial obligations of the house.
- Serve as legal Owner's Representative on most contracts.
- Conduct business as primary point of contact for outside financial and tax organizations.

##### Secretary –

- Support House Corporation administration, including State annual report filings. Schedule House Corporation meetings and arrange teleconference tools.
- Issue meeting minutes.
- Oversee the maintenance of the Action Items list.
- Manage special projects as needed to support House Corporation.

The following representatives are ex officio members of House Corporation for purposes of increasing effective communications –

- Resident Advisor –
  - Provide balance in discussions between the undergrads and House Corporation.
  - Provide more experienced advice and coaching to house members informally and formally.
  - Act as early warning to House Corporation if Chapter is in need.
- House President - Represent Chapter with House Corporation. See below for detailed role.
- House Treasurer – Represent finances of the house with House Corporation. See below for detailed role
- Alumni Advisory Board Chair – represent Alumni Advisory Board with the House Corporation.

#### TDC Alumni Advisory Board – Mission, Vision, and Roles and Responsibilities

##### Mission:

- Provide guidance to house officers.
- Establish environment of trust and openness.
- Assist in use of best practices.
- Confirm key actions occur.
- Ensure that critical documents and history are preserved.

##### Vision:

- Work in a friendly, collegial atmosphere with motivated and capable house officers.
- Develop strong professional and personal relations with the house officers.
- Have no surprises.
- Facilitate continuous improvement of Chapter management and expand best practices.
- Achieve success and recognition as a model for other FSILGs.

##### Role:

See roles and responsibilities for each office in the Chapter, because the Alumni Advisory Board matches at least one Advisor with each Chapter Officer.

Resident Advisor –

Provide more experienced advice and coaching to house members, informally and formally.

Act as early warning to House Corporation if house in need.

Provide balance between seasoned alumni on House Corporation and the Alumni Advisory Board and the young adult house members.

### TDC Chapter Officers – Mission, Vision, and Roles and Responsibilities

All officers are elected with the exception of the Senior and Junior Executives, who are appointed by the President.

#### Mission:

- Lead and manage the operation of the house and membership.
- Use experience, existing systems and guidance from the Alumni Advisory Board to perform tasks needed to operate the house.
- Maintain records including the officer's manual for each office.

#### Vision:

- Work in a friendly, collegial atmosphere with motivated and capable Chapter officers and house members.
- Develop strong professional and personal relations with the Chapter officers, Chapter members, Advisory Board, and House Corporation.
- Have no surprises.
- Facilitate continuous improvement of Chapter management and expand best practices.
- Achieve success and recognition as a model for other FSILGs.

#### Roles:

##### President –

- Provide overall leadership.
- Serve as primary undergraduate contact with MIT and most outside organizations.
- Facilitate House meetings.
- Ensure systems and people are in place to operate the house.

##### Senior Executive –

- Represent house in absence of President.
- Lead special projects to support president.
- Advise and guide the President.
- Replaces the President if he is unable to serve his full term.

##### Junior Executive –

- Serve as potential President in training.
- Represent house in absence of President and Senior Executive.

- Lead special projects to support President.
- Advise and guide the President.
- Perform Alumni Relations officer tasks in concert with him.

#### Pledge Trainer –

- Lead integration of new members (pledges) into the house.
- Organize team-building activities to help the pledges bond as a class and with the overall house.
- Utilize rituals and traditions to help connect the pledges.
- Lead assignment of Big Brothers to pledges.
- Act as proactive first alert for any pledge-integration issues.

#### Treasurer –

- Lead finance functions.
- Serve as primary point of contact for outside financial and tax organizations.
- Perform following functions as cited in the Treasurer's Manual:
  - *The Treasurer is primarily responsible for ensuring ongoing and positive cash flow for House operations year over year, and that the House operates smoothly financially for its Brothers.*
  - *The Treasurer helps accomplish the goals of Theta Deuteron and its Brothers by understanding and minimizing the costs of meeting those goals, and by seeing that the costs of those goals are fairly shared.*
  - *The Treasurer works in partnership with the House President, the Senior Exec, and the House Corporation to ensure that the House's financial goals and obligations are met in a timely manner and on behalf of all stakeholders.*

#### Assistant Treasurer –

- Serve as Treasurer in training.
- Represent house in absence of Treasurer.
- Lead special projects to support Treasurer.
- Lead recruiting of next Assistant Treasurer.

#### House Manager –

- Lead house maintenance and operation of the physical plant.
- Organize Work Weeks and weekly maintenance.
- Manage the maintenance budget.
- Fulfill duties associated with being on the automated contact list for the security system.
- See officer manual for details.

#### Rush Chairman –

- Lead recruiting of new members.
- Follow all Rush/Recruitment rules and policies set by the IFC.
- From the officer's manual:

1. *Plan pre-Work Week activities to introduce the fraternity to incoming freshman.*
2. *Prepare various materials that are received by the incoming freshman.*
3. *Work with the house manager during the end of the spring semester and fall work week to see that the house is in its best shape and presentable to the newly arriving freshman in the fall.*
4. *Oversee the rush process (during rush week, Fall and Spring) and be the principal director of activities. Delegate and assign responsibilities to other officers and the brotherhood. Oversee communication during this period with other fraternities and MIT.*
5. *Have a dry towel at the ready, because when it's over you should get very wet.*
6. *Be a resource for the next rush chairman to access and answer his questions.*

Steward –

- Provide for food and beverages for the house.
- Supervise the cook.
- Manage the food and beverage budget.

Assistant Steward –

- Serve as Steward in training.
- Lead special projects to support Steward.
- Lead recruiting of next Assistant Steward.

Alumni Relations Chair –

- Manage alumni relations.
- Organize the annual Alumni Banquet and interface with the Alumni Advisory Board and Awards Committee for Banquet programming and award nominations and advice.
- Oversee writing of periodic updates by paper, internet, email and other media.
- Oversee writing of thank you notes and other acknowledgments of alumni support.

Scholarship Chair –

- Oversee academic support program to ensure the house members perform to their capability and sustain appropriate motivation.
- Manage and publicize internal and external resources including mentors and tutors.
- Maintain study guides for typical high volume classes.
- Track academic performance of the house.
- Identify “situations” by being proactive in case of exceptional performance – recognition and rewards for good performance, and advice and assigning tutors if the opposite occurs.
- First alert in case of serious academic gaps.