



# REFLECTIONS

George W. Spasyk

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# Contents

|                                                    |    |
|----------------------------------------------------|----|
| Preface                                            | 6  |
| Introduction                                       | 7  |
| 1 “Who will answer when the trumpet is uncertain?” | 8  |
| 2 Pledges—Who Needs Them?                          | 10 |
| 3 The Voice of the Student                         | 13 |
| 4 The Cult of Doing Your Own Thing                 | 15 |
| 5 The Fountain of Youth                            | 17 |
| 6 The Threshold of Brotherhood                     | 19 |
| 7 “the miracle of fraternity!”                     | 21 |
| 8 What Happened to the Seniors?                    | 23 |
| 9 The Anatomy of Suicide                           | 28 |
| 10 The Irrelevance of Relevance                    | 30 |
| 11 “The Crossroads—And You”                        | 32 |
| 12 ...And The Greatest of These Is Love            | 34 |
| 13 On Change                                       | 37 |
| 14 On Marriage                                     | 41 |
| 15 On Fraternalism                                 | 44 |
| 16 On Alumni Loyalty                               | 47 |
| 17 On Renewal                                      | 49 |

|                                                |            |
|------------------------------------------------|------------|
| <b>18 On Magnanimity</b>                       | <b>51</b>  |
| <b>19 Lambda Chi Today—A Young Perspective</b> | <b>54</b>  |
| <b>20 Of a Friend</b>                          | <b>57</b>  |
| <b>21 On Gnats and Camels</b>                  | <b>60</b>  |
| <b>22 On Fraternity</b>                        | <b>66</b>  |
| <b>23 On Professional Ethics</b>               | <b>68</b>  |
| <b>24 The Second Mile</b>                      | <b>70</b>  |
| <b>25 On Patriotism</b>                        | <b>72</b>  |
| <b>26 “Naught Without Labor”</b>               | <b>74</b>  |
| <b>27 On Potential</b>                         | <b>76</b>  |
| <b>28 On Things I Didn’t Know</b>              | <b>79</b>  |
| <b>29 On “Fraternity Row”</b>                  | <b>83</b>  |
| <b>30 On 乐观</b>                                | <b>85</b>  |
| <b>31 On Chicken Salad</b>                     | <b>87</b>  |
| <b>32 On University Relations</b>              | <b>89</b>  |
| <b>33 On an Endangered Species</b>             | <b>94</b>  |
| <b>34 Of an Associate Member</b>               | <b>96</b>  |
| <b>35 On Unsung Heroes</b>                     | <b>98</b>  |
| <b>36 On Renewal and Growth</b>                | <b>100</b> |
| <b>37 Of Mountains and Giants</b>              | <b>102</b> |
| <b>38 On Russian Roulette</b>                  | <b>104</b> |
| <b>39 On the Cool Side of the Pillow</b>       | <b>108</b> |
| <b>40 On Millard Fillmore</b>                  | <b>111</b> |
| <b>41 On Dreamers</b>                          | <b>113</b> |
| <b>42 On Four Letter Words</b>                 | <b>115</b> |

|                                                           |            |
|-----------------------------------------------------------|------------|
| <b>43 On Four-Part Harmony</b>                            | <b>117</b> |
| <b>44 On Magnanimity</b>                                  | <b>119</b> |
| <b>45 On Building Cathedrals</b>                          | <b>121</b> |
| <b>46 On Grains of Sand</b>                               | <b>123</b> |
| <b>47 On Boons and Banes</b>                              | <b>125</b> |
| <b>48 On Friendly Competition</b>                         | <b>128</b> |
| <b>49 Little Sisters—Who Needs Them?</b>                  | <b>131</b> |
| <b>50 On Heros and Heroines</b>                           | <b>134</b> |
| <b>51 On Joy and Anguish</b>                              | <b>136</b> |
| <b>52 On Enough is Enough is Enough!</b>                  | <b>139</b> |
| <b>53 On Riddles, Mysteries and Enigmas</b>               | <b>141</b> |
| <b>54 On Perspicacity, Perpetuity and Procrastination</b> | <b>144</b> |
| <b>55 On Recidivism</b>                                   | <b>146</b> |
| <b>56 On Watering Horses</b>                              | <b>148</b> |
| <b>57 On Being Old-Fashioned</b>                          | <b>150</b> |
| <b>58 On Aristotle, Plato, Socrates and You</b>           | <b>152</b> |
| <b>59 On the Contagion of Character</b>                   | <b>154</b> |
| <b>60 On Organizational Stability and Renewal</b>         | <b>156</b> |
| <b>61 On Fraternalism</b>                                 | <b>159</b> |
| <b>62 On Changing Times</b>                               | <b>162</b> |
| <b>63 On Thermometers and Thermostats</b>                 | <b>164</b> |
| <b>64 On Synergism</b>                                    | <b>167</b> |
| <b>65 On a National Treasure</b>                          | <b>170</b> |
| <b>66 On Values and Ethics</b>                            | <b>172</b> |
| <b>67 On Opportunities Lost</b>                           | <b>175</b> |

|                                                     |            |
|-----------------------------------------------------|------------|
| <b>68 On Expiration Dates</b>                       | <b>177</b> |
| <b>69 On Where There's a WILL There's a Way</b>     | <b>179</b> |
| <b>70 <i>In Loco Parentis</i> is Alive and Well</b> | <b>181</b> |
| <b>71 On Tough Brotherhood</b>                      | <b>183</b> |
| <b>72 On Following a Dream</b>                      | <b>185</b> |
| <b>Afterword</b>                                    | <b>188</b> |

# Preface

George Spasyk was associated with the administrative staff of Lambda Chi Alpha from 1950 to 1990.

A native of Pittsfield, Massachusetts, George received his Bachelor's and Master's degrees from the University of Michigan in 1949 and 1950 in the field of Business Administration. After his graduation, he was appointed Traveling Secretary for Lambda Chi Alpha and in 1952 was named Service Secretary to head up the undergraduate chapter operations of the Fraternity, whose headquarters are located in Indianapolis, Indiana.

Early in World War II, he was engaged in scientific research with the Manhattan Project on the development of the atomic bomb and was associated with the project at Princeton University.

A staunch advocate of interfraternity cooperation, George has served as President of the Fraternity Executives Association and he serves on many committees of the Association and of the National Interfraternity Conference. Currently he serves on the NIC Commission on Values and Ethics. He has been chairman of the Interfraternity Institute, a graduate credit course for fraternity deans and staff members, held at Indiana University, and has spoken at many fraternity, sorority and interfraternity conferences. His interfraternity service awards include the Association of Fraternity Advisors Jack Anson award, Tau Kappa Epsilon's Salsbury-Scott award, Kappa Delta Rho's Interfraternity Service award, Alpha Sigma Phi's Grand Senior President's Citation; in December, 1989, he was one of the first recipients of the NIC Interfraternal Award; and in July, 1990, George received the Fraternity Executive Association's Distinguished Service Award.

George has travelled millions of miles for Lambda Chi Alpha and the fraternity system, and this year alone, his travels will again have taken him throughout the North American continent.

In 1968, after 18 years of service on the administrative staff, he was appointed Executive Director of Lambda Chi Alpha, and he was only the third full-time chief executive the Fraternity has had in its more than 80 years of existence. On July 1, 1989, he assumed the position of Executive Vice President of Lambda Chi Alpha, and on June 30, 1990, he retired after 40 years of service on the staff. On July 1, 1990, George was named Executive Vice President Emeritus.

# Introduction

May 1, 1990

Dear Brothers and Friends:

There are many ways to judge the essential worth of a man. To name only a few, one may study a man's character, or contemplate the example he sets for others, or reflect upon the way he demonstrates his leadership, or examine the "staying quality" of his writings.

But only one of these criteria can be considered as permanent or subject to evaluation both now and in the years to come. That one permanent criterion of a man is his writings.

This is why we have preserved and now present to you some of the principal writings of George Spasyk over a period of more than 20 years. During that long period of time, each issue of the "Cross & Crescent" included some profound observations by George under the title of "Reflections."

There are 72 articles in this book which we are proud to present to you. They cover every conceivable subject that is related to brotherhood in its broadest sense. Many are wise, some are witty, all of them make us think, and many of them speak with such logic that we are prompted to say to ourselves, "I wish I had written that!"

Yes, I wish I had been able to write in such a manner. Not only did George's writings touch the lives and minds of thousands of us (members and non-members alike) but there is a simple and compelling style in all of them which calls us back again and again to "reflect" upon the thoughts of a great fraternity person.

Sincerely,

A handwritten signature in cursive script that reads "Tozier Brown". The signature is written in black ink and is positioned below the word "Sincerely,".

Tozier Brown  
President, 1958-1962  
Lambda Chi Alpha Fraternity



## Reflection 1

# “Who will answer when the trumpet is uncertain?”

*November 1969*

The opportunity to address some 80,000 members of Lambda Chi Alpha through a column in *THE CROSS AND CRESCENT* presents at once an awesome responsibility and a tremendous challenge. And it is with mixed emotions that I speak to you for the first time as your executive director ... there is a feeling of obvious pride, for this is a great Fraternity, forged in the fire of the comradeship of more than 110,000 men; humility, for I live and work in the lengthened shadow of two of the greatest fraternity leaders who ever lived, my predecessors, Bruce McIntosh and Duke Flad; and confidence, for I could not ask for a more capable Grand High Zeta, nor a more dedicated and hard-working staff.

The combination of these circumstances provides for our Fraternity a self-confidence which will assure its continued growth and stability. Let it be said, here and now, that the fraternity system is not dying—our critics notwithstanding. The record of the past year, which you will find chronicled on other pages of this number, is an impressive one. The new college year has hardly begun, but the early signs point to another great year. Pledging and initiation are up by more than 20% over last year. New chapter houses are being built and purchased, rivaling the boom we experienced last year. Inquiries for the establishment of colonies pour into the central office every week.

We are told that we are entering the golden age of Aquarius, and in this age tradition and convention are suspect. We do not intend to follow blindly the traditions and conventions of the past. Neither do we intend to cast aside the foundations and principles upon which this and other fraternities were built. We learned at the Management Training Seminar from some 350 of our student members, who spoke with one voice, that fraternity is important in today's university, that the

ritual is important in today's fraternity. And the students learned that they can and do have a voice in their Fraternity, that there are those who will listen.

The voice of your Fraternity will come through—loud and clear—we are here to stay. Each year our critics bombard us with a single word, and after they tire of it, as they would a pop tune, they pick another word. Four years ago they said fraternity was an “anachronism” (look that up in your Funk & Wagnalls, as I did). Three years ago, the word was “dialogue” (that year, everyone was dialoguing, and no one was listening). Two years ago the word was “viable” (back to your Funk & Wagnalls). Last year, it was “relevant.” We haven't learned yet what this year's word is.

Working with thousands of enthusiastic and idealistic students during my nearly 20 years on the administrative staff, however, has convinced me that fraternity is not an anachronism, it is viable, and it is relevant.

Were we not able, out of conviction and sincere belief, to speak out positively and forcefully that we believe in the value of fraternity, we could not, in good conscience, ask thousands of young men to share this experience, this year and in years to come. For indeed, who will answer when the trumpet is uncertain?

## Reflection 2

# Pledges—Who Needs Them?

*February 1970*

Can Lambda Chi Alpha, or any other fraternity, get along without having pledges? I submit that not only can we, but in the long run we must.

Lest that startling statement shock the reader into thinking that the Executive Director is suggesting a phasing out program which would eventually eliminate fraternities, let me hasten to add that I don't mean we should stop the recruiting of new members—in fact we must continue to increase our efforts in this direction, and the program suggested in this column is designed to do just that.

Since last summer members of the Grand High Zeta and the administrative staff have been talking with our student members, alumni, and college administrators about many of the problems which confront us as chapters, as an international fraternity, and as part of a fraternity system. Some of the problems are chronic, others are new, as times and students, attitudes and philosophies change. All of them must be faced seriously and knowledgeably if we are to deal with them effectively.

One of these problems is the tragic loss of so many of our pledges who never make it through to initiation. Last year 1,358 AXA pledges did not become members—about 30% of all men pledged. For some reason I had always felt that more men were depledged by the chapters than dropped by their own action. Perhaps this was true at one time—apparently not anymore.

A study completed last summer showed that 65% of the men depledged last year withdrew by their own action. Any thinking member must wonder why, since this represents one out of every five men pledged. After long and careful analysis of the problem, I must conclude that most of them drop out because we're still playing games with them, and they have decided that they have better things to do with their time.

And, come to think of it, why should a bright young freshman (or sophomore, or

junior) who has met the entrance requirements of his university, who has perhaps worked all summer to help finance his education, be expected to enjoy a role in which his fraternal status is second class? We expect a pledge to obey every rule (while actives don't); be respectful to the housemother (while actives frequently aren't); light cigarettes; carry matches; say "yes, sir; no, sir"; clean the toilets; and never say anything which offends anyone. In these negative ways the pledge is "proving" himself worthy of membership. Yet if we found a spineless person who would subject himself to such a status of semi-servitude anywhere else in society, we'd be disgusted with him. The problem, as I see it, is that we have been doing an excellent job of training men to be pledges ... a role they will no longer have as soon as the training period is over.

In an area which cries out for dramatic changes, we have found many of our student members (and, tragically, some alumni) reluctant to break with tradition. The concept of *pledge education* vs. *pledge training*, which we introduced several years ago, has been almost universally accepted, but at the chapter level the transition has been made, for the most part, in the name of the program only, not in practice. While it is true that fraternities have rid their programs, for the most part, of physical hazing, there remain in most programs strong elements of separation between actives and pledges, with sharp distinctions between these two classes of membership.

What I feel is needed is not a new look at pledge education, but a totally different concept of this period between initial acceptance and initiation. In the program which I envision as the type of approach all fraternities must eventually adopt:

1. There is virtually no distinction between an active and a pledge.
2. The pledge period is limited to no more than six to eight weeks.
3. Pledge tasks and pledge work sessions are replaced by chapter work sessions involving both actives and pledges.
4. Pledges attend at least half the active meetings or a major portion of all chapter meetings.
5. Pledges are included on chapter committees and are given a voice in chapter affairs.
6. Pledge class unity is not considered a desirable goal since it tends to create horizontal divisions within the chapter.
7. Pledges are in no way subservient to active members, and discipline of pledges is handled within the same framework of laws and policies which govern all members.
8. Instruction of pledges is handled through a series of conferences using the concepts of group discussions, case studies, and individual development, rather than the traditional classroom methods and pledge class organization.

It may well be that the most serious deterrent to the implementation of such a program is the word “pledge” itself, since it has for so long been associated with subservient status in fraternities. Accordingly,  $\Lambda$ XA has developed this totally new approach into a program which we call FRATERNITY EDUCATION. In which the newcomer is called an ASSOCIATE MEMBER. Jon Nielsen, director of chapter services, has prepared an excellent paper on the program which was enthusiastically received at last summer’s management training seminar. In it, he states that

While this program allows for a reasonable time of mutual observation, it pursues education of the new member from the standpoint that, since he has been chosen for unique and noteworthy talents and abilities, he can therefore participate with most major membership privileges from the outset and learn the guidelines of fraternal experience by doing. This is complemented by a series of educational conferences which emphasize chapter operations, fraternity history, personal and leadership development.

At the end of the six-eight-week period, if college or IFC regulations do not permit immediate initiation, he then assumes all membership rights and responsibilities as an *active member* but must wait until he participates in the ritual to become an *initiated member*.

The paper concludes that associate membership is best understood as comprised of eight types of experience, some spontaneous, some organized. These include: member influence; participation; conference-type instruction; personal development; behavioral responsibility; academic and intellectual development; leadership development; and individual, unique experiences.

We genuinely believe this concept of *fraternity education* will appeal to students who are interested in the fraternity experience but who are unwilling to subject themselves to the lengthy, immature, and time-consuming activities which traditionally characterized fraternity pledgship. Some chapters have already adopted the program in total—some in part—others are talking about it and gaining converts. Lambda Chi Alpha can take the lead in adopting wholeheartedly an innovative, imaginative, and exciting program in which each new member is given the freedom to explore his fraternal experience, to discover his talents and abilities, and to develop his individuality. His experience in  $\Lambda$ XA will be meaningful because it is *his*.

## Reflection 3

# The Voice of the Student

*May 1970*

It comes through loud and clear—the voice of the student—but too frequently it's the wrong student, too frequently it's too loud, and too frequently it's not listened to, even when it comes from the responsible student. Not so in Lambda Chi Alpha.

For the last 18 months we have been listening to our student members, and in a variety of ways we have encouraged them to speak to us on the issues facing the Fraternity and the direction the Fraternity should take in the 70s and beyond. It has been responsible, it has been from the right students, and if there has been any shortcoming, it's that it hasn't come from enough students.

Since assuming the mantle of this office, I have reflected often on these words of Gandhi—"There go my people. I must hurry to catch up with them—for I am their leader." I think these words must be taken seriously by all who are in positions of leadership or influence—the leaders of our nation; the presidents, deans, and boards of colleges and universities; the national officers and professional staffs of fraternities; the advisers and alumni who work with the chapters; and the officers of the chapters themselves.

In suggesting this, I am not referring to the small minority of students who throw rocks, set fire to ROTC buildings, and lock presidents in their offices. In terms of fraternity, I am not referring to the undergraduate members who thwart the efforts of the chapter to enforce sound policies of operation, or who move out of the house into apartments, leaving the chapter with financial problems, and continue to expect all of the fraternal benefits with none of the responsibilities.

Lambda Chi Alpha does have a large majority of student members who are responsible, who think seriously about their fraternal obligations, and who are participating in meaningful ways in the decisions of their fraternity, locally and internationally.

A year ago a student advisory group met in Indianapolis to develop the program and format for the 1969 Management Training Seminar. Twenty undergraduates took part in the program, and it was considered by many as the finest and most productive ever held. At all of the conclaves this spring, student advisory groups met with members of the Grand High Zeta and administrative staff and offered suggestions and ideas for programs and policies.

And in June, a General Fraternity policy committee of 13 undergraduates, representing every geographical region, will meet in Indianapolis to draft the legislative program for the General Assembly in August.

The voice of the student member is being heard in  $\Lambda\chi\alpha$ —it is responsible, it is concerned, it is mature, and we are proud of it.

## Reflection 4

# The Cult of Doing Your Own Thing

*August 1970*

One of the difficulties facing many fraternity men is the same problem which is bothering many members of the rising generation of college students—the desire for total autonomy, i.e., the desire to do whatever suits their personal pleasure, regardless of the customary notions of duty and responsibility.

Thomas Howard has some interesting comments on this type of mentality in a recent book.<sup>1</sup> “In the moral as in the political realm,” Howard writes, “freedom suggests to this mind the right of the individual to make his own choices on the basis of private criteria. The individual is placed at the center of the moral question; he himself is the measure of what he will do, and he himself is the judge. His fealty is to his own inclinations.”

This concept is known today as “doing your own thing,” the logic being that the individual alone is the judge of his actions. Now, this places the pot smoker, the pusher, the rock thrower, the arsonist, and the police baiter in the same league—each of them doing his own thing. The person who adopts this philosophy can’t really accept the fundamental values and lessons of tradition, of history, of religion, of education, or of fraternity. He experiences passionately only the dictates of his own curiosity and appetite, and this is, in the truest sense, a selfish and self-centered philosophy, the very antithesis of fraternity. It is also, we have observed, quite humorless.

While such individuals pride themselves on their nonconformity, they are in reality the most abject slaves to their own unimaginative appetites, and to a conformism of nonconformity. Note the strumming of guitars they haven’t learned

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<sup>1</sup>Thomas Howard. *An Antique Drum*. J. B. Lippincott Company, Philadelphia, PA, USA, 1969. Reprinted in 1989 and 2001 by Ignatius Press, San Francisco, CA, USA as *Chance or the Dance?: A Critique of Modern Secularism*.



to play; the headband, beads, and other symbols which stereotype the breed; the fuzzy or disordered hair; the pathological addiction to four-letter words (as if they invented them). In short, you can spot a “do your own thing” advocate a mile away by using your senses of sight and sound (and occasionally smell).

Actually, to do someone else’s thing is far more satisfying—it amounts to using one’s talents and abilities for the benefit of one’s neighbors, one’s friends, one’s church, one’s university, or one’s fraternity. That’s what  $\Lambda$ XA is all about. In truth, the member who believes that every fraternity brother should be permitted to do his own thing is an anomaly, an anachronism, if you will. Can you visualize the chaos which would characterize a chapter of 75 men, each of whom is encouraged to do his own thing?

Justice Oliver Wendell Holmes said, “As life is action and passion, it is required of a man that he should share the passion and action of his time, at the peril of being judged not to have lived.” Lambda Chi Alpha is part of the collegiate experience of some 8,000 student members every year. We choose to believe that they cannot share the action and passion of fraternity life, that they cannot, in fact, have a meaningful fraternity experience, if they simply wanted to do their own thing while in college. Lambda Chi Alpha is not for this breed of cat.

## Reflection 5

# The Fountain of Youth

*November 1970*

Ever stop to wonder how you could slow down the aging process, or recapture elusive youth, arrest the receding hairline or the protruding waistline? The answer is simple ... go back to the campus! When is the last time you visited your chapter, or any nearby chapter, and really rapped with the guys (1940 translation—bs'ed with the troops)? You'll find it rewarding. If the question many friends ask me, "George, what keeps you so young?" is, in fact, asked sincerely rather than patronizingly, the one answer would have to be, "Trying to keep up with today's college student, intellectually, philosophically, and idealistically." If they have much to learn from the over-30 generation (and Lord knows, they do), we too have much to learn from them.

The pages of this magazine are spread with stories of the Bahamas Assembly, where youth in AXA was challenged and responded in their finest hour. What was offered, and what was accepted, was no bland palliative, nor a reluctant, grudging, patronizing acceptance of a reality borne out of the inevitability of confrontation. We witnessed an inspiring manifestation of mutual fraternal respect and affection.

What can this mean to the typical alumnus—out of school for 2, 20, or 40 years? Those who can, should serve—for you are needed. Nearly 200 chapters and colonies need High Pi's—20 haven't a single alumnus who will take the position. Eighteen hundred alumni are needed to serve as house corporation directors, another eighteen hundred to man the Alumni Advisory Boards, 200 to serve as scholarship counselors, 200 as financial advisors—and 85,000 are needed to support the Fraternity financially, if there is no other way to serve because of geography.

Working with today's college student is exciting, stimulating, heart-warming, and at times heart-breaking. Don't be turned off by the hair or the beard—it's no longer or no worse than what our grandfathers wore. There's no need to comment about the mod clothes—they're no worse than the zoot-suit of the '40's (in fact,

not nearly so bad). Go beyond the superficialities and pick their brains. You'll find as much, if not more, concern, idealism, and love there as we feel we had in our undergraduate days.

Take a trip back—you'll roll back the years, and you'll like what you see and hear.

## Reflection 6

# The Threshold of Brotherhood

*February 1971*

It hardly seems possible, but it was five years ago that I stood on a lonely wind-swept hilltop in the village of Rector, in northeast Arkansas, and said good-bye to Mark Crow. Mark was a sophomore at Arkansas State University, and his life was taken in a tragic accident on an ice-slickened highway on January 21, 1966.

One of the many manifestations of Mark's love for Lambda Chi Alpha was a little sign he had lettered and taped on the inside of the door of his dormitory room. It read, "What Can I Do For Lambda Chi Alpha Today?" Another legacy Mark left was an essay he had written—it was found among the papers in his room. The thoughts of this 19-year old brother were an unsophisticated, unashamed, expression of his love for his Fraternity, and we can think of no better way to start this new year in Lambda Chi Alpha than by sharing them with a new generation of brothers.

For a long time after Mark's death, I had felt that he was one among thousands, a young man of unusual sensitivity, and that there never would be another quite like him. Ultimately, I realized that there are, and have been, hundreds of Mark Crows, perhaps thousands. We have found him in every chapter and in every generation of brothers. For if that were not the case, Lambda Chi Alpha would not be the Fraternity it is today.

Let these words of Mark Crow, then, serve as a testimonial to those who have served beyond the call and an inspiration to those who are on the threshold of brotherhood.

What are some of the beliefs I hold and some of the many things fraternity means to me as a member of Lambda Chi Alpha?

Lambda Chi Alpha means belonging. I know that when I need a shoulder to cry on, or someone to talk to, I can always find a brother who has a genuine interest in me and who really cares what happens to

me—a brother who understands that I am only human, and that I have soft spots in my personality to which I am particularly sensitive. He is a brother who offers to help before I have a chance to ask him. He is one with whom I usually disagree politically and possibly morally, but with whom I have a common goal and objective and one whom I can accept for what he is as a brother.

Lambda Chi Alpha means disappointment in myself and my brothers when I learn we have failed in public relations, or scholarship, or rush, or any one of the major goals set forth by the brotherhood of  $\Lambda\chi\alpha$ . I am disgusted with myself when I realize I have done nothing to better my fraternity or the campus or the Greek system, as I am about to pull the covers over my head after a day of lounging in the coffee shop. I have to ask myself, “Did I go 100% today? Why am I in college, if not to become a man with mature ideas and goals in life?”

Lambda Chi Alpha means feeling proud. I am proud to say to my friends, “I am a member of  $\Lambda\chi\alpha$ .” This doesn’t mean that I imply with arrogance that I am better than he because I am a  $\Lambda\chi\alpha$ . It means that I am proud of the ideals set forth by  $\Lambda\chi\alpha$  and feel fortunate that I was lucky enough to have been chosen as one of the 18 men in my pledge class.

I am not ashamed to say, “I love  $\Lambda\chi\alpha$ .” I feel that if I ever reach the point when I cannot say that I love my fraternity, I don’t belong. It is my duty to make a place in the Fraternity that will require four men to replace me when I leave. It is then my duty to find a man to replace me.

When a job cannot be tackled with enthusiasm, it is a sign of a dying love for the brotherhood. Should there ever be a reason or excuse for griping? Pledgeship should have taught that there are many jobs in the Fraternity and that someone has to do them. Why not with enthusiasm?

Brotherhood is developed and learned—by working on a homecoming display all night, or spending long hours at song practice, or learning new football plays. The true brotherhood is one created through and by the sacrifices of the total membership working together toward common goals. The brotherhood then created is a sweeter one and more rewarding. If each man does his part, he won’t have to ask, “Why can’t we have brotherhood anymore?” If he does his part, he will be experiencing and be a part of a true brotherhood.

## Reflection 7

# “the miracle of fraternity!”

*May 1971*

Have you ever heard of a corporation that handled a \$10 million a year business, had a property investment of \$30 million, which had an entirely new board of directors every year whose average age was 20 years old?

Have you ever heard of an organization whose total membership had a 100% turnover every three years, yet maintained stability over a period of up to 60 years or more?

Has it ever occurred to you that about 8,000 students representing nearly 200 separate and distinct units, each with its own identity, personality, and leadership, direct this “corporation” on a cross-section of every conceivable type of college campus across the length and breadth of two countries on the North American Continent?

You’ve heard of this corporation ... you’ve heard of this organization ... it’s called “Fraternity” ... it’s called Lambda Chi Alpha.

THE MIRACLE OF FRATERNITY! Is it any wonder that occasionally, chapters do have problems? The miracle is that they are able to exist at all, much less thrive! Every one of the nearly 200 chapters and colonies of  $\Lambda$ XA is governed by a set of officers (board of directors) which changes every year, and the average age of these officers is about 20. The average chapter operates on a budget of from \$20,000 to \$75,000 every year. They maintain chapter houses ranging in value from \$20,000 to \$500,000. Would you turn over a half-million dollar investment to a group of 20-year old students? Lambda Chi Alpha does.

Has it ever occurred to you that this wondrous organization numbers among its graduate membership a former president of the United States, corporation presidents, United States senators and congressmen, college and university presidents, professors, sociologists, economists, accountants, engineers, doctors, lawyers, a Supreme Court justice, war heroes, All-American athletes, coaches, high school teachers, clergymen, bishops.

And does it occur to you that most of these members, and most of the current student members of this organization have spent and will continue to spend their summers and in part time jobs as laborers, cab drivers, Western Union messengers, ditch diggers, ticket takers, camp counselors, waiters, bus-boys, bellmen and haberdashers in order to help them pay for their college educations, and to permit them to belong to this organization?

Should anyone ask, "Is fraternity a 'natural' institution?" I would have to counter with, "Is the family a 'natural' institution?" So long as it is, there will be a place for fraternity, and the "miracle" will be a continuing and a lasting one. The richly rewarding experience of tens of thousands of  $\Lambda X$ 's will continue to be shared by generations of future brothers.

## Reflection 8

# What Happened to the Seniors?

*August 1971*

Somewhere at about 20,000 feet, between Dallas and Houston, a few months ago, Dick Rubottom, a national officer, asked me what I thought our chapters' most serious problem was. Without a moment's hesitation, I replied, "We've lost our seniors." It so happens that I'm asked that question almost everywhere I go, and nearly every time, the questioner is surprised by the answer.

Some natural responses to that answer might be, in order:

1. So what?
2. Why?
3. What can be done about it?

Before I get to some answers to these very logical questions, we should establish the fact that we have, in fact, lost our seniors ... certainly not all of them, and certainly not in all chapters. But few undergraduate members, chapter advisors, deans, and others close to the chapter scene, will deny that:

1. The number of "inactive" members at the senior level has been rising at an alarming rate during the last few years.
2. Senior officers are a rarity.
3. Senior attendance at meetings and ritualistic ceremonies is poor, unless severe penalties are imposed.
4. Seniors shun chapter social activities.
5. Seniors have moved out of our chapter houses in droves into apartments.
6. Senior participation in even the most vital chapter activity—rush—is minimal.



The tragedy is that the conscience of the senior appears little moved by his “dropping out” and by his abdication of the responsibilities he accepted, under oath, as a freshman or sophomore.

## **So what?**

If experience counts for something ... and what fool would deny that it does ... we should be concerned that we have lost one of our most valuable resources, our most experienced members. Youthful enthusiasm is great, and I would not deny it ... but why make the same mistakes year after year when the answer to a problem may be only a few blocks away in an apartment? Continuity of programs and policies is important, and seniors can add significant support, particularly to the officers of a chapter, in enforcing sound policies of chapter management and responsibility.

Seniors, because they have experienced fraternity operation over a period of two or three years, can provide the best source of new ideas and creative and innovative programs.

Seniors, on the threshold of alumni status, can understand far better than the underclassman the potential for tremendous assistance by the chapter advisor, the board of directors of the house corporation, and alumni in general. They have known these people longer, can communicate with them better, and associate with them more personally, than can the new initiate.

And since they are on the threshold of alumni status, an alarming question comes to mind. What kind of alumni will Lambda Chi Alpha have in the future whose last year as undergraduates reflect their lowest level of enthusiasm, involvement and participation in fraternity affairs? If the saying “not for four years, but for life” has any relevance, this has to be one of our major concerns. The fact is, we no longer have them “for four years,” but in any case, how long will it take to regain their interest, activity and enthusiasm in fraternity affairs ... or is it gone for good?

Finally, in answer to the question, “So what?” we can’t escape the fact that the loss of income from house vacancies, empty chairs in the dining room, and monthly dues has created a problem of staggering proportions.

## **Why the problem?**

Assuming you are convinced there may be a problem, and that the problem is serious (if your chapter doesn’t have the problem, there’s no point in reading further ... but I would caution you that you may have a problem and not be aware of it, or the problem may be just around the corner), the next question is, why does the problem exist?

Our Student Advisory Committee, made up of thirteen outstanding student members, meeting in Indianapolis in June, came up with some pretty good answers to this question. Their verbatim responses follow:

1. Seniors feel they have done their share of work by the time they become seniors.
2. Many are tired of the Rah-Rah aspect of fraternity life.
3. Problems of finding enough time after spending time with their grades, girl friend and career.

To these, I would add that there is a distinct problem which didn't appear until recently. If you think there's a generation gap between those who are under 30 and those who are over 30, the fact is, there's a generation gap and a communication gap between the seniors and the freshmen on today's campuses. The reason, I feel, is more geographic than philosophical. A few years ago, most seniors lived in residence halls, and most fraternity seniors lived in the chapter houses. And the reason for this is that there wasn't any place else for them to live. The apartment house in town, or on the edge of campus wasn't built yet and until recently, most colleges and universities required all students to live in their residence halls, or in "approved housing," which included fraternity houses. But these parietal housing regulations have gone by the boards in most institutions. I might add parenthetically that with many dormitories standing vacant, college administrations are having second thoughts about this, and the Supreme Court ruled recently that colleges had the right to require on-campus residence for students as a condition of enrollment.

Nevertheless, the fact is that our seniors have moved out to apartments, and it is this physical separation which has, in large measure, created the "senior apathy" we face in our chapters today.

## **What can be done?**

Having established that a problem exists and that it is serious, and having analyzed some of the causes of the problem, the paramount question becomes, "Is there a solution?" If I didn't feel there were, this article would never have been started. But the solution requires the attention, cooperation, and enthusiastic participation of the undergraduate membership of our chapters, their principal advisors (including High Pi's and house corporation boards), the deans who serve as advisors to fraternities, the general fraternity officers and staff, our Student Advisory and Alumni Advisory Committees, interested alumni, and, above all, our senior members themselves.

What I propose is a dynamic, creative, innovative and imaginative program of senior involvement which will relieve them of much of the tedium of chapter activity which has become boring and repetitive and replace it with activity which is appealing and interesting to the member who has served as an officer, who

has participated in six formal rush programs, who has attended 90 chapter social functions, who has accumulated half a dozen associate member (pledge) paddles and who has attended 110 chapter meetings.

In order to come up with a program which will appeal to the senior member, we must, as Director of Development Jerry Rodinsky states, "completely eliminate all traditional assumptions about seniors concerning their role in the fraternity." In effect, we create an entirely new category of membership, the equivalent of the "senior citizen," or the "old dad." Our Student Advisory Committee (SAC) came up with one set of suggestions which I feel is essential in the implementation of this program, a Senior Advisory Committee (SAC at the chapter level) which would propose policy and resolutions to the chapter and to the officers on things they would like to see done. The Student Advisory Committee recognizes that *motivation* of the seniors is the essential goal, and suggests the following in the implementation of the Senior Advisory Committee:

1. The officers must continually refer to this committee for guidance and assistance.
2. Continuation of senior "priorities," such as room assignments. These programs can add to a senior's desire to remain in the house by eliminating some of the "hassles" which people can become tired of after two or three years of fraternity house living.
3. House Meeting Attendance. One of the biggest reasons for lack of senior attendance at house meetings is a lack of purpose for them at a meeting. Required house meeting attendance can be eliminated, but if the S.A.C. (Senior Advisory Committee) is effective, the seniors will want to attend to see how their ideas are accepted.
4. To teach about Lambda Chi Alpha a person must understand his own responsibilities and attitudes and his attitudes towards the house. Many of the seniors have lost these concepts. Through active participation on S.A.C., the senior can return to his former pinnacle of involvement.

In addition, I would propose that the seniors hold their own meetings:

1. Occasionally with the chapter advisor.
2. With the house corporation Board whenever it meets, preferably at the Board's invitation.
3. With the Rush Chairman before rush, to advise on the rush program and rush procedures and to determine how best the seniors can help *during* rush.
4. With the Chapter Consultant whenever he visits.
5. Whenever they get the urge to meet as a group, whether it be for business or socially.

Seniors can set their own dues program, separate and apart from chapter dues, particularly if they are not involved in most routine chapter activity. It should be made clear that we feel the senior members cannot abdicate their financial responsibility to the chapter so long as they are undergraduate members. Their dues, however, can be channelled into the chapter coffers as the seniors feel it should be directed; to finance the rush program, for alumni relations, for house improvements, or whatever.

Seniors can plan their own program of activities based on *their* interests—professional job counselling seminars, marriage counselling, graduate school counselling—the list is endless.

Seniors can prepare, edit, publish and finance the chapter newsletter, directed toward strengthening alumni relations and support. Too frequently this is left to the new initiate who has never met an alumnus of the chapter and who hasn't the vaguest idea of what would interest alumni.

The Administrative Staff of the Fraternity is preparing an Implementation Program on Senior Involvement, and the topic will be given major emphasis at the Leadership Seminar in August. As we continue to meet new challenges and new problems, we will continue to devote our best efforts to meeting them and solving them. The support of many of you will be requested. We will count on it.

## Reflection 9

# The Anatomy of Suicide

*December 1971*

It has often been said that “fraternity chapters don’t die—they commit suicide.” We firmly believe this to be true, and a former chapter at a major University is classic in portraying the symptoms of self-destruction which, over a period of four years, brought an outstanding chapter to its death.

The steady erosion of membership—83 in 1967, 64 in 1968, 46 in 1969, 29 in 1970, 18 in 1971—identified the fact that there was a problem to even the most casual observer, but the manpower situation was the result, rather than the cause, of other, overriding weaknesses.

Here is but a sampling of observations from official visitation reports during this four-year period:

Weak leadership and an overemphasis on social activity has caused the chapter to deteriorate ... a summer rush program was planned but not conducted ... another problem is the apathy and poor attitude of the members ... there is little respect for the house ... rush party entertainment was provided by two strippers... (Fall, 1969).

The reader will have to agree that “fraternity,” as most of us know it, was already dead ... it simply took a couple more years to bury the corpse.

Many of the chapter’s problems center around a group of “cool guys” the chapter pledged two years ago on the basis of social activity only ... they have no desire to lead ... some of this group wants to do away with the ritual ... no respect is shown for the house, the housemother, or to rushees ... the university is making some efforts to help the fraternities, particularly with leadership, but the chapter has failed to take any part in the sessions... (Spring, 1970).

Operations continue to be weak, due in part to a large, disinterested senior class and a lack of communication between officers ... nothing has been done on rush... (Fall, 1970).

Loss of pride by the members has made it impossible to recruit new members ... of the 18 members left, only 9 will return next fall, and of these, only four or five have any affection for the fraternity ... 20% of the membership smokes marijuana in the house... (Spring, 1971).

At this point, the chapter was declared inactive, and  $\Lambda$ XA left the campus.

Aside from the student membership, three other factors are always involved in the conduct of chapter operations—the university climate, the alumni, and the General Fraternity.

As to the university climate, this particular school has not been a healthy field for fraternities in the past several years ... a significant number of chapters have “folded.” Yet, this is more frequently used as an excuse for failure, rather than a cause. There remain on this campus several good fraternity chapters. And there are a number of strong chapters of  $\Lambda$ XA on campuses which would have to be considered, by any objective standard, “poor fraternity schools.”

Alumni support for the chapter was strong ... and continued right up to the end, in spite of the frustrations which resulted from the lack of response to sincere and dedicated efforts.

An unusual amount of General Fraternity assistance was provided throughout the period of decline ...  $\Lambda$ XA does not give up easily. During the past year alone, three rush visits by staff personnel were conducted, with little or no follow-up by the members.

What caused the death of this chapter? We can cite weak leadership, apathy and indifference for starters. The inability to “psyche out” the needs of the contemporary student is another way of saying the chapter was offering a 1960 product to a 1970 student. The loss of standards and pride. The loss of senior interest and participation. And finally, a lack of fraternalism—brotherly love, if you will.

To suggest that the problems of this chapter are typical of fraternities generally is as foolish as to contend that there are no dying chapters. Fortunately, this is an exception. The recognition of any of the above symptoms in their early stages is sufficient to bring about the changes needed to forestall any significant downward trend ... in effect, they serve as a built-in “Early Warning System.”

If any of the above symptoms are familiar in your chapter—whether you be alumnus or undergraduate ... the warning should be unmistakable. What happened here could happen to you.

## Reflection 10

# The Irrelevance of Relevance

March 1972

“Are Fraternities Relevant?” is a question we have heard and read so frequently in the last couple of years, we are bored with its repetition. The fact is, it’s an asinine question, and makes about as much sense as asking “are universities relevant?” The relevance of fraternities, or any institution, like beauty, “is altogether in the eye of the beholder.”

Fraternities are relevant to some, irrelevant to others. They are obviously not relevant to Daniel Greene, writer for *The National Observer*, who, in a Page 1 feature article on February 26, in which he distills conversations with students at 20 colleges, dismisses fraternities with three sentences, “Institutions that don’t change may soon face extinction.” (Mr. Greene, it seems, has also heard of the dinosaur.) “Fraternities and sororities, for instance, lost their campus eminence several years ago; membership has been declining ever since. At some schools, Greek houses are little more than communes or boarding houses for anybody who can pay the rent.”

Don’t write fraternities off yet, Mr. Greene; we’ve been around for nearly 200 years; and we’ll be around so long as there are colleges and universities. In contrast, where is SDS<sup>1</sup> today, the organization that captured so many headlines and so much television coverage three years ago, far out of proportion to its numbers and influence? Or the New Left? No less an expert on the left-wing movement than William Kunstler declared in Baltimore recently, “Nationally, the pace of and interest in the left has dropped way down. I think there is a feeling that the movement is dead.” (*Time*, March 6, 1972)

Could it be these “institutions” have succumbed to the sin of being “not relevant?”

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<sup>1</sup>Students for a Democratic Society

But the question of the relevance of fraternities need not be answered defensively; nor have we ever tried to defend stubbornly the *status quo*. Fraternity continues to be a meaningful, exciting and participatory experience for some 12,000 AXA undergraduates and millions of other Greeks, both men and women.

Largely unheralded are the contributions of Greeks to their communities and universities in an outpouring of time, labor and money for the welfare of others. Last year alone, AXA members raised more than \$117,000 for charities such as the American Cancer Society, United Fund, Heart Fund, March of Dimes and the like. Eleven tons of food were collected and distributed, benefiting some 15,000 individuals. 42,000 man hours of effort in service to others. Chapters are sponsoring university courses in their houses, some for credit, some non-credit. Members are giving up afternoons and week-ends to work with problem children, to help teach the mentally retarded, to help clean up the environment.

Forward-looking programs are being enthusiastically accepted and implemented. AXA's fraternity education program, which replaces pledgeship with a brief period of associate membership, is being adopted by more and more chapters, and some chapters are abolishing pledgeship and associate membership entirely, a concept we haven't given a name yet, but which I'm convinced will be the norm within a few years.

Are fraternities relevant? The question is irrelevant.



## Reflection 11

### “The Crossroads—And You”

*June 1972*

There's a story about an Irish cop in downtown Boston who solved the problem of outlander pedestrians who were blocking a busy intersection as they gazed up at the tall buildings by shouting to them, "If you want to stand on this corner, you gotta keep movin'."

There is another true story of a strange illness which prevents a person from turning a corner except with great difficulty. The man afflicted with this unusual disease could walk along a straight path as easily as anyone else. But when he came to a corner, with no obstruction in his way, it would take him 30 or 40 minutes to negotiate the turn. The disease is always fatal.

The parallel in these stories can and does relate to institutions as well as to people, and they can especially relate to fraternities. One, unless we keep moving, we're going to get run over. Two, unless we can turn the corners which are demanded of us, we're going to die.

I suppose that every period in time has been one of change, but I'm sure that its tempo has been accelerated in recent years, and particularly on the college campuses. Fraternity membership is down, though the need for fraternities and small group association has never been greater. Nor has the quality of the fraternal experience been greater than it is for those who are sharing it today. Those of us who are privileged to visit the collegiate chapters, and to work with our younger brothers, are constantly inspired and renewed with the idealism of youth.

Lambda Chi Alpha has been on the move, and your Fraternity has been able to turn the corners of change, adaptation, and reality. How, then, can we reach more of college youth, to provide for them the living and learning experience that has already enriched so many lives? We think we have the answers, but to put it bluntly, we need your tangible, physical, financial support, to help us implement the programs which have been developed. During the past three years, the

administrative staff has been doubled; new concepts in leadership training have been used at seminars and conferences at both the undergraduate and advisory levels. Manuals, programs and circulars have been churned out at an unprecedented rate. Student committees have been convened and student members of the Fraternity have been participatory partners in policy decisions and program development. Alumni services have been expanded; the magazine has a new and refreshing look. Specialized assistance has been provided to the chapters in membership recruitment, drug counselling, member involvement and member education.

All this has been accomplished at the same undergraduate fee level that has existed since 1964. Fantastic!

But now we're at the crossroads. In order to keep these programs going, in short, in order to keep moving and turning corners, we will have to ask for an increase in student membership fees at the General Assembly in August. But we can't ask the undergraduates to bear all the costs of these expanded services. That's where you, the alumni, come into the picture.

Recently, you received an Alumni Loyalty Fund request (unless you had already contributed this year). I'm appealing to you to honor that request now. Your Fraternity is strong and stable; it will survive without this help. But mere survival is not the name of the game. We want AXA to be the best—and the price of being the best is high.

If you have thrown away the Loyalty Fund envelope, you can send your check to: Lambda Chi Alpha Fraternity, 3434 Washington Blvd., Indianapolis, Indiana 46205.<sup>1</sup>

The direction AXA takes in the next few years depends upon this support. As we stand at the crossroads, we can move in the direction of increased services and support, or we can back off and just try to hold our own. Where do you stand?

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<sup>1</sup>In 1974, the headquarters was relocated to 8741 Founders Rd, Indianapolis, IN 46268.

## Reflection 12

# ...And The Greatest of These Is Love

*August 1972*

July 1 marked an anniversary which obviously was something less than “historic” in the annals of  $\Lambda$ XA, but which for me was a personally significant milestone, for on that date, I had completed twenty-two years of service on the administrative staff of the Fraternity ... personally significant because it has been so personally rewarding. In some respects, it seems like a century ago ... and it is difficult to acknowledge the fact that at the General Assembly in Portland this month, most of the undergraduates representing their chapters as the voting delegates who will be making the decisions which will affect the course of  $\Lambda$ XA’s affairs for years to come were not yet born when I reported to Duke Flad for duty as a Traveling Secretary on July 1, 1950.

During this period of more than two decades, during which we have experienced an explosion of energies in an overloaded social nervous system, one thing has remained constant from my vantage point at the fulcrum of  $\Lambda$ XA’s international center of activity—the inspiring, unabashed expressions of love, concern, and dedication to this Fraternity on the part of so many brothers.

That my columns reflect frequently the tremendous value of the fraternal experience for young people, and more particularly the  $\Lambda$ XA experience, should not be surprising. You can’t spend 22 years working for an ideal without believing in it. But I would like to share with you just a few of the expressions which I’ve received in recent weeks from our undergraduate brothers, some on the verge of or having just been graduated. Let their words, in a sense, serve as a “guest column.”

As I sit here writing this letter, I ask myself, why do I love this fraternity the way I do? I find it unexplainable ... I just know it’s there. I can just feel it each time I think of my fraternity experience and what

it has done for me. I consider it an honor to be a life time member of the greatest fraternity in the world.

\*

I have been sustained by a desire to give back to the Fraternity some of the great benefits that I received as an undergraduate member. The Fraternity did so very much for me in helping me to grow and become sensitive to other people. We have often heard it said that “the more you put into the Fraternity, the more you get out of it.” It’s true—I have gotten more out of it than I have been able to give to it.

\*

The more I think about what I have experienced in the last two years convinces me all the more that AXA has filled a void in my life with honest friendship, knowledge, and great memories, and has given me some direction for the future. Obviously, I am not too good with words at a time like this, but it is not what I say that counts but what is in my heart.

\*

Fraternity. It is quite a wonderful ideal, but the beauty is that it works. It’s really amazing, this fraternity thing. They never listed love as one of the goals. But I can honestly say that love grows out of Fraternity.

\*

Since I graduated from the University, I have pursued an Army career. Throughout this period the Fraternity has been an integral part of my life. Friendships and principles acquired during my four years as an undergraduate have had a marked effect on my mature life and helped to sustain my faith during several difficult Vietnam assignments. I feel that now, more than ever, the true teachings of the Fraternity can help strengthen young men to overcome the superficial values I fell victim to during my undergraduate years. Since then I have remained a staunch advocate of the fraternity system in general and AXA in particular, not for the superficial social reasons, but for the deeper meaningful experience of brotherhood, truth and justice that are the real meanings of Lambda Chi Alpha.

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I find this a very hard letter to write, because in all the time I have spent with AXA, the one thought that always comes back is ... “and

the greatest of these is Love.” Love is the only way I can express my feelings for the Fraternity. But then, what’s the matter with that? It is through the love shown me by  $\Lambda$ XA that I have been able to grow in character...  $\Lambda$ XA has given me the cherished ability to understand and accept a fellow human being for what he is. Most of all, however, love as I have realized it from the Fraternity has given me the great opportunity of understanding myself. You know, George, I can still kick myself in the head for not having joined  $\Lambda$ XA as a freshman. I guess I will never realize how much more I could have gained by doing so.

Corny? Perhaps. Unsophisticated? Somewhat. But although there has been some shifting in our youthful society in recent years toward a direct assault on established institutions, these expressions, and hundreds more that have crossed my desk, indicate, at least to me, that there has been no brusque rejection of traditional values by the young—and the greatest of these is Love.

## Reflection 13

# On Change

*December 1972*

**“God, give us the grace to accept with serenity the things that cannot be changed, courage to change the things that should be changed, and the wisdom to distinguish the one from the other.”**

With those words of the Prayer of Serenity by theologian Reinhold Niebuhr, spoken by High Alpha Bill Hendrix of High Point College, the 33rd General Assembly began on Sunday, August 27, 1972 in Portland, Oregon. That Bill should include that particular prayer in his inspiring invocation is prophetic indeed, for the Portland Assembly enacted the most massive legislative program of change in modern AXA history, perhaps in its entire history.

The “Spirit of Portland” was prevalent throughout the Assembly, as more than 400 undergraduates and alumni sifted through the 48 legislative proposals which were submitted, adopting 32 of them. Student members outnumbered alumni by about three to one. “The most enthusiastic group of undergraduates I have ever seen at an Assembly,” was the comment from one member who had attended about a dozen of them. “The greatest experience of my life,” from a freshman attending his first.

There are not enough words to praise adequately the work of the 13-man Student Advisory Committee which bore major responsibility for drafting the proposed legislation. More than half of the bills introduced were the product of last year’s S.A.C., with this year’s committee refining, drafting and adding to the work which had already been completed.

Perhaps the most fundamental change which was made at this Assembly was the complete elimination of the concept of pledgeship, and the adoption of Fraternity Education to replace pledge education. The term “pledge” was officially replaced with “associate member.” We feel, in fact, that this action is one of the most significant changes by any fraternity in the past 50 years.

Lambda Chi Alpha has been building toward this change since 1969, when the concept of Fraternity Education was first introduced on an experimental basis. So drastic a change in "tradition" elicited little interest at first, but our hats are off to those few chapters who had the vision to realize its potential. As word of the program spread, and as the success of the program grew, more and more chapters tried it—and they liked it.

To those of us who have been involved with fraternities for many years, pledge training had become a well-balanced ecological system, constantly recycling its waste products. The program adopted in Portland will appeal to the new generation of students populating our college and university campuses, for it involves immediate involvement in every facet of chapter operation, including voting at chapter meetings on all matters except those involving initiation.

Recognizing that the role of the chapter Scholarship Chairman and the General Fraternity Scholarship Counselor had been too narrowly defined, by both title and function, the Assembly broadened the scope of these officers to embrace the entire field of educational and cultural affairs, and new and creative programs are being offered to the chapters for implementation. Similarly, the High Beta's role, which had been restricted to the area of public affairs, or public relations (with its self-serving connotation of publicity) was expanded to include the development of member involvement in all areas. No longer can fraternities isolate themselves within the confines of academe, while so much needs to be done in community involvement.

The Portland Assembly continued the trend of recent years in granting to the chapters greater autonomy in self-governance by adopting several significant measures. Scholastic requirements for membership may now be determined by each chapter (within the framework of institutional requirements, if any), eligibility to hold office was broadened by eliminating the 30-day waiting period, the one-week waiting period for voting on candidates for associate membership or initiation was eliminated, chapter officers may now be elected throughout the school year except for one month at the beginning and at the end of the year.

We see these measures, not as a dilution of General Fraternity standards, but as realistic recognition of the maturity of our student members in being able to govern their own affairs.

In another unprecedented action, the General Assembly granted franchise to colonies, much to the delight of the delegates from fourteen colonies at Portland, since the legislation was made effective immediately. The fact is that colonies have for many years played a vital and enthusiastic role in AXA's affairs. We know of no other fraternity which has taken similar action.

Two new chapter offices were created, the elective office of High Rho, Alumni Secretary, and the very vital appointive office of Fire Marshal.

At the alumni level, the ad hoc Alumni Advisory Committee which was created last year was given permanence through legislation, with eight alumni to be appointed by the Grand High Alpha for terms of two-years each. Participation in the

Alumni Conference at Portland was also inspiring, under the chairmanship of Carl Hyde, *Denver*, '58. Many resolutions and recommendations for the guidance of the Grand High Zeta and Administrative Staff as they relate to alumni affairs, were offered by the Conference and adopted by the Assembly. Greater freedom in structuring (or unstructuring) the chapter alumni organization was granted, in keeping with the trend to allow local groups greater autonomy in directing their own affairs.

At the General Fraternity level, changes were made in election procedures for the first time in many years. Acting on the recommendations of a blue-ribbon Committee on Election Procedures, which met in June, the Assembly shortened the term of office of Grand High Zeta members (with the exception of the Grand High Alpha and the student member) from four years to two, with a maximum of three terms. Nominating procedures were also updated and made more efficient.

Faced with increased costs and having expanded staff and services to an unprecedented level, the General Fraternity requested, and the undergraduates approved an increase in student fees, by adopting annual active dues of \$10.00. The alternatives, reducing staff and services, were considered unacceptable to the undergraduate delegates.

Our already tremendous pride in our young brothers took another leap with the adoption of this measure: "It shall be the duty of all members of the High Zeta to enforce strict observance of the laws and policies of the General Fraternity and the By-Laws of the Subordinate Zeta." Score one more for ΛΧΑ.

**"When it is not necessary to change, it is necessary not to change." (Viscount Falkland, 1641)**

A summary of the Portland Assembly would not be complete without relating those things which were not changed, although the opportunity was present, and the debate was extensive. A proposal to grant franchise to alumni chapters was proposed, debated, and withdrawn by the alumni themselves, for, as they explained it, there never has been and, hopefully, never will be an attempt to dilute the predominantly undergraduate voting strength of the General Assembly.

While the ceremony for inducting associate members was modified, a modest change in the initiation ritual was turned down. And there was no sentiment expressed that the ritual, which has endured since its adoption in 1913, was no longer "relevant." Even a move to modify the term "Grand High Zeta," and "Grand High" titles of international officers to "Board of Directors," "President," "Vice-President," etc. was overwhelmingly defeated. The question of co-educational membership was discussed, and rejected, at the Student Advisory Committee meeting in June. It was never raised at the Assembly.

And that's the way it was in Portland. The changes effected at this Assembly are among the most forward-looking in the fraternity world; yet on some issues the undergraduates said, "No!" and we applauded them.

The final affirmation of self-confidence and progress came in the unanimous decision of the 33rd General Assembly to approve the construction of a new Interna-



tional Headquarters in suburban Indianapolis, the details of which are related on other pages.

**“Change, in and of itself, is neither good nor bad and therefore neither to be feared nor looked upon as an end in itself.” (Robben W. Fleming, President, the University of Michigan)**

## Reflection 14

# On Marriage

*February 1973*

I can hear it now ... what does a confirmed old (emphasis on the old) bachelor know about marriage? And even on the assumption that the Executive Director of the world's greatest fraternity must know a little something about everything, what "relevance" does this have to Fraternity? Let's take the second question first.

As surrogate big brother, if not father, to many young AXs, as well as to staff members whom the love bug has bitten, I do have to double occasionally as a marriage counselor. Having been unsuccessful so far in finding a mate, or put another way, having successfully avoided the pitfalls of marriage, what expertise do I claim in this complicated field? Quite frankly, none.

But if Ann Landers can call on her battery of experts from time to time to help her with complex problems in areas in which she claims no particular expertise, why can't I? The fact is that I ran into my expert on marriage last spring while attending the 50th anniversary celebration of the Southern Methodist chapter. High Alpha Alan Coe had invited his parents down for the affair from Wichita, Kansas, and a more delightful couple I have never met. Mrs. John V. Coe told me about a letter she had written on the subject of marriage to her two sons, Alan, and his older brother Richard, who was graduated the year before from Macalester College. Mrs. Coe's credentials, other than a happy and fulfilling marriage and two fine sons, include being a member of the Family Life Staff in the Continuing Education Division of the Wichita Board of Education, and she has been a member of writing teams for two published manuals in the field of Family Life Education. One of her articles in *Insurance Salesman* was entitled "Behind Every Successful Man" and contained a rating chart for wives.

I believe that the advice written for these two young men applies appropriately to other young men, and we are happy to share Mrs. Coe's letter for the benefit of all young AXs, and for those who have young sons. This is her message.

## Before Popping the Question

Within the very near future you will be making the most important decision of your life—your choice of a life partner. Your happiness, your success, your future are at stake in this decision.

Because it is important for you to marry the person you not only cannot live without but the one you know you can live with in a satisfying and fulfilling marriage, you will need to make your selection rationally and wisely as well as emotionally. These considerations can help you.

### Questions to be asked and answered before you pop the question:

- Do you like her as she is?
- Do you love her?
- Is she a kind, unselfish person?
- As she is now, is she the person you want to be the mother, teacher, and pattern for your children?
- Can you say, “I hope my children will be like her”?
- Do you like being with her—in all kinds of situations, with different kinds of people?
- Do you believe her to be the kind of homemaker you desire—home decorator and manager, hostess to business associates, family, friends, etc.?
- Will you be proud to present her as your wife in any group you will be a part of?
- Does her appearance present the image you want your wife to make?
- Will she help you reach your objectives? You may recall Dr. Harry Emerson Fosdick’s famous tribute to his wife (Pre-women’s lib). In speaking of men’s accomplishments exceeding women’s, he said as he patted his wife’s shoulder, “No woman ever had a wife to make her great.”
- Will she be good to live with for the next 50 or 60 years—often 24 hours a day, year in and year out—at work, at play, at the breakfast table, alone, with others? In good times and bad, in fair and foul weather?
- Is she emotionally stable? People who make good marriages are happy, well-adjusted individuals with a minimum of neurotic tendencies—moody, grouchy, unpredictable, extreme ups and downs.

**Areas that require compatibility:**

1. **GOALS**—Are you heading in the same direction? Do you have the same values? Do you want the same things from life? Differences in background may not count so much as similarity of future.
2. **COMMUNICATION**—Do you know each other? Can you talk openly and honestly about anything and everything? You are going to share not only all you have but all you are.
3. **ACCEPTANCE OF SEX**—Of course, there should be electrically charged, exciting feelings drawing you to each other. Is she loving and lovable? Can she both receive and give affection? Are there emotional blocks, deep-seated fears, guilt feelings, established barriers that might make sexual adjustment difficult or impossible? It is seldom that sexual difficulties in marriage are caused by physical problems—almost always they are caused by mental or emotional problems stemming from childhood or family.
4. **MANAGEMENT OF FINANCES**—This is a factor in a high percentage of divorces. Agreement on financial management can and should be worked out before marriage. The difficulty lies not in the amount of money but in the way it is used to control the partner.
5. **RELIGION, GENERAL PHILOSOPHY, ETHICS**—If there are basic differences, difficulties involved should be recognized and adjustment or agreement reached before marriage.
6. **USE OF TIME**—Leisure, recreation, social activities, likes and dislikes require attention.
7. **CHOICE OF FRIENDS**—Can yours and hers become “ours”?

All this really boils down to—You need to be compatible mentally, spiritually, physically, socially, emotionally.

Naturally, you will think of points not mentioned that are far more basic and important—like mental compatibility, for example. Much of the obvious has been omitted. You may think that the girl and her needs have not been given consideration. What has been addressed to you should in no way diminish your need for helping the girl continue to be a worthwhile person in her own right with the fulfilling and realizing of her own dreams also. This simply assumes that when you choose the girl that is right for you, you will be the man who is right for her.

One last word, if there is any doubt, she isn't the one for you. When you have found the right one, you'll know it and she will know it.

Good luck and have fun looking!

## Reflection 15

# On Fraternalism

*May 1973*

The Lambda Chi Alpha experience has been a richly rewarding one for countless thousands of young college men, and for many, the experience has continued long after college days have ended. I have expressed my thoughts on Fraternalism on many occasions, in the pages of the *Cross and Crescent* and whenever I'm asked to speak on the subject of Fraternity. But only rarely do we receive eloquent expressions of Fraternalism from the general membership of AXA ... and when we do, it is appropriate to share these thoughts with others.

Recently I received a copy of a letter written "To the Class of '76" at DePauw University by Elgan Baker, class of '71. Having served his chapter as High Alpha (and numerous other positions), Elgan is now doing graduate work at the University of Tennessee. Although his message is directed to a particular group of associate members on the eve of their initiation into the brotherhood, the thoughts expressed are applicable to all young men about to undergo what for so many others has been one of the most memorable experiences of their lives. It is a privilege to share this very moving message with all of you.

To the Class of '76:

I have just recently heard the wonderful news concerning your grades ... so a very sincere congratulations is in order. I'm very proud of all of you. With the first semester under your belts, I'm sure that you're beginning to turn your attentions toward the forthcoming initiation week. In fact, I suspect that you are—or soon will be—engaging in some pre-initiation activities. I hope that it is not too presumptuous of me to reflect a moment with you about the fraternity into which you will soon be initiated.

I was initiated in March 1968. Since that time, I have witnessed the ritual almost 50 times at more than 20 different chapters. It has never been less moving or less beautiful than the first time I saw it. For

those of us who have symbolically been taken from the outer to the inner circle of our shared fraternal band, we can never really be the same again.

Perhaps the most meaningful thing you could do to prepare for initiation is to take a few hours alone to investigate within yourselves why you pledged  $\Lambda X A$ , and why you wish to be initiated. A true fraternity has no room for those who seek status, power or personal gain from membership. It is a place for those who have the courage to share their “secret place of the heart” with another human being, for those who wish to be more than they are—and to help their brother do the same. It is a bond of love to be built by continual striving between men who acknowledge their imperfections and the limits of their camaraderie, but who refuse to accept those limitations as immutable. It is hard work and tears. It is being different in the most beautiful sense of the word. It is learning that the only way to multiply joy is to divide it, and that the arms of real friendship are not subject to the usual erosions of the human conditions.

For five years I have sat through heated chapter meetings, listened to cynical challenges to the merits of fraternity from both within and without, and experienced in a variety of settings some of the various interpretations that men can give to their fraternal experiences. Despite times that seem dismal or a few who maintain that fraternity is hypocritical because it doesn’t realize its ideals, I can say in all honesty that, as far as I can tell, fraternity has been a positive force in all the lives that have been touched by it. We have grown from our failings as well as our successes. Because we have tried, we are better; because we have dreamed dreams and shared them, some of the imperfections have begun to crumble.

Some people aren’t cut out for real brotherhood. They either drop out or pretend disillusionment or apathy to hide the reality that they haven’t the guts to go beyond their own selfish ends and learn to love someone else for who he is and where he is. If you aren’t willing to pledge yourself to those ends, I encourage you to leave before the ritual begins.

For those of you who search inside and seriously decide that you like what you’ve seen and want to continue, I have one last thought. Fraternity will be only as real as you make it; or more exactly: *fraternity will only be as real as you are*. Phony commitment is readily evident. But taking the risk of being open and real is the first step toward being the type of man our ideals portray and our ritual teaches.

I have gone on longer than I intended—but fraternity is a favorite subject of mine. I know from first-hand experience that its force is incredible, and we’ve only just begun to tap it.

I hope to be with you for initiation. Although distance separates us,

I have grown to care a great deal for many of you. Before the big day, take time to be alone, to be honest with yourself so you can be honest with others, to laugh for someone else, to cry for someone else, and to dream of what might be.

My thoughts and love are with you during this special time. It will be a joy and an honor to have you as brothers in several days. God be with you.

Faternally,

ELGAN L. BAKER, JR.  
DePauw '71

## Reflection 16

# On Alumni Loyalty

*August 1973*

Alumni express their loyalty to Lambda Chi Alpha in many different ways, and without such loyalty and support, your Fraternity could not function. Although AXA's professional staff numbers fourteen, making it the largest staff of all fraternities, the administration of an organization which includes 201 chapters and colonies ranging the length and breadth of the United States and Canada, and maintaining communications with more than 90,000 members requires the assistance of countless volunteers who are motivated purely out of a sense of loyalty.

Many years ago AXA coined a slogan which said "NOT FOUR YEARS, BUT FOR LIFE." And there is abundant evidence that a growing number of alumni have accepted and exemplified that slogan in their relationship to AXA.

This, then, is an expression of profound gratitude to those who have served and continue to serve our Fraternity and who contribute to its growth and development. Some 200 alumni serve their chapters as High Pis, perhaps the most rewarding alumni experience of all, since it deals with the undergraduate membership on a day-to-day basis. These men are "where it's at," and the challenges, rewards, frustrations, joys, disappointments and successes cannot be duplicated so completely in any other experiential setting.

More than a thousand alumni serve on house corporation boards, and while such service may not be so exciting in terms of human relations experiences, their value to the stability of the local chapters is incalculable. At the present time, these loyal brothers serve as caretakers and corporate managers of AXA houses and properties valued in excess of \$30 million.

About two hundred AXs have served the General Fraternity as international officers and staff members, and with rare exception, they have continued their loyalty and support whenever called upon. A recent manifestation of this is the



overwhelming expression of support they have given toward the new headquarters building program.

Although the categories named above number about 1,500, what about the other 90% who by virtue of geography, profession, age or circumstance are not able to serve directly a local chapter or the General Fraternity? A growing number of these are expressing their loyalty and support in another way ... by contributing to the Alumni Loyalty Fund. Five years ago, 1,500 alumni contributed \$32,000 to their Fraternity. This year, more than 6,000 alumni have contributed \$90,000.

We cannot help but believe that those who contribute do so out of a sense of love and loyalty developed through an enriching undergraduate fraternal experience. These men can be assured that the resources they have given us are being used for just that purpose ... to provide the best possible fraternal experience for today's collegiate members. This year's request for alumni support brought forth, not only the greatest financial bounty in our history to date, but hundreds of personal expressions of interest and concern. I wish it were possible to answer each of these expressions in as personal a way as they were given to me. Time and resources, unfortunately, make this impossible. Although this medium of expressing gratitude lacks the personal touch, it is no less genuine and sincere.

To the alumni of AXA whose continued loyalty serves as a constant inspiration, we say ... THANK YOU!

## Reflection 17

# On Renewal

November 1973

“Those Rah-Rah Fraternities Are Coming Back,” headlined the *Philadelphia Inquirer* in a Page 1 story by reporter Joe Sharkey recently. “Fraternities’ Golden Days On Way Back,” echoed the *Detroit Free Press* in an Associated Press wire story a few days later. The *Cleveland Plain Dealer*, with a circulation of 533,000, noted “Fraternity Houses Come to Life on U.S. Campuses,” and the *Corry, Pa. Journal*, circulation 4,000, said “College Fraternities No Longer Dying.”

We have a collection of recent articles from more than 50 newspapers, large and small, from the *Washington Post* to the *Yakima, Wash. Herald Republic*, representing circulation of more than 8 million, which all say the same thing. Here’s a sampling of the headlines: “College Fraternities Suddenly Are ‘In’ Again,” *The Charlotte Observer*; “Fraternities Dead? No, Indeed,” *Omaha World-Herald*; “Fraternities Are Booming Again,” *Yurk, Pa. Dispatch*; “Fraternities Find a New Life,” *Washington, D. C. Star and Daily News*; “Fraternities Making a Comeback,” *The Atlanta Constitution*.

College and university newspapers and alumni magazines are featuring the resurgence of fraternities as well. “The Greeks are Coming Back,” says a story in a recent issue of *The Ohio State University Monthly*. The *Michigan Alumnus* for September carried this story, “Are the Greeks Coming Back? The Answer: A Cautious ‘Yes.’”

I should also point out that in practically all of the newspaper articles mentioned, Lambda Chi Alpha was cited for its leadership, particularly in abandoning the traditional approach to pledgship and its creative and innovative Associate Membership programs.

While we enjoy basking in the reflected warmth of this unprecedented favorable publicity, we cannot help but feel that these headlines give the erroneous impression that fraternities had been dying, and that in many places they were dead. We won’t argue the point that fraternity membership declined during the late 60s

and the first two years of the 70s. The fact is that this period of student unrest affected virtually all segments of society—the church, colleges and universities, the family, government, the courts and the political parties.

We read during those times of the disruptions on the college campuses, of the exodus from residence halls to apartments; we saw the development of the “do your own thing” cult; we heard the questioning of virtually all established institutions; and we did not panic. We were going through a period of major readjustment, so to speak, and in  $\Lambda$ XA, it was orderly. In fact, the tenor of the times permitted  $\Lambda$ XA to establish many needed changes that might otherwise have taken generations.

What we have seen, then, is not a rebirth of a dying institution, but a renewal of fraternal ideals and commitment. The fraternity has changed, and today’s student looks a bit different from his father’s generation, but basically, he’s pretty much the same inside.

We had an opportunity to meet, talk, and work with more than 300 of them recently at the Leadership Seminar and General Assembly in Muncie. What were their reactions? No words of mine could adequately tell you, so let their words speak for themselves.

“I have traveled a great deal in my lifetime and never have I been so touched by this gathering of men. This experience brought the whole thing of fraternity into meaning. I realize now that our brotherhood is really international. It’s a privilege to be part of  $\Lambda$ XA.”

“Probably the most moving, influential, and unforgettable experience I’ve had in my 20 years. I wish the whole world could live by our ideals.”

“Again  $\Lambda$ XA has helped me to grow as a person.”

“This is the expression of love that is the basis of true brotherhood.”

“It taught me to love people I don’t know.”

“The simplest way I can express my true feelings is to say that it ranks right next to the ritual as one of the most meaningful events of my life.”

“Inspiring, exciting, useful, educational and fun!”

And that’s the way I see it as I visit some of our chapters this fall. I sense a return to some of the traditions; of homecoming, of bonfires, of singing. You’ll see it too when you go back—as I hope you will soon. You’ll like what you see—it’s inspiring, it’s exciting, and it’s fun.

## Reflection 18

# On Magnanimity

*February 1974*

I've always liked that word ... magnanimity. It rolls off the tongue smoothly, if you don't say it too fast. Normally, I'm a one or two syllable guy ... sometimes a four-letter word guy. But every now and then, you need a big word to describe some people ... the little word doesn't quite do it. Magnanimity is a big word, and it means something big ... I mean really big.

"Greatness of soul" is one meaning. "Generous; noble character" are others. I think Lambda Chi Alpha Fraternity is a great institution because of magnanimity. Jack Mason and Duke Flad were magnanimous. They gave the better part of their lives to  $\Lambda$ XA, and because they lived, many men are better men today. Bruce McIntosh is magnanimous. Having served  $\Lambda$ XA as chief executive for 22 years, his generosity continues in many forms. Those who visit the new headquarters will soon be privileged to see his portrayal of the development of our coat-of-arms ... done out of the goodness of his heart.

Lew Plourd is magnanimous. What a fantastic President he has been. An innovative and creative leader, he inspires confidence, exudes enthusiasm, and stimulates the brain cells. He lures the quiet one into the arena; he diminishes the decibel output of the loud one (but he is careful not to shut him up or shut him off or shut him out). He spends several hours each week on  $\Lambda$ XA's work. He takes valuable time from his family and career to travel extensively for the Fraternity. His trips this year alone have taken him to Indianapolis, Chicago, San Antonio and New Orleans, and there are more in the offing.

How do you explain it? Magnanimity. The same is true of the other Grand High Zeta members, Bob Claycombe, Doc Dirghalli, Duane Doty, Ron Henry (our student member), Carl Hyde, Ian MacGregor, Clay Myers, Dick Rubottom, and Carlos Spaht. I can only list them alphabetically, because they're all numero uno.

And what about our Student Advisory Committee—these great young men who are working toward their degrees, holding offices in their chapters, in many cases

serving on their interfraternity councils, and yet take the time to devote several hours every week, and even travel to other chapters, not for self-glorification, but because they want to do something more for AXA? It's beautiful and it's good, and it's magnanimous. Marty Anderson, Kim Dees, Harry Jenkins, Bud Jenschke, Bruce Koepfgen, Tony Mello, Chip Parmelee, Brad Spencer, Lee Turner, Harold Waters, Tom Waters and Rob Williams are their names.

Their alumni counterparts, the Alumni Advisory Committee, are constantly studying every facet of AXA operations, and they give generously of their time (also away from families and jobs) to attend several meetings every year to provide the valuable input to staff and officers that can be derived from no other source. Their names are O. K. Curry, Lee Dirks, Geof Gunn, Bobby Ray Hicks, Pete Kensicki, Bob Simpson, Jim Vickrey and Ed Zuk.

Magnanimity is Tom Helmbrock's middle name. There is no way to describe adequately all that your Director of Business Affairs has done to make the new international headquarters a reality. He has been on top of every one of the ten thousand details connected with the construction and furnishing of the new building as well as the move from the property on Washington Boulevard. And he has done it with infinite patience, meticulous care, and devout sensitivity. Have you ever worked a 100 hour week? Tom has—for several weeks. Seven-day work weeks have been his norm; 12-15 hour days routine. The fact is that all of the senior staff people, Jim Brasher, Don Elliott, Denny Jorgensen and Gary Tiller have put in so much toil, sweat, time and hard work, not only on their customary duties, but in making the "miracle of Founders Road" a reality, that "above and beyond the call of duty" is a pathetically inadequate way of describing it. Magnanimity says it better.

For nine months of the year, your young chapter consultants put up with unbelievable stress, impossible working hours, gut-wrenching diets, and 20,000 miles of travel, at modest salaries, to bring to our chapters inspiration, ideas, and fraternal excellence. For each one of these young graduates, it is a sacrifice, but one which they make for the greater glory of AXA. How proud we are of Charlie Frick, Eric Hakanson, Frank Maez, Chris Meier, Phil Parker, Bob Schultz and Jack Walker?

Space does not permit me to list the 132 brothers who have contributed \$60,000 to the new headquarters building fund (though they will be recognized appropriately otherwise). Their loyalty to their Fraternity boggles the mind. What prompted these men to give so generously? What thoughts went through their minds as they pondered their gift? No one forced them into it. Magnanimity.

And I shall not repeat here the names of the thousands of brothers and friends who have sent their contributions to the Alumni Loyalty Fund this year in unprecedented numbers and amounts, for they are listed elsewhere in this magazine. Each of our members receives scores of requests for contributions. Why should AXA be among the organizations so many brothers support annually? Then again, why not AXA?

Interest, dedication, loyalty, service—these are displayed in many ways. It's a big fraternity, with a big heart, and a big soul, and a lot of brotherhood and love. It takes a big word to describe it adequately. I think "magnanimity" does it well.

## Reflection 19

# Lambda Chi Today—A Young Perspective

May 1974

Recognizing that I am not the font of all fraternal knowledge and wisdom, I do a lot of reading of what others have to say about the fraternity experience. The other day, the February issue of *The Omicron Oracle*, the alumni newsletter of the Cornell Chapter, crossed my desk and I was struck by the overall quality of its contents, the enthusiasm of the writers and the articulate and catchy prose. The brothers at Cornell are obviously very proud of their fraternal experience. I have used this column many times to give you my impressions of what the fraternal experience is or has been for many people, and what it could be for others. But this time, I'm going to turn the column over to Paul Geisler, a sophomore at Cornell, who is editor of *The Omicron Oracle*. He says it a lot better than I could.

## Lambda Chi Today—A Young Perspective

Paul Geisler, Cornell '76

Inexorably, life goes on.

Cornell exists.

Lambda Chi exists.

Old faces fade out and new ones replace them.

A fuzzy-faced freshman comes in, looking around himself with amazement. Experiencing, touching, learning, loving. The buildings are so big! There are so many! Where do I go? What do I take? What do I want to do?

And then, all of a sudden, he's a senior, and he finds that the buildings are no longer so inspiring. The austere facade of Cornell begins to show a few cracks, and maybe, just maybe, the dear old institution isn't quite what it was to him when he was the wide-eyed freshman.

And yet, there is so much more to a senior than a cynical freshman. I think that what is different 'twixt the two is exemplified in many respects by the Lambda Chi experience.

I am a sophomore, and thus have just commenced that which I hope to be a trial of growth. I wish to traverse this trial by means of Lambda Chi. I can see the direction in which I must go, and I wish to relate to you, therefore, my fraternity brothers and elders, what I believe Lambda Chi means now, in terms of the Cornell experience.

Fraternities in the modern era have a bad reputation. Current opinion labels us as "bad" or "counter-productive" or even "animalistic," engendering such fads as swallowing goldfish, etc. Thus, in the modern period, it is necessary to persuade a man whom we are rushing that we are *not* monsters or regressive weirdos. Those occurrences are no longer thought of as fun, but of representing foolishness.

A fraternity today, and especially Lambda Chi, is a group of young men who are trying to make the best of their educational experience before entering a world which looks increasingly sombre and inopportune.

We have common goals as did all of you. We desire to uphold the same objectives of Lambda Chi as did you.

And I'm glad to report to you, that I believe we are. Brotherhood—fraternity—is an abstract term which means many things to many people. I know that my view is different from, say, my roommates'. And yet, in the house today, no matter how it is defined, it does exist. Brothers desire to have good times with each other, whether it's playing bridge or going drinking. Brothers are able to confide secrets within the house. Brothers are friends.

There is a spirit here today which I find exhilarating. Last fall when the house soccer team was in the playoffs, there must have been over three-quarters of the house there to root them on. People here in this house definitely take pride in calling themselves Lambda Chis.

The circumstances are very changed from even 10 years ago. People look, act, talk and essentially think differently. This is due to the changing times and current modes of action and thought. Perhaps you can't see the house as looking the way it did in your day, but times change. There really is very little that is the same now as there was 10 or more years ago. That is, very little except one thing—tradition. You had it, and we have it. Brotherhood and a house; it's a very steep tradition.



Thus, I'm sorry if I haven't said anything earth-shattering or scandalous. What I really intended to say is that I'm proud to be able to be a Lambda Chi, and I want the alumni to know that pride and brotherhood do exist here. So come over and find out!

## Reflection 20

# Of a Friend

*August 1974*

Don't walk behind me,  
I may not lead.  
Don't walk in front of me,  
I may not follow.  
Just walk beside me,  
And be my friend.  
— Camus

I was reminded of those words by young friend and Brother Rick Potter of Texas following the Headquarters dedication in June. And I cannot help but apply them to an individual whose profound influence on the affairs and direction of Lambda Chi Alpha will be felt for generations to come. That individual, of course, is Lewis Albert Plourd, whose formal service to the Fraternity will come to an end at the Knoxville General Assembly shortly after these words are published.

Culminating ten years of service on the Grand High Zeta, the last four as Grand High Alpha, Lew Plourd's tenure encompassed an era that saw college campuses racked with violence and a student generation that questioned all established institutions: the church, government, education, the family, and fraternity. The cult of "doing your own thing" made serious inroads in group association and fraternity houses experienced an exodus of massive proportions.

It was in 1970 that the effect on fraternities was perhaps most seriously felt. And it was in that year that Lew Plourd became Grand High Alpha. There was at that time a great temptation to pull back, conserve resources, cut down on staff and services, and try to ride out the storm. Operating on the premise that few would answer the call if the trumpet were uncertain, Lambda Chi Alpha, under Lew's leadership, launched many new, innovative and creative programs.

During the past four years:

- The Student Advisory Committee and Alumni Advisory Committee were created and have proven to be vital adjuncts in the development of policies and programs.
- Staff functions were reorganized and expanded, and ΛΧΑ now has the largest professional staff of any fraternity.
- The Fraternity Education / Associate Member program, eliminating the concept of pledgeship, was adopted as the official program for all chapters and colonies.
- The undergraduate fee structure was completely reorganized, providing more income yet retaining total student fees at a level which is average for all fraternities.
- Alumni contributions increased more than 400%.
- The initial phase of the history project, the compilation of all historical detail from 1909 to the present in one draft by Historian Linn Lightner, has been completed.
- An all-new *Paedagogus* has been published, officers' manuals have been revised, new manuals prepared, countless other new publications developed.
- The *Cross and Crescent* has become the envy of all.
- A new dimension has been added to expansion—the development of many new colonies “from scratch.”
- A magnificent new headquarters has been completed.

While all of these measurable accomplishments are impressive, it is in perhaps another area that Lew Plourd's influence will be most felt—it is in a new “spirit of Lambda Chi Alpha.” It is in the uniting of undergraduates, alumni, officers and staff in cooperative effort to achieve significant goals ... it is in getting to know people and human nature and more importantly to understand them ... it is in sharing himself unselfishly with young and old alike ... it is in expecting, inspiring and receiving efforts from everyone, seemingly beyond human capabilities ... it is in being sensitive to human needs and frustrations ... it is in loving and in being loved ... it is in opening wide the doors and windows of controversy and letting all share in the ultimate decisions ... it is in being a brother's brother, and walking beside each as a friend, that Lew Plourd will long be remembered.

While the outpouring of love and respect which Lew will receive in Knoxville as he turns the gavel over to his successor on August 16 will be overwhelming, touching and well-deserved, we are confident that ΛΧΑ and the fraternity world has not heard the last of Lew Plourd. So let not these words from *The Brothers Karamazov* serve as his epitaph, but as a reminder of a glorious, exciting and wonderful four years of our lives:

And even if we are occupied with important things, even if we attain honor or fall into misfortune—still let us remember how good it was once here, when we were all together, united by a good and kind feeling which made us ... better perhaps than we are.

Thank you, Lew.

## Reflection 21

# On Gnats and Camels

*December 1974*

Are you familiar with the Biblical passage from St. Matthew 23:24 which says, “Blind guides, which strain at a gnat, and swallow a camel?” We think it may have some application to something that’s happening today that could affect the future of Lambda Chi Alpha and the entire fraternity and sorority systems. And we’re calling on all members of AXA to help resolve the problem, which is whether fraternities and sororities will be permitted to remain single sex organizations.

On June 20, 1974, the Department of Health, Education and Welfare (HEW) published in the *Federal Register* its proposed guidelines for the implementation of Title IX of the Education Amendments of 1972 which bars discrimination on the basis of sex at any institution which receives Federal funds (and that includes practically all colleges and universities in the U.S.). HEW officials have declared that an educational institution would lose its Federal financial support if any campus organization or activity which discriminates on the basis of sex receives any support or assistance from the institution. The crux of the controversy, and one which is open for varying interpretation, is over what constitutes support and assistance, and in the substantiality of the relationship between the institution and the organization and the closeness of the relationship between the organization’s functions and the educational program or activity of the institution.

HEW invited all interested parties to submit their comments on the proposed guidelines by October 15, after which the final regulations would be drafted. Lambda Chi Alpha has submitted its comments, which are quoted below, and the National Interfraternity Conference, National Panhellenic Conference, and many fraternities and sororities have submitted theirs, all of them contending that Title IX should not be interpreted to include fraternities and sororities and that the HEW regulations should so state. A number of colleges and universities have taken a similar position and have so advised HEW.

The Office for Civil Rights of HEW has acknowledged that HEW is legally bound to enforce the full meaning and intent of Section 804(b) of the Higher Education Act of 1965, which reads as follows:

Nothing contained in this act or any other act shall be construed to authorize any department, agency, officer, or employee of the United States to exercise any direction, supervision, or control over the membership practices or internal operations of any fraternal organization, fraternity, sorority, private club or religious organization at an institution of higher education (other than a service academy or the Coast Guard Academy) which is financed exclusively by funds derived from private sources and whose facilities are not owned by such institution.

The Congressional Record of October 20, 1965 records the debate on the above section, known as the Waggonner Amendment, and clearly reflects the intent of Congress that where fair service and/or rental charges are paid for institutionally owned facilities, the organizations would continue to fall under the protection of Section 804(b).

Accordingly, AXA's response to the proposed HEW guidelines was as follows:

Mr. Peter E. Holmes, Director  
Office for Civil Rights  
Department of Health, Education and Welfare  
Office of the Secretary  
Washington, D.C. 20201

Dear Mr. Holmes:

I am writing on behalf of the 203 collegiate chapters and colonies and the more than 126,000 members of Lambda Chi Alpha Fraternity with regard to the proposed regulations to implement Title IX of the Education Amendments of 1972 as published in the Federal Register, June 20, 1974.

We share the view that college fraternities and sororities should specifically be excluded from the regulations for the following reasons:

1. We cannot believe that the intent of the Congress in adopting the Education Amendments of 1972 was to direct that each and every organization on a college campus which receives Federal funds be required to accept both men and women into membership, regardless of its fundamental nature. The exclusion from the regulations of public and private military schools, U.S. military and merchant marine academies, private undergraduate institutions and public undergraduate institutions which "from their founding have been traditionally and continually single sex," provides ample support for the contention that not all exclusion on the basis of sex is illegal or necessarily bad. The

provisions which permit separate housing, toilet, locker room and shower facilities so long as they are comparable in quality and number for men and women, is further evidence of that contention.

We submit, therefore, that most fraternities and sororities are uniquely and specifically single-sex organizations and have been traditionally and continually since their inception nearly two hundred years ago.

Discrimination in an activity implies the failure to extend an equal opportunity to participate in that activity. In any institution which has both men and women therefore, we feel that where men are given the opportunity to belong to fraternities, women should be given the opportunity to belong to sororities. While there are some programs in the fraternity structure which could be equally shared with women, the majority of programs in a fraternity are geared toward the development of a unique comradeship among men. While we are not opposed to sharing some experiences with women as is already done in some fraternity programs and social events, we do feel that the primary role of fraternity is to develop young men to assume a responsibility of man as viewed in society today. This development requires a total experience level that can only be achieved within the framework of a totally male organization. The same could be said of women in sororities.

2. Fraternities and sororities, again by their very nature, provide living and learning experiences in leadership development, interpersonal relationships and social development which complement the academic and educational experiences provided by the institutions. So while we are vitally interested in the educational and academic experiences of our members, we have no voice or influence on the educational objectives of the institutions and therefore, the closeness of the relationship between our functions and the educational program of the institutions is peripheral. We are simply interested bystanders in the educational functions of the institutions where our chapters are located.
3. It is understood that Title IX affects only educational institutions and not its organizations, unless the organizations themselves receive Federal financial assistance. Lambda Chi Alpha Fraternity receives no Federal financial assistance, and I know of no fraternity or sorority which does. Those collegiate chapters which occupy houses which may have been financed in part or wholly by Federal funds pay reasonable rentals for the use of those facilities. I'm sure you will acknowledge that this does not constitute receiving Federal financial assistance any more than

it would if the fraternity rented a house which is owned by an individual whose loan is guaranteed by the FHA or the Veterans Administration. We know this was the intent of Congress in the adoption of Section 804(b) of the Higher Education Act of 1965. This Act and this Section remain in full force and effect and any interpretation of Title IX may not alter the provisions of Section 804(b) or the intent of Congress in its adoption.

4. We feel that if fraternities and sororities were required to take in members of the opposite sex they would no longer be fraternities or sororities, but something entirely different. In short, the application of Title IX to fraternities and sororities threatens their very existence as such. We cannot believe that this, either, was the intent of Congress.

Finally, we believe that in addition to affirming, protecting and defending the rights of individuals against illegal discrimination, the Federal government and its agencies have a corollary responsibility to protect individuals and legally constituted organizations from infringement upon their rights and we therefore call upon the Department of Health, Education and Welfare to protect the right of fraternities and sororities to continue to function as appropriate single sex organizations on college and university campuses. This can be accomplished by specifically including in the regulations the provision that Title IX does not apply to college social fraternities and sororities.

Sincerely,

GEORGE W. SPASYK, Executive Director

cc: Mr. Caspar Weinberger, Secretary, Department of Health, Education and Welfare.

In addition to stating our position to HEW, however, we feel that members of Congress should be made aware of what HEW is proposing and their assistance should be requested in helping to preserve the fraternity and sorority systems as they were founded and as they intend to remain. Following is a letter which I have written to the Senators and Representatives from Indiana and to all members of AXA in Congress:

Dear (Senator or Representative):

Lambda Chi Alpha Fraternity, its 203 collegiate chapters and its 126,000 members, applauds the Congress of the U.S. in the enactment of civil rights legislation which attacks discrimination against minorities and women. In the implementation of the acts of Congress, however, there is always the potential danger that a regulatory or administrative agency of the Federal government may go beyond the intent of Congress, and thereby endanger the rights of some individuals and/or legally constituted organizations.



We feel such a danger presently exists in HEW's proposed guidelines for the implementation of Title IX of the Education Amendments of 1972, which were published in the Federal Register of June 20, 1974. HEW has requested that comments regarding the proposed regulations be submitted by October 15 following which the final regulations would be drafted.

I am enclosing a copy of Lambda Chi Alpha's comments which are directed to Mr. Peter E. Holmes, Director of the Office for Civil Rights of HEW. While we cannot believe that Congress intended that each and every campus organization, regardless of its fundamental nature, be required to accept both men and women, the terminology of the proposed guidelines could be interpreted by some to mean just that. We also feel that because of the unique social and residential nature of college fraternities and sororities that they should be permitted to remain appropriate single sex organizations and that the HEW regulations should so state.

If you feel as we do, we would earnestly hope that you will make your views known to Secretary Weinberger and Mr. Holmes. The Office for Civil Rights has clearly acknowledged that Section 804(b) of the Higher Education Act of 1965, known as the Waggonner Amendment, remains in full force and effect, Title IX notwithstanding. That Amendment prohibits the Federal government or any agency from interference in the membership practices or internal operations of fraternities and sororities which are financed exclusively by private funds and whose facilities are not owned by the institution. The Congressional Record of October 20, 1965 reflects the intent of Congress that where fair rental charges are paid for institutionally owned facilities, the organizations would fall under the protection of Section 804(b).

We appreciate any assistance you may provide in protecting the rights of fraternities and sororities which have contributed so much to the millions of students whose lives have been enriched by the fraternal experience.

Sincerely,

GEORGE W. SPASYK, Executive Director

We now call on all members and their relatives and friends to write to their representatives in the House and Senate calling on them to make their views known to HEW.

We strongly believe that HEW has more important and vital concerns in the areas of health, education and the welfare of our citizens than to waste its time "straining at gnats." Several alumni have been incredulous when I related to them the possibility that fraternities might be forced to accept women to membership. If it were not so serious, the situation would, indeed, be ludicrous.

This is not to say that we do not recognize that genuine areas of discrimination have occurred in our society, and we applaud all efforts to assure the rights of women in employment, education and other areas where civil rights are concerned. But by no stretch of the imagination can a case be made for the inherent right of any individual, white, black, male or female, to belong to any privately financed social organization.

We would hope that the outpouring of protest to our Congressmen over the interference of HEW in the area of membership in college fraternities and sororities might convince HEW that it has, indeed, tried to swallow a camel. Your letters can help.

## Reflection 22

# On Fraternity

*June 1975*

In the library of the chapter house at Oregon State University hangs a framed replica of a brief essay written by A. Bruce Musick, Eureka '29, who served as Theta Kappa Nu's first Traveling Secretary. I don't know when, or under what circumstances it was written, but it expresses a message that has withstood the test of time. Its words are as applicable today as they were decades ago. I'd like to share it with you.

This is my fraternity.

Here I find an opportunity to be frank and open in the expression of my true self; but if in so doing I digress from the highest standards of society, I know that my brothers will not cease to guide me.

Here I work and play in the advancement of a common good.

I realize it is no credit to me to be a part of an organization which does not lift me up beyond my normal self. I know that the ideals of my fraternity are such that if I strive to attain them, I shall be lifted up.

May I ever be mindful of the relationship I hold to my fraternity. As a member I owe it allegiance. I must work for its welfare, support its institutions, and live within the bonds of true fellowship and brotherhood.

I am the Fraternity.

— *Allen Bruce Musick, Eureka '29*

Lambda Chi Alpha Fraternity is a chain that now has more than 130,000 links. It stretches back to Boston some sixty six years ago, and this year alone some 4,000 new links have been added. No one is more important than another—no one is less important than another.

Each generation of brothers passes on to the next its accumulated treasures. A house, in most cases, for better or worse; its furniture, some battered, some new; its records; its successes; its failures; its reputation. It also passes on its ideals, which have not changed in nearly seven decades.

This spring at DePauw's Xi Zeta, I saw a perfect manifestation of the endless nature of the chain which is  $\Lambda X A$ . The celebration of the chapter's 60th anniversary was coupled with the initiation of its 1,000th brother—and the emotion of watching Xi No. 1 embrace Xi No. 1,000 will be imprinted indelibly in the minds and hearts of all those who were there—a blending of generations which typifies the on-going nature of Fraternity.

Fraternity continues to provide the opportunity for growth, and leadership, and service, not for the undergraduate alone, but for brothers of all generations. Some two thousand young Lambda Chis are now leaving the active ranks of the undergraduate chapters this spring, but this need not mark the end of their involvement in Fraternity. For these young men have an investment in  $\Lambda X A$ , and they will continue to be nurtured by the memories of their proud achievements.

Your chapter needs you. Lambda Chi Alpha needs you. For you are the Fraternity!

## Reflection 23

# On Professional Ethics

*September 1975*

In Memphis earlier this summer, the Fraternity Executives Association, representing the chief executive officers of all fraternities, adopted a Code of Ethics as a guide for all of their professional staff members. In an era that cries out for honesty, integrity, cooperation, and minimum standards, we welcome and take pride in this action by the association. As Lambda Chis, your professional staff agrees with this Code of Ethics and subscribes to it without reservation, and we earnestly hope that it will foster ever-increasing cooperation, trust, and respect among all fraternities.

I'm pleased to share it with you.

### **The Fraternity Executives Association Code of Ethics**

Mindful that they represent constantly and continually, on and off duty, the Fraternity System and all its constituent and component parts, both individual and group, as well as their colleagues and associates in the Fraternity Executives Association, the entire professional staff of member fraternities is expected to observe conscientiously these ethical standards:

- TO be in all their work truly professional, teachers and experts whose lessons are inculcated by personal example as well as by precept;
- TO enrich and broaden their professional standing through further diligent pursuit of education and training;

- TO utilize every opportunity to improve public understanding of fraternities, of the principles upon which they are based, and of their role in higher education;
- TO respect the principles and rights of fraternal confidentiality, but to share freely with others their professional knowledge;
- TO speak at no time in a derogatory way of another fraternity's policies and programs or indulge in personalities, or offer opinions and information about another fraternity, save statistical information based on fact, or distribute purported ratings on fraternities or chapters as to strength and condition;
- TO refuse to communicate in any way with the members, pledges or associate members of any other general fraternity, its colonies or affiliates, so as to weaken their loyalty to their own fraternity, or bring about secession from the parent fraternity, or affiliation with any other fraternity; and
- TO uphold the Constitution of the Fraternity Executives Association, to accept their share of interfraternity responsibilities, and to encourage and build healthy competition, pride of organization, larger loyalties and maturity of judgement.

Recognizing that the strength of each member Fraternity is directly related to the strength of the Fraternity System as a whole, we, the members of the Fraternity Executives Association, subscribe to these statements of ethical standards conducive to the principles of harmony and to the general welfare of all.

## Reflection 24

# The Second Mile

*December 1975*

Whosoever shall compel thee to go one mile, go with him two.

— *Matthew 5:41*

Carlyle once observed that the happiest hours of mankind are recorded on the blank pages of history. In the larger context of national and international affairs, this thought has meaning and significance in terms of the agonizing torture of the events of the last year of the Nixon presidency, the terrible tensions of Vietnam and the Middle East crisis, and the turbulence of the campus riots of the late '60s and early '70s which produced a direct assault on virtually all established institutions. An exhausted people longed for, and earned, a few blank pages of relative calm.

Fraternities, too, came in for their share of problems, and reports of the imminent demise of the Greek system were commonplace. The alumni bulletin of a major eastern university, impressed obviously with its own omniscience, predicted in 1970 that, "It is doubtful that fraternities can survive for more than a couple of years." In 1972, a Page 1 feature article in *The National Observer* declared, "Fraternities and sororities lost their campus eminence several years ago; membership has been declining ever since. At some schools, Greek houses are little more than communes or boarding houses for anybody who can pay the rent."

During this period, membership in fraternities did decline; vacancies in chapter houses increased, as many students were caught up in the "do your own thing" cult; and finances became tight. Yet it was precisely at this time—perhaps one of the most critical in the long history of fraternities—that Lambda Chis, undergraduates and alumni alike, responded magnificently to these challenges, in increased service, funding, and programs. "Management by objective," rather than "crisis management," was the norm which has characterized Lambda Chi Alpha from its earliest days, and this difficult period saw an extension of the invisible

dimensions of our past success: understanding and willingness to listen, candor and the patience to explain, resourcefulness and the boldness to explore better ways of doing things.

Now what of the future? Membership is rising; house occupancy is up; expansion opportunities are unprecedented. The absence of crises could lead us to relish a few “blank pages” of calmness and happiness. But that would not be characteristic of  $\Lambda$ XA. Having covered the first mile successfully through dedication, generosity, and unusual sacrifice, we now call on all brothers for more of the same. For the first mile is the mile of necessity; the second is the mile of freedom. Like building blocks, the first mile sets the foundation; the second reaches for creative excellence.

This is no time to sit back and relax. The chapter which is strong can be stronger. The alumnus who has been generous can be magnanimous. We call on all brothers now to join us in going the second mile. For if we are to continue to play a positive and constructive role in higher education, if we are to continue to expand the circle of friendship and brotherhood to ever-increasing numbers of fine young men; if we are to experience the realization of our dreams; and if we are to see the extension of our ideals; we must give more of ourselves and of our resources for this magnificent adventure—Lambda Chi Alpha.



## Reflection 25

# On Patriotism

*March 1976*

Most Lambda Chis are citizens of two great nations that have much in common, the United States and Canada. Peaceful cooperation and friendly relations with a minimum of restrictions have characterized the relations between these two young vigorous countries with nearly three thousand miles of undefended common borders. Harmony between nations, a rare commodity in this unsettled world, should engender greater harmony between people. Lambda Chi Alpha proudly contributes its share in friendly international relations by promoting greater fraternal understanding.

Our Fraternity strongly emphasizes love of country in its Associate Member ceremony, and we encourage the prominent display of the national colors as a regular part of chapter life. Visitors to the international headquarters in Indianapolis, I feel, derive an extra measure of pride when they see the flags of the United States and Canada floating side by side at the entrance to the building.

The bicentennial year of the United States (and of the fraternity system in North America) gives us a special opportunity to reflect on the blessings we share in this "land of the free and the home of the brave." Where only a few years ago it was, perhaps, considered too unsophisticated, especially for the young, to show one's patriotism or love of country too openly, a new and enthusiastic spirit now permeates every level of society.

And it is particularly appropriate and with genuine pride that I share with you the recent thoughts of one of our student members, Tom Brenneman, Gettysburg '76, who wrote the following in his Student Advisory Committee newsletter to the Keystone Conclave (Pennsylvania) chapters:

BEGINNINGS... Every year, millions of Americans follow the traditional plunge of the magic ball at Times Square that signifies the start of yet another year. Resolutions are etched in everyone's mind, some

to become reality while others just result in broken promises. It's a time for new beginnings, a time we all need to liven our spirits and take a fresh outlook on today's world. We look at the year past, pleasant memories mingled with saddening experiences, but we all look forward to the future with hope. As the new year unfolds, may each and every one of you be blessed with health and happiness during 1976 and for years to come.

Now the year 1976 has special significance to all of us, for it marks the 200th anniversary of the United States of America. Throughout our history, Americans have withstood the test and come out on top. We have countless freedoms to be thankful for and numerous blessings that are taken for granted. As we begin our third century, let us remember the sacrifices of those before our time—and let us dedicate ourselves, as young men pursuing an education and a career, to meeting any challenge that should come our way. May we exhibit the ideals and principles that we have learned during our undergraduate years to help make our nation continually grow. May God bless America!

A proud past ... a promising future—for America, for the fraternity system, and for Lambda Chi Alpha.

## Reflection 26

### “Naught Without Labor”

*August 1976*

The cheating scandal which rocked West Point last spring, and which has yet to be fully resolved, has brought into focus once more the need to stress, at every level of society, the importance of integrity. It is especially important in the formative, impressionable college years of the late teens and early twenties.

That the problem is widespread is reflected in *Time* magazine (June 7, 1976):

Plainly, the military academies have lots of company when it comes to cheating. Educators agree that intense pressure for better grades is at least partly to blame. An ill-prepared student may panic and copy from a classmate from a test simply to pass. More often, it seems, the cheater is not the marginal student but the one with aspirations for graduate school or law school.

*Time* also reports these observations at several institutions: Johns Hopkins Dean Sigmund Susking, “Cheating is not endemic, it’s epidemic.” Yale Dean Eva Balogh describes cheating as “rampant.” “At Lehigh University, a telephone poll shows that fully 47% of the students have cheated on exams, and at the University of Southern California, the student newspaper reports that as many as 40% have resorted to plagiarism.”

General Bruce C. Clarke, (U.S. Army, Retired), a West Point graduate and later a  $\Delta XA$  initiate at the University of Tennessee, states, “It is difficult for me to accept this situation as the standard and the norm of the honesty and ethics we look to in providing our nation’s leaders in the third hundred years of its existence.”

In a recent letter to me, General Clarke said further,

I firmly believe that the foundation of the essentials for success of a college graduate takes place in undergraduate days. College fraternities have a lot to do with this.

It is thought provoking to consider that probably less than 20% of young graduates who enter our government at several levels, have been to a college that has stressed honesty and ethics.

All the men involved in Watergate were college graduates, including the President. I am sure they studied many subjects they needed less than honesty and ethics.

As we go into our third centennial, I suggest that you emphasize this if Lambda Chi Alpha is to prosper.

Josiah Bunting, president of Briarcliff College, an ex-Marine, Rhodes scholar, and former West Point history teacher, certainly agrees with Gen. Clarke with reference to the Academy. "If I were in charge of West Point," Bunting is quoted as saying, "I would throw out everyone who cheated. All those who had certain knowledge of the cheating and did not come forward until now, I would throw them out too... The word of one officer to another has got to be utterly reliable. You can't afford to have any doubts about somebody's word in combat."

*Time* also quotes Stanford professor Lyle M. Nelson in response to a student who had written him an apology for plagiarism. "Finally, what does it matter to you," the professor wrote, "if all other students cheat? Isn't there room for one honest person who says, 'But my standards won't permit me to do so'? What happens to a democratic form of society if all citizens say, 'I have no obligations to rules and standards of decency and honesty'?"

I am thus reminded of a young  $\Lambda XA$  undergraduate who, ill prepared in a course he was taking from a  $\Lambda XA$  professor, wrote at the bottom of his final exam, "Yours in ZAX." He received the F he so richly deserved, and upon receiving his exam paper back, noted that the professor had written at the end of it, "Chalepa ta Kala."<sup>1</sup>

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<sup>1</sup>"Chalepa ta Kala" is a transliteration of "Χαλεπα τα Καλα," Greek for "Naught Without Labor."

## Reflection 27

# On Potential

*December 1976*

Several years ago, Lambda Chi Alpha adopted a new concept of member education which completely eliminated “pledges,” “pledgeship,” and second-class membership status. The new program is called Fraternity Education and the new member is called an associate member. A logical question is, “How is the program doing?”

Our undergraduate members thought so much of it that they adopted it in 1972 as the official membership education program of the Fraternity. Today, more than three-fourths of the chapters have implemented the program, a large majority of them successfully. Since the adoption of Fraternity Education, we have seen the initiation ratio increase from 67% to 85%. *This alone has proven the success of the program.*

Those timid chapters which have been unable or unwilling to accept the reality of change have, in many instances, been inhibited in doing so by pressure from some alumni who continue to cling to the past with a ferret-like tenacity that defies logic and understanding. How can one logically fear or oppose a program based on freedom, respect, involvement, sharing, and caring—a program free of fear harassment and subservience?

I have traveled the length and breadth of this continent—many times—and I have met and talked with hundreds of associate members. I have been impressed. They are not crammed into their own isolated corner merely memorizing the Greek alphabet or regurgitating the twelve ideals in a meaningless, uncomprehending way. They are in the chapter meeting discussing with the actives the programs of the chapter. They are voting on all the major issues affecting *their* fraternity. They are serving on committees. In short, they are learning by doing, not learning by being told what others are doing. That, in essence, is what Fraternity Education is all about.

Last summer, I sent several hundred letters to top prospects for membership. One of these, unknown to me personally, was Rick Nelson, who was being considered

for membership by the Lambda Chi Alpha chapter at Florida Tech University in Orlando. I had a letter from Rick the other day telling me he joined—and he likes what he joined. He and his fellow associates have been inspired by those who have been involved in the Fraternity, among them Eddie Simmons, who attended the General Assembly last summer in Roanoke.

One of the goals of the chapter's Fraternity Educator, Carl Larrabee, is to utilize the talents and abilities of all associate members. Bein a journalism major, Rick Nelson was selected as co-editor of the chapter newsletter, along with Tom Wilson. Recently, Rick completed an essay on "What the Fraternity Means to an Associate." I'd like to share it with you because it reflects the type of experience our new, young members are sharing these days.

Lambda Chi Alpha the fraternity—what is it? Why do people pay their hard earned money to join? Is it because of parties? Is it for sports? Or maybe it is an instant turn-on to a mind-boggling showcase of enduring highs and worlds of fantasies come true? The fraternity is what each individual makes it out to be; but you as the individual also makes the fraternity.

As an associate member, I am embarking on a new experience, indeed, a lifestyle, which will become a part of my college congregation of activities. What does the fraternity mean to me, an associate? For me to describe the experiences past, present, and future, by written feeling, is asking more than I am capable of producing. But I will attempt to give the reader an idea of what it is like. Truly, the only real way to understand what it means to be an associate member or a Lambda Chi Alpha brother is to become a part of that which you are seeking.

Like many potential associate members, I was lured into the fraternity psych by the lust of glory offered by the fraternity sports program. In this case, flag football was the bait, and I chased after it as would a child after a cookie jar. I turned, fainted, dropped passes, and high stepped my way into the ever-watchful eyes of the fraternity brothers. Whether it was Don patting me on the back, or Bert cursing at me under his breath, I won the brothers' attention.

Now I was semi-involved in the fraternity, and the stage was set for me to meet the brothers personally. The scene was the Lambda Chi Alpha lunchroom table, and it was TAKE 1. Slowly at first, but steadily with increased confidence, I became acquainted with the brothers. I learned what made them tick, and my friendship base increased. I say brothers, but that can only serve as an abstract label for now. They are not brothers yet; only acquaintances and friends at the very most. Brotherhood, for the present, is beyond my comprehension.

After my introductions were made, I was then invited to the rush parties. Going to a large party not knowing but a few people was, for

me anyway, an awkward situation. Two hundred people squeezed together sardine-style became only an inconvenience, although it could be said the party promoted "togetherness."

Although I did not dance very much, I did manage to exclusive use of the refreshments. But the parties were just cream on the cake, and the true reasons for joining were to make themselves more evident in the future.

Those reasons have started to unveil themselves even now, but not necessarily in their entirety. Involvement with sports, with parties, and most importantly, with people, are some of the major reasons for joining the fraternity. But one cannot forget the as yet undefined bond that each brother holds for himself and his fellow brothers.

This again, must be experienced to be truly appreciated. But the fraternity builds character, awareness of personal responsibility, and the appreciation for one's peer—or in this case, one's brother. The fraternity promotes love and looks down upon selfish desires. It builds the principle of working for the whole to achieve a common objective. The fraternity, then, is many things to many people. But one universally accepted principle that all brothers agree to is that the fraternity builds love. It is brotherhood. But then, is not brotherhood just another word for love?

I don't know if Rick Nelson would have joined Lambda Chi Alpha if his chapter had maintained a traditional pledge program. But even if he had, his talents and enthusiasm might have remained in limbo for a long time. And that would have been a tragic waste. The chapter that takes advantage of the offerings of all members, young and old, is the chapter that will rise to the top on its campus, as so many Lambda Chi chapters have done in recent years.

We call on all alumni to encourage their chapters to adopt and to implement enthusiastically a Fraternity Education program. They will find it is a mark of real progress.

## Reflection 28

# On Things I Didn't Know

*March 1977*

A noted authority on alcohol use and abuse stated recently that “such an anesthetic drug [alcohol] should not be taken when you are going to be writing, driving, filling out a tax form, or engaged in some other complex mental or physical activity.” Having taken to heart IRS Commissioner Donald Alexander’s warning on this year’s income tax booklet, “Completing your return this year could be more difficult,” because of the complex changes in the 1976 Tax Reform Act, it was with a sense of fear and foreboding that I undertook to fulfill my government’s annual request that I inform them of my earnings and my deductions with the hope (which springs eternal) that I might get something in return for my efforts. I set out on this awesome journey into the unknown and troubled waters armed with an electronic calculator (which I had borrowed from the office), a dozen sharply pointed pencils, a ream of Xeroxed blank 1040 Forms, three Income Tax Guide books (the cost of which is deductible, I learned), and a huge cauldron of black coffee. I had also decided to heed the advice of the noted authority on alcohol use and abuse and not even attempt such a “complex mental activity” with even a trace of alcohol in my system. I even went so far as to avoid reading the liquor and beer ads in the local papers that day.

But what about that black coffee? Had I in fact consumed a quantity of alcohol before I started to work on the tax return, would the black coffee have helped to dissipate the effects of my drinking? Not according to the experts. All black coffee does for an intoxicated person is give you a wide-awake drunk. I didn’t know that a few months ago.

What about a cold shower? All that gives you is a clean drunk. I didn’t know that.

The only thing that will remove the effects of alcohol is time—about an hour for a one ounce drink of liquor, a four-ounce glass of wine or a 12-ounce can of beer. I didn’t know that.



I didn't know that drinking scotch and soda will get a person drunk faster than drinking scotch and water (any carbonated beverage will hasten the absorption of alcohol into the bloodstream).

It's obvious that I didn't know a lot of things about drinking and about alcohol a few months ago. I didn't know that from 70% to 95% of the students at most of the colleges and universities drink to some extent, that alcohol is the No. 1 drug problem among young people, that 9 million Americans are either alcoholics or have serious drinking problems, or that a survey of 4,400 Houston, Texas, area high school and junior college students (90% of them in the 14-17 age bracket) would show that more than 90% of them (boys and girls) drank to some extent.

But I suspect I'm like most people when it comes to alcohol—there's a lot I didn't know about it.

If by now you've realized that this column isn't really about filling out tax forms, but about alcohol, you're still with me. The fact is that the subject of alcohol has been a concern of the General Fraternity for some time, for Lambda Chi Alpha, in a primary sense, deals with college youth. Until 1970, the Fraternity had a statute which prohibited the use or possession of alcoholic beverages on Fraternity premises and at all Fraternity functions unless authorized by the institution at which a chapter was located. By 1970, however, most institutions had abandoned their regulations banning the use of alcoholic beverages on campus and in student housing or had substituted a policy of benign neglect. The three major factors which prompted this radical departure from previous policy were

1. the inability to enforce such a policy,
2. the lowering of the drinking age in many states from 21 to 18 (in some cases, 19 or 20), and
3. the virtual abandonment by institutions of the concept of *in loco parentis*.

In keeping with this trend on college and university campuses, the General Assembly, meeting in the Grand Bahamas in 1970, deleted the alcoholic beverage statute and adopted the following resolution:

Be It Resolved, that the possession, use, and/or consumption of alcoholic beverages on the premises of any Subordinate Zeta or at any entertainment or function given in the name of or for the benefit of the Lambda Chi Alpha Fraternity shall be determined by institutional, state and local policies.

This may have been considered a cop-out by some, but the truth is that the General Fraternity had long since found it impossible to enforce a policy which the institutions themselves, in most cases, had abandoned.

The turbulence on the college campuses in the late '60s and early '70s then spawned a generation of illegal drug users, the most commonly-used substance being marijuana. Though not a critical problem among fraternities, we were, nonetheless,

affected by it, and concerned with it. The same 1970 General Assembly adopted a resolution condemning the use of illegal drugs.

In more recent years, alcohol has again taken over as the most commonly used drug, to an extent never before seen, at both the high school and college levels. Though it is unlikely the General Fraternity would ever again attempt to enforce a no-drinking policy among the chapters—for the same reasons such a policy was abandoned in the first place—it is not unconcerned about the matter. The subject of alcohol abuse has been discussed at Grand High Zeta meetings for the last three years, with valuable insights into the problem provided by the undergraduate members of the Student Advisory Committee who have attended those meetings.

Last June, the Alumni Advisory Committee set up a subcommittee to study the subject, and they came up with a proposal for an Alcohol Awareness Education program which drew immediate and enthusiastic approval of the Grand High Zeta. Space does not permit me to detail the program here (a copy of the 4-page report will be sent to anyone who writes in for it), but you will be reading more about it in the pages of the *Cross and Crescent* as time goes on. The use of fraternity publications, in fact, is an integral part of this educational program.

The proposal was sent to presidents and fraternity advisors at all institutions where Lambda Chi Alpha is represented, asking for their reactions and assistance. Here too, the response was overwhelmingly favorable, and we received a wealth of information from institutions which had adopted similar programs. Many institutions indicated they had no such programs but were interested in adopting one for their students.

We have also received a great deal of help and many publications from the National Institute on Alcohol Abuse and Alcoholism (NIAAA) and their National Clearinghouse for Alcohol Information (NCAI), which operate under the Department of Health, Education, and Welfare, and they are interested in our program. Other fraternities and sororities are also interested in what we are doing in this area.

The next phase was the appointment by Grand High Alpha Clay Myers of an Alcohol Awareness Task Force to develop the specifics of a long-range program. Chairman of the task force is Hans Reichl, a member of the Alumni Advisory Committee and Director of Residential Life at the University of Southern California. Other members include Rev. S. George Dirghalli, Grand High Gamma; Randy McLeary, Grand High Sigma and Chairman of the Student Advisory Committee; Alumni Advisory Committee Members John Hand and Stan Sewell; and Don Elliott, Director of Alumni Affairs.

The task force met in Indianapolis recently and developed a program for the immediate future, including the format for a major session on alcohol awareness at the Leadership Seminar in August, and laid the groundwork for surveys and publications specifically designed for and by Lambda Chi Alpha. It will be an ongoing program, and we need help from the membership at large. The task force would like to identify Lambda Chis who have experience in the area of alcohol abuse and

alcohol education programs with the hope of involving more people in the program. Please let me hear from you if you are in a position to help.

A subcommittee of the task force is working on the funding of the program, and is exploring the possibility of grants from industry, foundations, and possibly government agencies. If anyone has ideas on possible sources of funding, we'd like to hear from them.

Lest anyone misinterpret what we are trying to do, let me mention what we are not trying to do. We are not encouraging young people to drink, responsibly or otherwise. But when an individual makes a conscious, personal decision to drink, we hope it will be in an informed, intelligent manner. He ought to know what is safe and what isn't; he ought to know the potential "cost" of alcohol abuse, to himself and to his fraternity.

Many chapters and members can get information and help, if it's needed, right on their own campuses. Our program is intended to complement the many fine programs already in existence. But maybe ours can be even more helpful, because we're dealing with brothers rather than strangers, and we already have a commitment to each other to help, when help is needed.

We'd like to hear from you; we want to know if we're doing the right thing in the right way. Many of you reading this are far more knowledgeable about alcohol than we are. The rest, like me, will find there's a lot they don't know. We hope, at least for our undergraduate members, to correct that.

## Reflection 29

# On “Fraternity Row”

*June 1977*

They didn’t smoke grass. They didn’t take the pill. They didn’t do their own thing. They went to college in the Fifties. They pledged fraternities. They celebrated Hell Week. They were the buttoned-down, bottled up generation. And sometimes they exploded.

So reads a flyer advertising the film “Fraternity Row” which will be released on June 30. We urge all Lambda Chis to see it, because it tells very dramatically and emotionally a story we’ve been telling for many years—that there is no place in fraternity life for hazing and harassment.

The film was written and produced by Charles Gary Allison as part of his doctoral dissertation at the University of Southern California, and most of the cast and crew are members of USC fraternities and sororities. After its initial release, Paramount Pictures bought its distribution rights.

Though the film depicts an eastern collegiate setting in the 1950s, it was drawn from Allison’s undergraduate experiences on the west coast. The story of “Fraternity Row” follows a pledge class through its term of pledgship from fall rush up to the eve of initiation, when one of the pledges dies during a Hell Week hazing session by choking on a piece of raw liver he is forced to swallow. The incident did occur as the film portrays it.

But there is a deeper message in the film, as we see an idealistic pledge-master and a pledge who is a dreamer try to change the pledge program from within. They almost succeed, but at the very end, the “traditionalists” in the chapter, led by one outspoken leader, take over and oust the pledge-master. The “dreamer” is the one who dies.

The film will make your blood boil, not at Allison for making the film, but at the senseless tragedy that can result from unbridled traditions which have no place in fraternities.

Because many rushees (and their parents) will see the film this summer before they get to school next fall, and because they may not differentiate between fraternity life in the 50s and fraternity life today, we had better be prepared with the answers to their questions.

Lambda Chi Alpha does have those answers, as do other fraternities. In fact, at a private showing in Indianapolis before some 200 fraternity and sorority leaders, Allison singled out Lambda Chi Alpha as a leader in progressive change, with its associate membership program to replace pledgeship.

We see "Fraternity Row" as an education film, showing both the good and the bad side of fraternities, or more correctly, some fraternity men. We plan to show the film to several hundred undergraduate leaders of the Fraternity at the Leadership Seminar at the University of Tennessee in August, and hopefully, the author of the film will be present to give us the benefit of his extensive research on fraternities.

Will "Fraternity Row" hurt fraternities? It could, but only where fraternities or fraternity chapters insist on clinging to meaningless and degrading activities. In the long run, this film could be the best thing that's happened to us in a long time.

## Reflection 30

### On 乐观

*August 1977*

Being an optimist by nature, I have wanted for a long time to write a column on optimism, which is what the Chinese symbols above stand for. It is said that when the Chinese want to build a tunnel, 10,000 diggers start from one side and 10,000 from the other. If they meet in the middle, they have a tunnel. But if they miss, they have two tunnels—so they can't lose either way. That's optimism.

In the school year just ended, normalcy returned to the college campus, and for the first time in almost a decade, our student members as well as alumni and administrators are expressing a refreshing optimism.

It still galls me, of course, to read more and more headlines announcing that "Fraternalities Are Back." To tell you the truth, I never knew we had left. Admittedly, fraternity membership declined as most of a college generation got caught up in a variety of political furies, questioned the relevance of everything from football to motherhood, allowed many of their best minds to be destroyed by LSD and other drugs, and spawned a humorless campus society where "having fun" was considered the unpardonable sin, and where a pervasive cynicism shriveled up the fruit of everyone else's optimism.

For those of us who work with young college students, that period may have been a frustration, but it also served as a challenge. Lambda Chi Alpha does not give up easily, nor do we accept passively the *status quo*. The difficult period we all experienced brought forth some of the most creative thinking the Fraternity has seen since its earliest days, resulting in innovative programs that have captured the imagination of a growing number of young men.

During the past year, our chapters associated more men than they had since 1970—an increase of 10% over the previous year. Ten new colonies were established, double the average of recent years. In order to handle this fantastic growth, a seventh senior staff position was created, a Director of Special Services, whose re-

sponsibility it will be to develop and channel constructively the human resources this growth has made available.

Alumni, too, have responded enthusiastically, as they provided a record \$123,000 in alumni contributions to help us with our programs.

Indeed, there is every reason to be optimistic about the new year we are entering. But we cannot be lulled by a feeling of euphoria and complacency. We're still a long way from the membership levels we enjoyed in the fabulous fifties and serene sixties. And we have new problems to attack. The Alcohol Awareness program I described a few months ago is moving along well, but we know that a problem of this magnitude cannot be solved overnight. We tried to solve it twenty years ago, but frankly, we approached it the wrong way. Hopefully, we're on the right track now.

At a recent meeting, the Student and Alumni Advisory Committees agreed to combine their efforts to tackle the long-standing problem of hazing, harassment and the dehumanizing practices still indulged in by some of our chapters and members. As a result, a Task Force on Hazing has been created, and we hope to see significant results during the next year.

The theme of this year's Leadership Seminar was "Together We Can Make It Happen." The students, alumni, staff and officers of Lambda Chi Alpha, working together, can indeed make anything happen. I call on you to share in our efforts enthusiastically, and to share in our optimism. We need the support of every segment of the Fraternity. It's a great time to be involved in this exciting human adventure!

## Reflection 31

# On Chicken Salad

*December 1977*

“You can’t make chicken salad without the chicken.” So said one of the greatest football coaches of all time, Paul “Bear” Bryant, head coach at the University of Alabama, in an interview recently. Coach Bryant was stressing the importance of recruiting good players in developing and maintaining a successful football program. He should know, for at Kentucky, Texas A&M and Alabama, he took over teams that were at the bottom and brought them up to national prominence. Bryant goes on to cite other elements of a successful program—the preparation, the planning, the practice, and perhaps the key element, creating a winning attitude in the players.

It is not difficult to draw a parallel between a successful football program and a successful fraternity program, whether at the international level or at the local chapter level. The key is recruitment, and it’s a never-ending process. A chapter may start a new school year with fifty men, and with a successful recruiting effort (which probably started the previous spring and continued through the summer), picks up thirty associate members. By mid-year, this 80-man chapter has lost a few men, but has also picked up some new ones. In May, 25 men graduate and another five decide not to come back to school or to go elsewhere, and the chapter returns the next fall with 50 men. The cycle starts all over again.

Unfortunately, too many chapters, experiencing a successful recruitment effort one year, feel they “have it made” and relax their efforts the following year. The result: cyclical operations, ups and downs, peaks and valleys, hopefulness and despair. That kind of chapter lives from crisis to crisis. One or two years of poor recruiting would turn Bear Bryant’s Crimson Tide from a top-10 team to a top-nothing team. And it will do the same for a fraternity chapter.

In addition to recruitment, the key elements to a successful fraternity program are enthusiasm (what Bear Bryant refers to as a “winning attitude”) and courage. It is a well-known axiom that “success breeds success.” It’s far easier to succeed



when you're on top. But it's also possible for a fraternity or a chapter that's down to rise to the top. The Bear did it at Kentucky, Texas A&M and Alabama. It can't be done overnight. (Johnny Majors has convinced the people in Knoxville of that.) But it *can* be done. This is where enthusiasm and a winning attitude come in. If you think it can be done, it can be done. If you believe it can't be done, it will never be done. It's as simple as that. I've seen what might be considered miracles to some, but there is no such thing as a virgin birth in Lambda Chi Alpha. Success is built on hard work, dedication, perseverance—and enthusiasm. The chapter that is consumed with apathy (which in itself is a contradiction in terms) will never succeed.

And finally, there is courage. Winston Churchill said, "The prime virtue is courage because it makes all the other virtues possible." To dare to be different is to dare to be better. To change when change is needed, to cast off time-worn and outmoded concepts, such as pledgship, to face openly and squarely such touchy issues as drug and alcohol abuse and hazing requires courage. And real courage requires taking a stand. Men (and women) have been known to exhibit almost superhuman strength and stamina when called upon to aid or save a human life. That's courage in a physical sense, and it's reassuring to know that such reserves of strength are there when needed. Moral courage may be even more difficult to muster, particularly when taking an unpopular stand. The chapter and the members who will pursue an unceasing search for moral courage will find that, like physical strength, it is there in abundant reserve, just waiting to be called upon. We should cherish those opportunities that require us to make decisions, and the more difficult they are, the sweeter will be the fruit of those decisions. They may not always be pleasant, but it is better to face them than to avoid them. And when cloaked in the mantle of brotherhood they cannot help but to make good men better men.

Combine equal parts of recruitment, enthusiasm and courage, and sit back and enjoy a Chicken Salad Supreme.

## Reflection 32

# On University Relations

*March 1978*

Last December, I was privileged to be on a panel at the annual meeting of the National Interfraternity Conference, discussing the relationship between fraternities and colleges and universities. The other panelists were Dr. Fred Kershner, president of Delta Tau Delta Fraternity, and Dr. Richard Rosser, president of DePauw University. My area covered the recent past and the current relationship between fraternities and the institutions. Here are my views as expressed on that panel:

Carlyle once observed that the happiest hours of mankind are recorded on the blank pages of history. In the larger context of national and international affairs, this thought has a great deal of significance in terms of the agonizing torture of the events of the last year of the Nixon presidency, the terrible tensions of Vietnam and the Middle East, and the turbulence of the college campuses in the late '60s and early '70s, which produced a direct assault on virtually all established institutions. An exhausted people longed for and had earned a few blank pages of history, an era of relative calm where perhaps the most pressing need was to find enough gas for your car or enough heating oil for your home.

Fraternities, too, came in for their share of problems, as much of a college generation got caught up in a variety of political furies, questioning the relevance of everything from football to motherhood, and allowing many of their best minds to be destroyed by drugs. The spawning of a humorless campus society where "having fun" was considered the unpardonable sin coincided with a pervasive cynicism that shriveled up the fruit of everyone else's optimism.

So fraternity membership declined, and fraternity chapters dropped by the wayside in numbers unequalled since World War II. The more "liberal" campuses, such as Berkeley, Minnesota, Oregon, Wisconsin, Michigan, and Colorado, to name just a few, lost a third to half of their fraternity chapters, although the more "conservative" campuses, such as Oregon State, Iowa State and Illinois, and

most of the strong private institutions, typified by DePauw University, held their own in terms of Greek life.

Having weathered this difficult period, fraternities and colleges and universities longed for, and were entitled to, a few blank pages in our histories.

“Let me know if there is anything I can do to help you or your chapter on this campus.” This is a well-meaning phrase that just about every dean or fraternity advisor uses at the end of a letter to a fraternity executive. To this, I would reply, “Where were you when we needed you most?”

We needed help—we needed a lot of help. Declining membership meant tighter budgets, which meant fewer staff members could be employed which, in turn, meant less service at a time when more service was needed, thus compounding our problems. Yet, we shouldn’t really fault the good dean who at that very moment was locked in his closet while a group of crazies had taken over his office and were throwing his books and files out of his second floor window—a dean who must have felt that the problem of declining membership over on fraternity row was pitifully insignificant in comparison to what was going on over at the administration end of the campus.

Yet, at no time in my memory as a fraternity executive have I felt that fraternities were more neglected by the institutions that had welcomed them and who had voiced periodically an adherence to and a respect for mutual cooperation and reciprocal responsibilities. It was particularly frustrating and painful because during this period, campus Greeks for the most part continued to be supportive of the institution and its functions. We didn’t see fraternity men in the vanguard of the destructive elements on the campuses. We didn’t see Greek letters on the sweatshirts of those who stoned the administration building or burned down the ROTC building. In fact, it was perhaps the conservatism of Greeks in general, their support of the “establishment,” that compounded their own problem. While receiving little or no support from that “establishment,” fraternities were ridiculed by the more radical and vocal student elements, and the many young people who, in calmer and more normal times, would at least have given fraternities an opportunity to present their case, were intimidated and prevented from seeking out the Greek life because fraternities were considered an anachronism, they were on the way out, they were a dying institution.

Lest those thoughts be regarded as overly extreme, let me point out that the alumni bulletin of a major eastern university predicted in 1970 that, “It is doubtful that fraternities can survive for more than a couple of years.” And in 1972, just five short years ago, a page one feature article in the now defunct *National Observer* declared, “Fraternities and sororities lost their campus eminence several years ago; membership has been declining ever since. At some schools, Greek houses are little more than communes or boarding houses for anybody who can pay the rent.”

Fraternities were in trouble—and we needed help. We needed a lot of help, but we didn’t get a whole lot of help from college and university administrations. I can recall in the early years of my professional fraternity career reading numerous

statements by university officials supportive of the fraternity system, statements which appeared in IFC rush brochures and in other university publications. College presidents, deans, and student personnel officers frequently attended freshman convocations and spoke in support of the Greek system as something which might provide an enjoyable and beneficial experience, not as an alternative, but as a complement to an enriching collegiate life.

We were hurt in other ways, in what I considered was a deteriorating relationship between fraternities and the institutions. Not only had we lost the openly supportive expressions of university administrators, but we were faced with additional problems, not of our own creation, which imposed added burdens, primarily economic. The abandonment of the concept of *in loco parentis* by colleges and universities, for whatever reasons, resulted in the corollary position that the university would no longer dictate where students might live, including, on many campuses, freshman students. The “do your own thing” phenomenon gripped this generation of young people, and they moved off-campus into private apartments where they could do their own thing with utter abandon, leaving entire residence halls vacant in the process. Then, faced with the prospect of defaulting on bonded obligations, some of the universities again changed the rules in the middle of the game and once again required not only freshmen, but in some cases, sophomores as well, to live in university housing.

So, having at one time welcomed and encouraged fraternities to build homes to accommodate students whom they would otherwise have to house at great expense to themselves or to taxpayers, many universities then imposed regulations which deprived us of the revenues needed to amortize the housing which we were encouraged to build. A lot of our chapters caved in at this point, also. We just couldn’t make it.

Then came the battle of Title IX. As soon as HEW came out with its interpretation of Title IX, which would have required all student organizations, including fraternities and sororities, to abandon their single sex status, it was obvious to any reasonable person that HEW had clearly gone beyond the intent of Congress in its interpretation. The thousands of letters of protest from fraternity men and sorority women to HEW and to members of the House and Senate resulted, as you know, in an act of Congress specifically exempting fraternities and sororities from the provisions of Title IX. But perhaps the most disturbing aspect of the Title IX fiasco was that very, very few college and university officials exhibited the boldness to question the absurd interpretation of HEW as it related to fraternities and sororities. The fraternity system fought that battle with little or no help from the institutions of which we traditionally have felt we were an integral part.

Many years ago, the National Association of Student Personnel Administrators, better known as NASPA, welcomed fraternity executives to associate membership in its organization and threw open its doors to us that we might attend its sessions, learn with them, meet the people we were dealing with at the student personnel level, and discuss our mutual concerns. A few years ago, that privilege—and we did consider it a privilege—was withdrawn. Suddenly, it seems, the

presence of professional fraternity executives at gatherings of student personnel administrators became an embarrassment. Shortly thereafter, in a move which I never understood but which in the past couple of years has been reversed, the deans and fraternity advisors either seemed unwelcome at, or at least were not encouraged to attend, the annual meetings of the NIC. The fault for this breakdown in communication opportunities rests with both the deans and fraternities.

In trying to determine the causes of this deteriorating relationship between fraternities and the “sheltering institutions,” as they are referred to in the NIC 50th Anniversary Declaration of Principles, I suppose one would have to consider the changes that have taken place in the past ten years in the personalities as well as in the nature of the positions within the ranks of fraternity executives and student personnel administrators.

Among fraternities, currently only nineteen executives—one out of three—have ten or more years of service. Among fraternity advisors, the ratio is probably even smaller and the normal tenure shorter. Gone are most of the longterm fraternity executives who were my mentors and my inspiration as I grew up in this profession: Stew Daniels of ATO,<sup>1</sup> Ralph Burns of Alpha Sigma Phi, George Toll of AEPi, Maynard Coe of Alpha Gamma Rho, Slip Slifer of Chi Psi, Bill Henderson of DKE, Duke Flad of Lambda Chi Alpha, Paul Beam of Phi Delta Theta, Hugh Shields of Delta Tau Delta, Scoop Wilkinson of Phi Gamma Delta, Dab Williams of Phi Kappa Psi, Bob Lynn of Pi Kappa Alpha, and Dick Fletcher of Sigma Nu.

And in back of the dean’s chair, we seldom find the long-term career dean like Fred Turner at Illinois, Bill Tate at Georgia, Dan Poling at Oregon State, Bud Pea at Michigan or many others who served long years and who understood fraternities, knew what they were all about, were fraternity men themselves, and who developed a friendship and camaraderie with the fraternity professional. In his place, too often, we find a student who is taking 12 hours of graduate work, trying to raise a young family on a \$6,000 part time salary, and will be replaced next year with another graduate student. And the number of men and women who serve as advisors to fraternities who themselves have never been Greeks is enormous. The personalities have changed, but so has the position of advisor to fraternities. In this year’s NIC Directory of Deans and Fraternity Advisors, the first 75 names carry no fewer than 34 different job titles. And I would suspect that very few of these individuals have fraternities as their primary responsibility.

In many respects, our Greek advisors are better educated in terms of student personnel work, but too frequently fraternity affairs constitute a modest portion of their responsibilities. Consider these titles of individuals who are listed as advisors to fraternities: Director of Student Program Development, Director of Complementary Education, Campus Programmer, Director of Residential Life, Community Housing Coordinator. The list is endless.

In an effort to correct this loss of rapport between the fraternity executive and the fraternity advisor, the Fraternity Executives Association, together with Indiana University, established the Interfraternity Institute. Now in its ninth year,

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<sup>1</sup>ATO

more than 150 fraternity advisors have shared in this educational program with a like number of fraternity professionals. It's a step in the right direction, as is the establishment of the Association of Fraternity Advisors, which is meeting here this week for the first time.

In the past few years, fraternity staffs have also become more professional, in title at least, if not in substance. The long time Executive Secretary is now, in most cases, an Executive Director or Executive Vice President, and the Assistant Executive Secretaries have become Directors of Chapter Services, Directors of Expansion, Directors of Financial Affairs, Directors of Development, and the like. And even the lowly Field Secretary is now a Chapter Consultant or Leadership Consultant.

So we have had the anomaly of improving the professional caliber of both the fraternity professional and the fraternity advisor, while losing the personal relationship we enjoyed for so long. And I'm not sure there is an answer to this problem of rapid turnover in both professions.

The relationship of fraternity to institution has also been altered by legislation and court decisions which, while intended to protect the individual privacy of students, has in many cases inhibited fraternities in dealing with their own members. The matter of university recognition of student organizations, including fraternities, which we had considered sacred and essential to a harmonious relationship, has been so muddled and diluted we don't really know where we stand.

Do we need recognition? Are we required to seek it? Is it advantageous to have it? Or can we get along just as well, if not better, without it? Speaking for my own fraternity, we may not necessarily need it, but we want it. The very first principle enumerated in the Principles of Action of the National Interfraternity Conference is "Loyalty to the Institution." In my opinion, it would be tragic if that principle were to be abandoned.

Throughout this presentation, you may have sensed that in my opinion, the historical relationship between fraternities and the institutions has been largely a one-way street. Our declarations continue to emphasize our responsibilities and loyalty to and our co-operation with the colleges and universities of which we are a part. What fraternities are saying to the institution is, "We may be able to get along without you, but we'd rather not." Is it too much to ask that these same colleges and universities reply to fraternities, "We can get along without you, but we'd rather not."

In this area of fraternity and college and university relations, we are, as we have been in so many areas during the long history of college fraternities, truly at another crossroads.

## Reflection 33

# On an Endangered Species

*June 1978*

We have read more and more lately of various animals that are on the list of endangered species—the white whale, the bald eagle, the alligator, the albino seal, the whooping crane and the pink flamingo, to name just a few. There is now another animal to add to this list of endangered species—the senseless chapter that continues to haze, harass and demean its new members. Unlike the white whale, the bald eagle, or the others, however, Lambda Chi Alpha will do everything in its power to hasten the demise of such chapters.

Hopefully, these chapters will rid themselves of such idiotic and chronic stupidity, as the large majority of chapters have already done. Calling on great reserves of courage, frequently in the face of strong campus tradition, more than 90% of our chapters have adopted the Fraternity Education / Associate Member program to replace pledgeship, and we know there are courageous exponents of this program in all of the remaining chapters which have been unwilling or unable to change. We intend to do everything possible to rid ourselves of this cancer, or these chapters will face a limited future.

Now some readers might jump in here and say, “Hold it, George, wouldn’t it be better to *educate* these chapters constructively than to threaten them with extinction?” Clearly, we are far beyond the point of trying to educate the members of such chapters. We are at the point of spiritual exhaustion in our efforts. The associate member program was introduced in Lambda Chi Alpha nine years ago, and in 1972 the General Assembly, made up of some 80% undergraduates, adopted it as the official policy of the Fraternity. But our anti-hazing laws go all the way back to 1942. *That’s thirty-six years ago!* The simple fact is that the chapters and members who continue to haze have no interest and no desire to be educated. These proponents of the most ugly and elemental instincts of the human animal are in effect thumbing their noses at the more than 90% of our chapters who abhor such practices. For the human spirit, unfettered by tradition, to capitulate to this type of sickness would be an act of cowardice unworthy of Lambda Chi Alpha.

We are not dealing with adolescent fun and games. We are dealing with human life, the dignity of the individual. We are dealing with potential criminal liability. We are dealing with potential multi-million dollar lawsuits. The member who adopts the ostrich-like attitude that “it can’t happen here” is woefully uninformed and patently stupid. We are fortunate that there have been no recent hazing deaths in Lambda Chi Alpha. Perhaps a better word would be “lucky.” But we have had three such deaths in Lambda Chi Alpha since I’ve been on the staff, and there have been a half-dozen or more among fraternities in the last ten years. The number of serious injuries, some for life, is far greater.

But even if hazing practices are such that physical injury or death is unlikely, other elements of hazing and harassment are equally damaging to the human spirit. Many times, of course, it comes down to a definition of hazing—what we at the General Fraternity level consider hazing may not be considered hazing by a particular member or chapter. Rather than list specific practices—because the list would be several pages long and even then the ingenious mind would come up with even more—there are at least two answers to the question, “What is hazing?” One is, “if you have to ask if a particular activity is hazing, it probably is.” Another response would be, “Would you be afraid or embarrassed to do it in front of the president of the university, your parents, Clay Myers,<sup>1</sup> or a reporter from the local newspaper or television station?” If the answer is affirmative, it’s probably hazing.

Other fraternities are as concerned about hazing as we are, and many are looking for alternative programs. Lambda Chi Alpha has found a highly successful alternative, and we have been extremely patient and understanding in our efforts to implement change. But there is a point beyond which patience is no longer a virtue, but an admission of weakness.

We would be remiss, not only to our present members but to future generations of Lambda Chis, if we did not pursue vigorously a policy of enforcing our laws against hazing, and we call on all segments of the Fraternity, undergraduate and alumni alike, to support and assist us in this effort. The time for talk has long since passed. It’s time for action!

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<sup>1</sup>Clay Myers was the Grand High Alpha at the time.



## Reflection 34

# Of an Associate Member

*December 1978*

One of the most insidious rationalizations or excuses for the continuance of hazing by some of our chapters is, "The pledges expect it!" or even worse, "The pledges enjoy it!"

Even if it was true, one would have to wonder about the mentality of young men who enjoy being humiliated, ridiculed, beaten, or forced to do ridiculous, dangerous, or obscene things. I rather like to think that the observations of associate member John Clark reflect the attitude of most of the young men who join Lambda Chi Alpha.

John associated with Sigma Kappa Zeta at Eastern Michigan last spring, and he was initiated in December. The other day I received a newsletter which carried an article written by John while he was still an Associate Member. I'd like to share it with you.

When I began my studies at Eastern Michigan University, I had made a definite decision concerning fraternities. I wanted to join, but the biggest factors which held me back were the past history of pledging and deaths associated with hazing. As an adult there was absolutely no way I was going to demean myself in order to prove my worth. As far as I was concerned, I would have willingly remained what my fellow brothers call a GDI.

So I began my search, looking for a group that I knew probably did not exist. A fraternity without pledging or hazing? IMPOSSIBLE! Nevertheless, I looked into numerous groups and each in their own way had pledges or pledge classes. I had pretty well given up my search until one day I noticed a fellow classmate wearing a Greek jacket. I made it a point to talk to this individual after class. As casually as I could I asked him what fraternity he was associated with. He replied

“Lambda Chi Alpha.” I told him of my search for a group that had run into a dead end because of their hard to break tradition concerning these methods of harassment. I will never forget his reply, and I quote, “We don’t have pledging.” Well the rest is history. I started attending meetings, liked what I heard and saw, and when formally bid, I readily accepted.

What does this have to do with being an Associate? In a way everything. In the last several months my views concerning myself and other people have radically changed. As I prepare for the last phase of associate life before Ritual, I know, with no doubt in my mind, that it will have been one of the most rewarding experiences of my life. I have been treated as an equal. I have not been separated, not been made to do the dirty tasks of the fraternity. My pride as a man, as a human being, has grown. I have been accepted as an equal among equals. I have proved, and will continue to prove, through my work and activities within the fraternity, that I have something to offer. To my surprise and great honor, my fellow brothers have voted me Brother of the Summer. I love the fraternity, the people in it, the ideals that as a fraternity we stand for, and within the next six weeks will experience its Ritual. If I have been so accepted as an Associate, what will being a full brother mean? The bounds are limitless. I am glad to be a Lambda Chi, and will be for the rest of my life.

## Reflection 35

# On Unsung Heroes

*March 1979*

Although Lambda Chi Alpha has an outstanding Board of Directors, known as the Grand High Zeta, and the largest administrative staff of any fraternity, no membership organization with more than 100,000 living members in colleges and universities throughout the United States and Canada can function effectively, much less successfully, without the services of an army of dedicated volunteers.

Serving mostly at the local level, some 2,000 interested members are involved with the undergraduate chapters, and these are truly the unsung heroes of Lambda Chi Alpha. Most of these volunteers serve on house corporation boards. For every chapter that owns property must be incorporated in the state or province in which it is located. While many undergraduates take their housing facilities for granted, it took a great deal of time and effort on the part of many people to acquire the houses their chapters own.

Properties had to be investigated, banks and other lending institutions had to be contacted, loan applications had to be completed, zoning restrictions had to be checked out, legal papers had to be drawn up and filed, and long range commitments had to be made. Architects and contractors had to be interviewed, bids had to be reviewed, construction or remodeling had to be supervised. And even after a house is completed or purchased, rents have to be collected, mortgage payments have to be made, taxes and insurance have to be paid. Eventually, repairs and remodeling have to be done and frequently refinancing is necessary, and the whole cycle starts all over again.

These things don't just happen! The brothers who serve on house corporation boards are the ones who make them happen. At the present time, some 1,800 brothers who serve on these boards are responsible for chapter houses in Lambda Chi Alpha that are valued at more than \$25 million!

The other alumni position at the chapter level is that of the High Pi, or chapter advisor, and the Fraternity simply could not function effectively without their

volunteer services. Appointed for two-year terms, many have served for more than two decades!

A High Pi's official duties are many and varied. In order to advise the chapter, the officers, and members, he must attend chapter and Executive Committee meetings, and as many chapter and alumni functions as possible. He assists with the preparation of the budget, meets with the associate members, serves as chairman of the Alumni Advisory Board, installs and meets with new officers, reviews financial reports, reviews chapter programs, and presides at disciplinary hearings. The last are the most painful to endure, but operating on the premise that difficult tasks are the privilege of leadership, a High Pi accepts that responsibility without flinching.

Though the time required for the position of High Pi is enormous, the challenges great, and the tasks at times onerous, the rewards of such service can also be gratifying. To have advised a young member helpfully during a period of trial or stress, to have influenced an individual to remain in college, to have been responsible for putting a man through college who otherwise might not have attended, to have patiently resolved conflicts between individuals or factions, to have helped build a center of friendship and inspiration for young men—these are the real rewards of service.

We have no tangible awards to present to the hundreds of Lambda Chis who have served as High Pis and they expect none. Their rewards come from the satisfaction they derive from serving. The contentment they experience from having done these good deeds is a cheering and sustaining stimulation throughout life.

A grateful Fraternity thanks these great and good brothers for what they have done in the past and for what they continue to do.

## Reflection 36

# On Renewal and Growth

*August 1979*

As the fraternity system starts its 204th year this fall, and as Lambda Chi Alpha starts its 71st, chapters throughout the U.S. and Canada will be undergoing that annual fall rite known as recruitment, or rush as it was called in a less enlightened time.

There is every reason to anticipate a bumper crop of new associates this year, or pledges as they were called in that less enlightened time. Fraternity membership has been increasing since the early 70s, Lambda Chi Alpha has registered an increase for the last three years, and in seven of the last eight years. The question is, will this year's prediction come true?

It has been said that fraternities are their own worst enemies. We create obstacles for ourselves which no "outsiders" would have the imagination to create. Our inability to capitalise on the favorable climate for fraternities is the only thing holding us back, for we know that the potential for dramatic growth is there.

In a recent Gallop Youth Poll, 31% of the youngsters in the 16-18 year range said they would be interested in joining a fraternity or sorority when they went to college. **If all of them did join, the Greek system would more than double in size!** Another poll taken last fall, more valid because it represented freshmen already in college, indicated that 19% of them were interested in joining a fraternity. Probably fewer than half of them did join, and **we have no one to blame but ourselves!**

Here are some of our self-imposed impediments:

1. *"The quality of the freshman class is not up to our standards."* That's hogwash! The quality of incoming students doesn't change that much from year to year or generation to generation. Today's students are different, to be sure, so if we are offering the same tired, worn-out programs we've always offered, we will not attract the best and the brightest. We must be able to adapt and

change our programs to fit the needs of each new and different generation of college students.

2. *"We don't have enough space to house any more members. Our house is full."* How full is full? When membership declined in the late 60s, 60-man houses became 40-man houses, 4-man rooms became 2-man rooms, double rooms became singles. During the last few years, residence halls have been bulging, 2-man rooms became 3-man rooms, and even some hall closets and lounges became sleeping rooms. Fraternities, on the other hand, have not increased their live-in capacities to their previous levels, much less expanded them to new levels. Further, housekeeping standards in many chapter houses has dropped to the level of flophouses. A bit of paint, polish, and elbow grease can turn an unattractive and filthy house into a comfortable home anyone would be proud to live in and show to his parents.
3. *"IFC doesn't have rush organized; there's too much dirty rush."* We don't need a highly structured, organized rush. In fact, too much organization and too many rules will stifle recruitment. If there are no rules to break, there can be no "dirty rush." Anytime a rush rule prevents a young man from joining a fraternity when he wants to join and when they want him to join, that rule should be abandoned. IFCs should get out of the business of regulating recruitment and do more to promote recruitment—year 'round. Don't be afraid to advertise: with flyers, newspaper ads, and on D.J. shows. It may have been undignified in the past, but if you have a good product to sell, and we think you do, get it before your public in any legitimate way possible.
4. Finally, *"What will happen when enrollments start dropping in 1980?"* We've known for the last 17 years that college enrollments would start declining in 1980 because the birth rate started to decline at that time. But what the statistics don't tell you is that when the decline bottoms out in 1990, there will be the same *number* of college students as there were in 1967, when we experienced our greatest membership growth. Our success or failure in the 1980s is in our own hands. Our success will be determined by the *quality* of the fraternal and collegiate experience we're offering.

We can capitalize on our potential for renewal and growth, or we can blow it. It's not up to our critics, it's up to us.

## Reflection 37

# Of Mountains and Giants

*December 1979*

In the eons of time since earth was created and man took on form and life, the span of seventy years is but the blink of an eye, the snap of a finger. It is, in fact, slightly less than the expected life span of a single individual. Against the backdrop of eternity, the 70-year history of Lambda Chi Alpha must seem insignificant.

Yet for more than 146,000 brothers who, as young college students, decided to make Lambda Chi Alpha a part of their lives, the fraternal experiences both during and following their collegiate years have provided memories and friendships for a lifetime.

One can only imagine today what it was like for the earliest pioneers of this Fraternity, now one of the largest, finest and most respected on the North American continent.

The 1912 edition of *Baird's Manual of American College Fraternities* noted the existence of Lambda Chi Alpha in a section called *Miscellaneous Fraternities* with these words:

LAMBDA CHI ALPHA. A society having a chapter at the Massachusetts Agricultural College. It is reported to have chapters at Boston University, M.I.T., and the University of Pennsylvania. Letters addressed to its chapters at these places were returned by the Post Office, undelivered. Nothing further is known of it.

Yes, Lambda Chi Alpha was the new kid on the block, and hardly anyone knew we were there. It would be trite to say that the men who built our Fraternity over the last seven decades were dedicated. They were that, and much, much more. They were visionaries, they were dreamers, they were idealists. They were talented in leadership, in intellect, in business acumen.

But most of all, and best of all, they were idealists. Each generation produced the leadership for Lambda Chi Alpha which was uniquely needed at the time. The original founder of the fraternity Warren Cole, was an opportunist who was goaded by an insatiable desire to develop a new national fraternity and history must credit him with the early expansion which, within five years, included chapters from Massachusetts to California and from Michigan to Louisiana.

Then came Dr. John E. Mason, whose idealism was manifest in his leadership in developing the ritual, coat of arms, and badge. The 1920s saw the emergence of Ernst J. C. Fischer, Linn Lightner and Bruce McIntosh as the giants who propelled this still budding Fraternity over the first hurdles of interfraternity acceptance.

The deep problems of the depression years of the 1930s were met through the leadership of Mason, Lloyd Claycombe and Noel Sargent.

Russell Shetterly and Duke Flad were the giants who scaled the mountains of the war years of the 1940s, and Elles Derby's dynamic leadership following the war put the Fraternity up among the leaders.

The 1950s saw Houston Karnes, Kenneth Gibb and Tozier Brown provide long-range stability, financial soundness and high standards, and Karnes and Brown went on to become giants in the interfraternity world, as did Linn Lightner and Duke Flad.

The sixties started out serene, and the quietly effective leadership of Lee Tuttle and Harold Myers continued to move the fraternity onward and upward. It was the genius of Lew Plourd which carried us through the turbulent years of the early 1970s, when Lambda Chi Alpha forged ahead in creative and innovative programming which captured the hearts and imagination of a suspicious and doubting generation of college students.

Clay Myers capitalized on the return to normalcy on the college campuses by bringing the fraternity to new heights of creativity and enthusiasm.

In the 1920s and 1930s, Theta Kappa Nu had its share of giants in Rev. J. H. Krenmyre, Winslow Anderson, Leroy Wilson, William Whiting, George V. Feist and Donald Lybarger, and the merger in 1939 brought their genius and leadership to Lambda Chi Alpha.

Doc Dirghalli's time has come, and there are many mountains yet to climb. We shall climb them together

Let us look back, on this 70th anniversary of a beautiful dream, and be grateful for the privilege of sharing brotherhood with so many giants; men of vision, men of dedication, and men of ideals.



## Reflection 38

# On Russian Roulette

*June 1980*

We read in the press occasionally of a tragic and senseless death brought about by an individual or group playing the “game” of Russian Roulette, where a gun loaded with only one bullet among its several chambers is placed at the head of a participant, and the trigger is pulled. The lucky one pulls the trigger over an empty chamber. The unlucky one blows his head off.

There is, in our society, another game of Russian Roulette being played with increasing frequency, and while the end result may not be as dramatic or instantaneous as a bullet entering the brain, the long-range effects may be just as devastating. We’re talking about the effects of illegal drugs—yes, even marijuana. Or perhaps we should say *especially* marijuana, because it is so widely used, especially among students, both at the college and high school levels and, unfortunately, even at the grade school level.

As early as the 1960s, when marijuana use first became “socially acceptable” in student society, I felt that anyone using it was stupid, because there just wasn’t enough evidence around to indicate whether or not it was harmful to the individual. We did learn, in the late 60s and early 70s, that it was harmful to Lambda Chi Alpha. The Fraternity’s graveyard includes several chapters whose death certificates cite marijuana use as the primary cause of death. We also have an intensive care ward where several chapters are in critical condition and where others are making a slow recovery from the effects of widespread marijuana use in their houses.

Now that there has been sufficient time for adequate research on the subject, the myth that marijuana is harmless is being exploded almost daily with the publication of new findings. An editorial in the April 11 edition of the *Indianapolis Star* carried this story:

New evidence shows marijuana has serious health hazards, says a

special report from Consumers' Research, the country's pioneer consumer organization.

In its April cover story, the magazine reviews recent data showing that marijuana contains more cancer-producing agents than tobacco, has bad effects on lung capacity and interferes with driving and flying skills.

The report also says the drug can impair reproductive functions in both men and women, may be a source of brain damage and can create serious psychological problems, particularly in young people.

More than a thousand experimental projects on the drug have been completed, the publication says.

Among findings reported by the magazine:

- Marijuana contains more cancer-causing hydrocarbons than tobacco, and after exposure to marijuana smoke the lungs show more impairment than after exposure to tobacco smoke.
- Male users may undergo reduction in the sperm count and lowered fertility.
- Women users are more likely to suffer abnormal menstrual cycles.
- Use by young people can cause acute damage to the developing personality.
- Smoking a "joint" can continue to impair coordination and reaction time long after the user ceases to feel "high."
- Experiments with rhesus monkeys show heavy use causes permanent damage in deep-brain areas, causing emotional and behavioral abnormalities.
- Studies show that marijuana interferes with production and effectiveness of white blood cells which help protect the body from disease.
- Thirty to 50 percent of THC, the active ingredient of marijuana, remains in the body for a week and some of it stays for as long as six weeks, so that a youngster who smokes as little as once or twice a week is never completely free of the drug.

Another article states:

Researchers say there is conclusive evidence that marijuana is a dangerous drug, and they believe its use has become so pervasive among young people that it presents a serious threat to the nation's social and economic future.

Dr. Gabriel Nahas, a professor of anesthesiology at Columbia University's College of Physicians and Surgeons, and one of the nation's leading researchers on the effects of marijuana, has said that most evidence now strongly indicates that chronic use of marijuana can cause reproductive difficulties and brain dysfunction, making it difficult for many heavy users to do even the simplest tasks.

He said that if the present rate of marijuana and other dangerous drug use continues among young people, the next generation will be composed of a majority of misfits "who cannot perform difficult jobs ... let alone lead the nation."

Because of the widespread use of pot, "I am afraid that we are going to see a lot of young people who are difficult to motivate, who find it difficult to get pleasure out of life and who in general suffer early from the 'burned out' syndrome," Nahas said.

That's exactly what we've seen in some of our chapters and some of our members. They're "burned out," apathetic, difficult to motivate. And they apparently don't realize, or don't care, that they're playing with something as dangerous as a loaded pistol. Perhaps even worse, because what they do, or don't do, does affect others—brothers, parents, and friends.

What is Lambda Chi Alpha doing about it? Up to now, not a great deal. In 1970, the General Assembly adopted a resolution calling on all chapters to correct the problem of illegal drugs where it exists. We do not knowingly tolerate their use on chapter property or at chapter functions. But we are not a policing organization and our chapter consultants are not narcotics agents. We have taken strong action when the use of drugs has been brought to our attention, particularly when it has caused problems within a chapter. But it's not enough.

Our undergraduate members are our best sounding board for issues that face our Fraternity. And a growing number of them are telling us that marijuana *is* a problem. Following a thorough discussion at the Grand High Zeta meeting in March, in which all twelve of the Student Advisory Committee members participated, the Grand High Alpha was asked to appoint a task force, on the order of the Alcohol Awareness Task Force, to study the area of illegal drugs, to determine the seriousness of the problem, and to recommend appropriate measures to deal with the problem.

A few months ago, syndicated columnist Bob Greene wrote a piece which he said was not an anti-drug column. "I don't care what anybody does," he said. But he went on to say,

Fifteen years ago, it [marijuana] had a certain appeal to high school sophomores who were interested in discovering that, if they smoked pot for a while, they could hear their wristwatch ticking on the night stand across the room. And if they turned the lights out and closed their eyes, the violin runs on Donovan albums would at times sound like snakes attacking them.

Today, though, those marijuana smokers have grown up to be the dullards of the '80s.

I have a friend, 32, who started smoking pot when he was a freshman in college in 1965. Today the whole world has changed, but he still smokes it. He is a wealthy businessman with a wife and two small children, and the guy's mind is so far gone that he still has to suck on a marijuana cigarette before going to work every day just to get through to lunch. There is no rush in it for him anymore. Rather, it just stupifies him so that he can be sufficiently witless through the day.

Ten years ago we warned that smoking marijuana was stupid, and for those ten years many of our friends and brothers continued to fry their brains. But we didn't have much in the way of facts or research ten years ago to back up our position. Now we do, and we will do all we can to drive the message home, particularly with our young members, that in using marijuana, or other illegal drugs, they are playing Russian Roulette, not only with their own lives, but with the lives of their children yet to be born.

## Reflection 39

# On the Cool Side of the Pillow

*February 1981*

Have you ever lain in bed, tossing and turning, unable to fall asleep, and it dawns on you that your pillow has become very hot and uncomfortable? Well, all you have to do is flip the pillow over, a 180° turn, and you'll find that the other side of the pillow is as cool as can be. If that side gets hot, you can flip it over again, and the other side of the pillow will always be cool and comfortable.

The principle of flipping 180°, or turning directions, when things are uncomfortable or not going right can be applied to life in general, and it certainly applies to fraternity.

A person can change careers if the one he's in isn't really satisfying (Ronald Reagan did it at the age of 69). A student can change his major in college, sometimes more than once (I did it as a junior). The whole country did a 180° flip when the hostages came home, and it was a very comfortable feeling.

Our chapters in Lambda Chi Alpha need to make a 180° turn in one particular area of operations—recruitment. I think we're doing a lot of things wrong. The potential for the growth of fraternities has never been better, yet we're falling far short of that potential.

The enrollment decline which was predicted for last fall has not materialized. The *Chronicle of Higher Education* reports that "a decline of about 2 per cent in the country's supply of 18-year-olds during the past year has been more than offset by other trends that have attracted additional students to college campuses.... A *Chronicle* survey of fall enrollment indicates an overall increase of 3.8 per cent over last fall.... Full-time enrollment of men increased 3.6 per cent."

The young men are out there—in unprecedented numbers. Yet so far this year, our chapters have associated 9% fewer men than they did a year ago. There's something wrong and uncomfortable about that.

The mood and the atmosphere on the college campus today has also never been better for the growth of fraternities. Social upheaval has been replaced by career orientation. Dirty sweatshirts have been replaced by Izods. Combat boots have been replaced by Adidas and Top-siders. Grubby jeans have been replaced by designer jeans. Long hair has been replaced by the “preppie” look. Surveys of freshmen indicate they want to join fraternities. Much of the hazing in fraternities has been eliminated—not 180°, but we’re getting there. So why aren’t we getting the members we need?

A recent study at Oregon State University reports that on that campus 54 per cent of the freshmen who joined fraternities in 1974 graduated by 1980, while only 44 per cent percent of the non-fraternity freshmen that year graduated during the same period. Further, a U.S. Government study (HEW Bulletin No. 1958-1) reports that only 47% of non-fraternity students persisted to graduation compared to 59% of students who belonged to national and international fraternities. What these students are saying is that A STUDENT’S CHANCES OF GRADUATING ARE GREATER IF HE BELONGS TO A FRATERNITY!

That’s really fantastic, but we’re obviously not capitalizing on these significant facts.

There really is no simplistic answer to the recruitment problem. And I don’t mean to imply that all of our chapters are doing a miserable job—only a slight majority of them. But I do think we are our own worst enemies when it comes to projecting our image to prospective members. In too many instances we’re apathetic or just plain lazy. We are not organized, or we are disorganized. We turn alumni off by rejecting their sons and brothers for membership, or even worse, by ignoring them.

In too many instances, the behavior of our members, usually alcohol-induced, is obnoxious and destructive. Grand High Alpha Dirghalli, in his State of the Fraternity address last fall, stated, “More and more college and university administrators are reporting increased conduct problems, vandalism and obnoxious behavior, particularly among fraternities, and usually alcohol-related. Unfortunately, we have seen it in our own fraternity in several chapters and at General Fraternity functions.”

This school year alone, nearly a dozen chapters have been disciplined for unspeakably gross behavior, and more tragically, several of these chapters had received “Outstanding Chapter” awards in the recent past. I should add that the reports of such behavior are not limited to Lambda Chi Alpha. The problem is universal. It is any wonder that huge numbers of prospective members are being turned off by fraternities?

What we need, and need desperately, is a return to sanity. It’s time to turn the pillow 180° again. It’s time for our alumni to get involved, to serve as role models and, yes, as disciplinarians. It’s time for our fine young members—and they really are in the majority—to become more assertive, to grasp the leadership, and to display their strength of character and conviction. In short, it’s time to take strong action against those who are pulling us down.

The alternative will be an erosion of our standards and a further decline in our strength and influence. And this we will not abide.

## Reflection 40

# On Millard Fillmore

May 1981

Few Americans, and even fewer Canadians (other than trivia buffs), would know that Millard Fillmore was the 13th President of the United States. As Vice-President to Zachary Taylor, he took over as President when Taylor died in 1850. Denied his Whig party nomination the following election, he became the first, last and only presidential nominee of the Know-Nothing Party in 1856, but carried only one state (Maryland) in the election. Adding to his “know-nothing” stature, Millard Fillmore has the dubious distinction of having the smallest amount of space in my 24-volume *Encyclopaedia Britannica*, with a scant 10 inches of copy (barely beating out Rutherford B. Hayes by 2 inches).

In a similar vein, there is an adjunct to Lambda Chi Alpha Fraternity that few of our members know anything about. It's the **Lambda Chi Alpha Educational Foundation**. The Foundation was established in 1948 with a gift from an insurance policy left by Dr. John E. “Jack” Mason, who died in 1946 and who, as most members know, was the *spiritual* founder of Lambda Chi Alpha.

Although the Foundation may have been one of Lambda Chi Alpha's best kept secrets, the 272 brothers who have received \$225,000 in graduate scholarships from the Foundation are well aware of its existence. Many could not have completed their graduate studies without the Foundation's assistance.

But the Foundation, headed up by Past Grand High Alpha Tozier Brown as President, wants to do much, much more in terms of funding legitimate, educational programs of the Fraternity. In fact, they have already made grants to the Fraternity's Alcohol Awareness Program for the past two years, and to this year's regional conclave program. They are limited only by the funds available for such programs, and your contributions can help support them. And the additional advantage is that gifts to the Foundation are tax-deductible (for U.S. residents only).

We are not suggesting, in fact we *cannot* suggest, that contributions be made to the Foundation instead of the annual Alumni Loyalty Fund program, for those



funds are essential in supporting *all* the programs of the Fraternity. But where a significant tax advantage can be derived from a major contribution, a gift to the Foundation is appropriate.

There are two other places where the Foundation can be remembered—in your will, and as a beneficiary in your insurance policy, and here, there is no restriction as to your place of residence. Bequests to the Foundation are easily provided for by including in your will a clause such as,

I give and bequeath to Lambda Chi Alpha Educational Foundation, a New York corporation, will offices at 8741 Founds Road, Indianapolis, Indiana, the sum of \_\_\_\_ dollars (or: \_\_\_\_ shares of \_\_\_\_ Company stock) to be used for the general purposes of the Foundation as the Board of Directors may determine.

In place of a dollar amount of shares of stock, a percentage of the estate might be included, even after primary beneficiaries have been provided for.

Any attorney can easily provide the proper wording for your will or for a codicil (supplement) to an existing will. The important thing is that everyone should have a will to assure that your estate is distributed as *you* want it done. Including the Foundation as a beneficiary of your insurance policy is even easier—just instruct your insurance agent on what you want done.

I would say that just about every Lambda Chi contributes something to one or more organizations he believes in—his church, his school, charities beyond number. If Lambda Chi Alpha provided a good and meaningful experience for you, Lambda Chi Alpha should be among those organizations you support.

Don't let the Lambda Chi Alpha Educational Foundation become the Millard Fillmore of our great Fraternity.

## Reflection 41

### On Dreamers

*September 1981*

All big men are dreamers. Some let their great dreams die, but others nourish and protect them.

— *Woodrow Wilson*

We are the music makers,  
We are the dreamers of dreams,  
We are the movers and shakers,  
of the world forever it seems.

— *Arthur O'Shaughnessy*

Lambda Chi Alpha, I have always believed, has been a fraternity of dreamers, especially if you take the dictionary definition of “dreamers” as “visionaries.”

In drafting Lambda Chi Alpha’s “Declaration of Principles,” our early founders had to be dreamers when they wrote the following:

Founded with abiding faith in the innate honor, justice, social instincts and common sense of the normal college man and in the close communion of kindred hearts as an incentive to honorable action, it is, therefore, the policy of this Fraternity vigorously to contribute toward the accomplishment of the following specific purposes:

1. To encourage and inspire fraternal feeling and co-operation and to form unselfish and loyal friendships among its members.
2. To establish and foster the highest ideals of manly character and gentlemanly behavior, to appeal to and develop man’s nobler sensibilities, and as far as possible, to instill deeply in the hearts and minds of its members such ideals of thought and behavior as will contribute definitely towards these ends.

3. To develop the higher qualities of the mind, to nurture respect for learning, and to encourage and reward singular achievement in the field of scholarship, working at all times in harmony with the best in the American educational system.
4. To provide clean and wholesome homes and recreation for its members while in college.
5. To render such other services to its general membership as may seem feasible and as may be in harmony with the other aims of the Fraternity.
6. To contribute definitely toward the spirit of democracy in the college fraternity system and to operate without offense of injury to any one, working according to a positive and progressive plan rather than a negative or reactionary program.

We are not so naive as to believe that every initiated member (notice, I did not say “brother”—there is a difference) has lived by those lofty ideals throughout his fraternal life. We are too painfully aware of the letters we receive from alumni who visit their chapters and do not find “clean and wholesome homes” where they once lived. And we have a drawer full of newspaper clippings attesting to the fact that some of our members (not “brothers”) are not fostering “the highest ideals of manly character and gentlemanly behavior.” We also know that some misguided members are treating their associate members like pledges, or worse, and do not take seriously the charge “to operate without offense or injury to anyone.”

But being the dreamer that I am, I have to believe that these are aberrations, found, unfortunately, in any human institution. If I thought otherwise, I could not have devoted more than half my life in what I consider the most rewarding career imaginable.

As we approach our 75th year, I suspect our early dreamers could not have imagined what their fraternity would achieve in size, in resources, in programs, in influence and in the spirit of fraternalism. But since Lambda Chi Alpha has always been blessed with an abundance of the “movers and shakers” that O’Shaughnessy talked about, and yes, more than our share of “music makers,” they knew that Lambda Chi Alpha would always be something they could be proud of.

Kipling said, “If you can dream—and not make dreams your master ... you’ll be a Man, my son!” So let’s continue to dream great dreams, and nourish and protect them. And let’s continue to make music, and move and shake. Let’s never accept the status quo; let’s tackle the aberrations in our midst; and continue to keep Lambda Chi Alpha something we can always be proud of.

## Reflection 42

# On Four Letter Words

*December 1981*

It seems the only time we hear the term “four-letter words” is in the context of dirty words. And that’s really a bum rap, because there are a lot more nice four-letter words than there are nasty ones. We hear someone say disparagingly, “His speech is sprinkled with four-letter words,” and we can imagine what the words were.

Having spent two years in the Navy, I’ve probably heard all the four-letter words there are, but for the life of me, I can’t think of more than four or five that aren’t nice. Newspapers and most magazines, at least the ones you’d want to leave on your coffee table, occasionally will have to use a four-letter word in a direct quotation, but of course they all come out as ----, or sometimes the first letter and then three dashes. That really doesn’t leave much to the imagination; we can all fill in the dashes.

The fact is, some of the nicest words in the English language are four-letter words, and many of them are particularly appropriate to Lambda Chi Alpha.

CARE certainly is an essential element in a fraternity. To know that there are brothers who care for you from the first day you join until the day you die is a manifestation of a unique kind of bond, rarely found outside the immediate family. But it’s there, and we have all felt it.

HOME is another great four-letter word, and in fraternity, it means more than a physical structure ... in fact, many chapters don’t have a house, but they all have a home in Lambda Chi Alpha. It’s been said that home is where the heart is, and the heart of Lambda Chi Alpha is in its brothers—knowing no geographic or regional boundaries, and knowing no generational barriers. The arms of brothers, young and old, are joined together in a beautiful blending of generations. In less than seventy-five years, some 150,000 men have found a home in Lambda Chi Alpha.

GOOD is another good four-letter word, but BEST is even better. Somehow, in Lambda Chi Alpha, we have never been satisfied with anything less than the best ... in its members, in its programs, in its officers in its staff, in its chapters.

HOPE is a beautiful word, too. We've recorded in these pages from time to time the almost miraculous rejuvenation of chapters which had been on the verge of dying. But through the HARD WORK (a nice combination of two four-letter words) of a lot of people—undergraduates, alumni, fraternity staff, college administrators—they made it back to respectability and stability. On the personal level, we have probably all known brothers who have had deep personal troubles—financial, alcohol, drugs, job, you name it—but who have had their hope revived and sustained by caring brothers. Many of us have been on the receiving end of such CARE and HELP; the Fraternity was there when we needed it.

I don't know how or when the salutation, "DEAR so-and-so" originated as the way we start letters from one to another, but I hope it never changes. I realize, of course, that we use "Dear" even in letters of complaint regarding an impersonal computer-generated overcharge on our monthly gas bill, but I assure you that when you receive a "Dear Brother" letter from me asking you to support Lambda Chi Alpha with a contribution, the "Dear" is genuine and sincere. This Fraternity is very dear to me, and you are very dear to me, though I may never have met you personally.

Speaking of support, the four-letter words GIVE and GIFT are endemic to Lambda Chis. Your support of the Alumni Loyalty Fund last year set an all-time record of nearly \$217,000, almost a fourth of the operating budget of the fraternity! Without that support, we could not possibly provide the quality programming and staffing needed to keep Lambda Chi Alpha in the forefront of fraternities.

I wish THANKS were a four-letter word so I could use it to show our appreciation for all you have done and continue to do for your fraternity. But that will have to wait until I do a "Reflections" column on six-letter words. Have you made your gift to Lambda Chi Alpha this year? If you have not, the second request for a gift is in your hands now. Please give thoughtful consideration to making a generous gift to the Alumni Loyalty Fund—and the word GENEROUS is determined only by your personal circumstances.

XMAS is certainly a nice four-letter word, though personally, I prefer the nine-letter version. Regardless, as you read this, the Christmas season is upon us, and it gives me the opportunity to wish you and your family the very best wishes for a happy holiday season and a 1982 filled with joy, success and happiness.

Now I know you've been waiting for me to use the one four-letter word that best reflects what we all feel in Lambda Chi Alpha, and I won't disappoint you. In our daily lives and experiences, there abideth many wonderful four-letter words, but in Lambda Chi Alpha, the greatest of these is LOVE.

## Reflection 43

# On Four-Part Harmony

*March 1982*

A sad note crossed my desk a few weeks ago. It said,

E. Harmon Friel, Pennsylvania '23, died on December 18, 1981 in Devon, Pennsylvania, after a short illness. While the history pages can become blurred in 58 years, "Harm" wrote a number of Lambda Chi songs, some of which are still sung. He loved his fraternity and was loved by his brothers down through the years. Thought you might like to know.

The message was from his son, E. Harmon Friel, Jr., Pennsylvania '50, a member of Beta Theta Pi. We mourn the passing of this good brother, whose songs are remembered mostly by Lambda Chis of my generation, or before.

The note also triggered within me a realization that singing in Lambda Chi Alpha, or probably in any fraternity, is not what it used to be.

I recall an oft-repeated quote from past Grand High Alpha Tozier Brown that dates back to the 40's or 50's, "A singing chapter is a good chapter." And having visited just about all of our chapters from 1950 to 1965, I found that statement to be basically true.

My collection of music includes award-winning records and tapes from our chapters at Coe, Simpson, Memphis State, Michigan, Washington, Northwestern, Washington State, Tennessee, and many others. Just about every evening meal was highlighted by the singing of several songs: fraternity, sorority, school and contemporary. But remember, in those days, dinner was a leisurely meal, served on white tablecloths by waiters in starched white jackets. It was preceded by an invocation, spoken or sung (as at Kansas State) by the entire brotherhood. And nobody touched a bite until the signal was given by the housemother and the table-heads. And nobody left until everybody left.

Even after dinner, brothers would frequently gather around the piano in the living room for another half-hour of singing before drifting off to their rooms or the library to study. Unfortunately, we don't see much of that anymore.

That's not to say there isn't any singing at our chapter social functions these days. But unless it's a black-tie affair (very rare), the songs come from an X-rated book, and some of the words would bring a blush to the cheeks of even this navy veteran—especially when some young “ladies” are leading the singing.

One of my warmest memories of undergraduate days and beyond, is serenading sorority houses and women's residence halls (can't do that now with co-ed dorms), or serenading a new pinmate of a brother, with the sorority singing back.

I am not one who lives on memories alone—but I make no apologies for my memories. I do believe that good traditions can be revived, and that music can play an important role in the daily life of a fraternity chapter. Alma Mater still raises a lump in my throat, as do “The Star Spangled Banner” and “Oh Canada” when they are sung at a General Assembly or Seminar, and “We're all Good Brothers” when it is sung after an initiation, with the arms of brothers, new and old, linked around each others' shoulders.

I would like to see a renewal of the spirit of Lambda Chi Alpha in song, and the beautiful music of Harm Friel, Jack Mason, Ray Ferris, Nelson Gampfer, L. D. Lloyd, and others resound through the halls of our chapter houses once again. All we need is someone to lead the way in each chapter.

## Reflection 44

# On Magnanimity

*June 1982*

I've always liked that word ... it's a big word with a big meaning ... "greatness in soul; generosity in sentiment or conduct toward others."

In Lambda Chi Alpha's seventy-three years, acts of magnanimity have been so numerous as to defy enumeration. They occur almost daily, and most of them go unheralded and unpublicized—and that actually magnifies the magnanimous gesture.

I would like to recount four acts of magnanimity toward Lambda Chi Alpha that stand out in my mind, because the acts of generosity and love they represent were known to no one but the four individuals themselves until after they had died.

At the start of World War II, some forty years ago, an undergraduate member of an Eastern chapter was drafted into the Army. As he sat alone, quietly filling out his application for G.I. Insurance, he came to the spot where he had to designate his beneficiary. No one will ever know what went through his mind as he pondered the possibilities, because that young man died in action in Europe two years later. At his age, it would have been normal to name his parents, which he did. But this young man's fraternal experience, as short as it was, was beautiful enough for him to list Lambda Chi Alpha as a beneficiary as well. The \$5,000 the fraternity received, half of his "estate," was used to help build a new house for his chapter.

Dr. John E. "Jack" Mason was not a wealthy man—in terms of material possessions. But he has a wealth of love for Lambda Chi Alpha, and when he died in 1946, that love was manifested in the bulk of his "estate," a \$2,500 insurance policy, going to Lambda Chi Alpha. This was the gift that got the Lambda Chi Alpha Educational Foundation started.

I first met Jim Chirurg, M.I.T., at the 1968 Dallas General Assembly, where he received the Fraternity's Order of Achievement Award. I never saw or heard from



him again, because he died shortly thereafter. In his will was a gift of \$25,000 to Lambda Chi Alpha, and no one will ever know why or when he put it there. In the ten years since his death, his gift has generated more than \$30,000, which the Educational Foundation has used for graduate scholarships for deserving brothers, and for other educational programs of the Fraternity. His act of magnanimity keeps on giving—and will for all time.

Brother Leslie Beehring, Union College '25, died two years ago. I had never met him, had never corresponded with him, and knew nothing about him. Yet when he died, his will included a bequest to Lambda Chi Alpha in excess of \$30,000. The strange and beautiful thing about this gift, is that his chapter had been inactive for forty years!

From time to time, I have encouraged brothers to include the Lambda Chi Alpha Educational Foundation in their wills or as a beneficiary in their insurance policies. The fact is that everyone needs a will. It's the only way you can be assured that your estate is distributed as you want it.

I have known personally many brothers who said they would remember the Lambda Chi Alpha Educational Foundation in their wills, but never got around to it. And that reminds me of Stephen Grellet:

I expect to pass through this world but once; any good thing therefore that I can do, or any kindness that I can show to any fellow creature, let me do it now; let me not defer or neglect it, for I shall not pass this way again.

Let the magnanimity of those I have mentioned inspire you to invest in the future of Lambda Chi Alpha. Your remembrance will continue to serve your Fraternity and generations of brothers yet unborn.

Having said all that, I do not want to leave the impression that I consider only the giving of material possessions as acts of magnanimity. In this I am reminded of the words of Kahlil Gibran,

You give but little when you give of your possessions. It is when you give of yourself that you truly live.

We could not begin to thank the thousands of brothers who have given of themselves to the Fraternity—their time, their encouragement, their abilities, their support—and who continue to serve the General Fraternity and the chapters and colonies. For all of these many acts of magnanimity, we are enormously grateful.

## Reflection 45

# On Building Cathedrals

*September 1982*

There is an often told story of a man who came upon a construction project, and being curious as to what was being built, he asked a workman what it was he was doing.

“I’m shaping these stones,” was the reply, “so they will fit together properly.”

Coming upon a second worker, the man asked him the same question.

“As you can see, sir,” he said, “I’m building a wall.”

Finally, he came to a third laborer who appeared to be doing the same work as the other two, and he asked him also what he was doing.

This man stood up proudly and said, “I’m building a cathedral.”

Fraternity—Lambda Chi Alpha, if you will—is also perceived in different ways by different brothers. Some refer to the chapter as “the house,” and I have to wonder whether the physical structure is in fact the central and paramount feature of their fraternal experience. If that is the case, I then have to wonder why these brothers don’t take better care of it. I haven’t been in any chapter houses in the last fifteen years that had any cathedral-like qualities. On the contrary, I receive many letters from alumni each year who, upon visiting their chapter houses for the first time in many years, usually at homecoming or class reunions, are absolutely appalled at the condition of what they used to call “home.” They invariably ask me if this is the norm, and unfortunately, I have to tell them that in most cases it is.

What I also have to tell them is that in the last fifteen years, we have seen an erosion of standards, not just in Lambda Chi Alpha, not just in fraternities, but in many aspects of campus life.

In earlier times, a standard was a symbol which represented values and ideals. It was brightly colored and held aloft, for all to see. It was carried before armies and

honored individuals so that others would know the glorious purposes to which the bearers were pledged.

Lambda Chi Alpha has always had standards; we all know them; we all feel them. Yet too often, they are forced to the back recesses of our consciousness. Instead of carrying them aloft, we suppress them. The Ritual is typical of this. Twice each year, this standard is hauled out of musty closets and talked about with awe and reverence for a few days, signaling another initiation.

“This is what Lambda Chi Alpha stands for,” we say. And then all too soon, the standard is hidden away, held captive by ignorance and a lack of real appreciation.

Back in 1931, our spiritual founder, Jack Mason, wrote that Lambda Chi Alpha teaches courage; it teaches humility; it teaches dignity; it teaches self-control; it teaches compassion.

To that, I would add that it also teaches responsibility. In the words of Kahlil Gibran, “If I must accept the sunshine and warmth, I must also accept the thunder and lightning.” We are responsible for our actions, and nowhere is that more true than in a fraternity. yet, nowhere has the erosion of standards been more pronounced than in the failure to discipline those who would violate our laws and our policies.

But all is not lost, obviously; the pendulum swings both ways. Being the eternal optimist, I am always looking for signs that things are turning around. And there are some signs that harbor a growing awareness that “things could be better.” I perceive a hunger among many of our young brothers for an improved quality of the fraternal experience.

In many meetings and conferences, we are spending as much time talking about standards, style, “class,” and ideals as we are operations, organization, structure and the ravages of inflation.

And that, my good Brothers, is the difference between building a wall and building a Cathedral. The leadership of Lambda Chi Alpha is responding to these soundings: the Grand High Zeta, the staff, the Student Advisory Committee, and others. And that is as it should be; that is as it must be. For to paraphrase 1st Corinthians, “Who will answer if the trumpet is uncertain?”

## Reflection 46

# On Grains of Sand

*December 1982*

Recently, I ran across this statement in a column in *The New York Times*:

Among other things, an organization might do the following: recruit people with care; diffuse decision-making throughout the organization; cultivate loyalty and establish organizational values; promote formal and informal association among members from all levels; provide mechanisms to establish lifelong ties between individuals...

The author, of course, was not talking about fraternities, he was talking about the nation's business schools. But substitute the word "fraternity" for "organization," and you have a perfect analogy. The writer went on to say that "schools of management concentrate on teaching people to count rather than teaching that people count... If business executives are to develop more effective organizations, they must give up their preoccupation with numbers and computers, and focus on people and their relationships."

Those are beautiful thoughts, for schools of management and for business executives. They also happen to reflect the philosophy of Lambda Chi Alpha. To be successful, the Fraternity must function in its holistic sense, as "Doc" Dirghalli points out so eloquently in his State of the Fraternity address at Nashville (found elsewhere in this issue), with undergraduates, alumni and the General Fraternity all working together.

In a sense, we are all like grains of sand, moving and shifting as needed to form a perfect whole. Take a look at a sandy beach and it will have a certain appearance. Shift a few grains of sand and it will still look pretty much the same. But come back the day after a storm, and it will look very different, changes have taken place.

In Lambda Chi Alpha, rearranging enough grains of sand can make a significant difference in the success of a chapter and the success of the General Fraternity.

At the undergraduate level, having the right people in the right positions can make all the difference in the world. For example, a recruitment chairman need not be the best recruiter in the chapter. If he can motivate other men to recruit, the chapter will have no membership problem. He needs to rearrange the grains of sand into an effective, enthusiastic team of recruiters.

Every chapter needs the involvement of alumni in various functions. History has proven, over and over again, that those chapters with strong alumni support and involvement, have been traditionally successful; those without adequate alumni guidance have recurring problems and failures, and sometimes they die.

The General Fraternity could not function properly without alumni support. While the opportunities for service at the General Fraternity level are limited, the potential for helping out financially is enormous. And all that help is channelled in one direction, to make our Fraternity the best it can be. The cumulative effect of all those individual grains of sand is beyond description.

I make no apologies in asking for alumni support, whether it be involvement, financially, or both, because I know that the fraternal experience provided by Lambda Chi Alpha has been a valuable one for tens of thousands of brothers. Each of them is like a grain of sand, and we need only to gather them carefully, and where necessary, to rearrange them to their greatest usefulness for the benefit of our great Fraternity.

## Reflection 47

# On Boons and Banes

*Spring 1983*

A recent article in *Time* magazine commented that the recent airfare wars were a boon to the airline passengers and a bane to the airlines, seriously jeopardizing the existence of some major airlines.

In all of society, in fact, one man's boon may be another man's bane. This is becoming painfully evident in the relationship between colleges and universities on the one hand, and fraternities on the other.

"Boon" is defined as "a timely benefit, a blessing," while "bane" is defined as, "a source of harm or ruin." Are fraternities a boon or a bane to the more than 650 colleges and universities where they have chapters and colonies (some 220 of them with Lambda Chi Alpha)? Are the universities themselves a boon or a bane to the fraternities?

It seems tragic that these painful questions have to be raised in these early years of the third century of the college fraternity movement in North America. But they do have to be raised, because I have seen in recent years a serious erosion in the mutual respect and cooperation between many universities and fraternities.

Historically, fraternities have taken the position, as stated in the National Interfraternity Conference's Fraternity Criteria, "That the objectives and activities of the Fraternity should be in entire accord with the aims and purposes of the institutions at which it has chapters," and "that the primary loyalty and responsibility of the student in his relations with his institution are to the institution..." That's fine, but it's very one-sided. To go further, the Criteria also states, "that the association of any group of students as a chapter of a fraternity involves the definite responsibility of the group for the conduct of the individual." That's fine also; I feel we have always accepted that responsibility.

Although it can safely be said, for example, that "fraternities don't haze, people do," if we don't discipline our people who do haze, then the fraternity should be

held accountable. Too often, however, the “punishment” meted out to a fraternity for hazing, conduct or any violation of standards, is the denial of the right to recruit and initiate new members for a semester or for an entire year. This is absurd! You don’t turn a chapter around or correct a problem by restricting its membership only to those who created the problem in the first place. Further, those who are being penalized most are the potential new members, who had nothing to do with the problem.

Another bane to fraternities is the move on the part of some universities to defer the date that a student may join a fraternity to his second semester or even to his sophomore year. Coupled with that is the move by some universities to require freshmen, and in some cases sophomores, to live in university residence halls, obviously at the expense of the fraternities.

When enrollments were high and universities could not house all their students, they built dormitories with reckless abandon, and considered fraternities a boon for taking some of the pressure off their housing problems. Now that enrollments are declining, as they will for the next decade, these new university policies are a bane to fraternities, and in some cases, threaten their existence.

We see a growing trend, starting in the private schools of the Northeast, to require fraternities to be co-educational, despite an act of Congress which specifically exempts fraternities and sororities from the provisions of Title IX, which requires all student organizations to include both sexes in their membership. Some fraternities have been compelled to leave those campuses, as Lambda Chi Alpha surely would if such a requirement were imposed on one of our chapters.

Some universities consider fraternities a bane for their lack of commitment and programming in the area of academic achievement. The simple fact is that at most institutions we can’t even find out the grade point average of our chapter or of our members because of the secrecy surrounding those records.

We find that too many decisions regarding fraternities are being made by entry-level administrators or worse, by faculties and faculty committees made up, for the most part, of people who are not fraternity members, and who are often openly anti-fraternity. That’s like having a fox guard your hen house. We would prefer to see more of these decisions handled at the senior student affairs level, and for decisions that could affect our very survival, by boards of trustees.

As I view fraternity-university relationships in these early years of the decade of the 1980’s, I find some of the same concerns we had during the Vietnam era of the late 1960’s. I think many university administrators are being extremely short-sighted in trying to solve some of their economic problems at the expense of their most loyal friends—their fraternities and their fraternity alumni, without whose financial support many of them would be even more hard-pressed to provide quality education for their students. Fraternities can also be a tremendous boon to colleges and universities in the recruitment of new students, as some of our chapters are already doing.

On balance, there are still more boons than banes in this 200-plus year relation-

ship. To paraphrase a song I grew up with, let's accentuate the boons, let's eliminate the banes, and don't mess with anything in between.



## Reflection 48

# On Friendly Competition

*Fall 1983*

For the thirty-three years of my professional fraternity career, I have been totally committed to the interfraternity movement, as my predecessors have been before me. Our first full-time executive, Bruce McIntosh, was a founder and president of the Fraternity Executives Association. His successor, and my predecessor, Duke Flad, was president from 1979–80. Lambda Chi Alpha has had three presidents of the National Interfraternity Conference and past Grand High Alpha Clay Myers is currently a member of the NIC Executive Committee.

We have had two presidents of the College Fraternity Editors Association, and Randy McLeary is currently vice-president of that organization.

Lambda Chi Alpha has had three recipients of the NIC Gold Medal, the highest award given for interfraternity service.

I state these things to reinforce my statement that we are very *interfraternity* minded.

When I started my fraternity career in 1950, I had so much to learn, not only about my own fraternity, but that there were nearly sixty other fraternities with the same concerns, and that there were deans in every college and university where we had a chapter who had the same concerns about my fraternity as I did. I was so naive about a lot of things.

Yes, I had so much to learn; and I did learn, not only from Duke Flad, who was my principal mentor, but from my colleagues and friends in other fraternities.

I know all of the executives of other fraternities. They are my friends.

I wonder how many of our High Alphas could name all the other fraternity presidents on their campus? They should be able to, and they should be friends. How much easier it would be to resolve problems between fraternity chapters if the presidents were friends.

The Fraternity Executives Association, or FEA, the organization I am primarily involved in, is an association of fifty-seven separate and distinct voluntary associations, each autonomous and each operating individually within a basic structure of mutual respect, understanding and ethical conduct. And the beautiful thing about it is that it works.

We are guided by one major principle—to respect the right of a fraternity to be different from all the others.

We range in size from six chapters to around 260.

We have governing boards of from four to fifty people.

Providing service to our chapters ranges from the totally professional approach, with full-time paid consultants, to totally volunteer support.

Our expansion philosophies range from fraternities who want to grow at the rate of ten to fifteen new chapters a year, to those who have not added a new chapter in this century.

Some fraternities prefer good, large chapters; others prefer good, small chapters.

Some provide strong central organization and control; others prefer an association or federation of basically autonomous local groups, with little more than the national name binding them together.

Some fraternities have pledges; others have associate members.

So being different doesn't mean this one is better, or that one is behind the times—it just means we're different. We may be different in size, philosophy and programming, but we are guided by a sense of respect for each other and by a strong Code of Ethics.

That Code of Ethics includes both Do's and Don'ts and here are some of its essential elements:

First, we speak at no time in a derogatory way of another fraternity's policies and programs, or indulge in personalities. That needs no further explanation.

The Code of Ethics also says that we will refuse to communicate in any way with the members, pledges or associate members of any other general fraternity, its colonies or affiliates, so as to weaken their loyalty to their own fraternity, or bring about secession from the parent fraternity, or affiliation with any other fraternity.

That simply means that we don't touch each others' chapters or colonies or members. Although it might be legal to take a chapter or a member of another fraternity if the other fraternity releases the chapter or member, I personally have never favored it. When we are approached by a chapter of another fraternity, as we are occasionally, my answer is swift and direct—FORGET IT!

Those are the two basic ethical restrictions by which we govern ourselves in FEA, but the Code of Ethics doesn't stop there. There are many positive considerations that we feel are essential.

As professionals, we are committed to enrich and broaden our professional standing through further diligent pursuit of education and training ... continuing education, in other words. By attending workshops and conferences, by joining professional organizations, by constant reading and studying, we enhance our worth to our individual fraternities and to all fraternities, and thereby make them stronger and better.

We also feel it necessary to use every opportunity to improve public understanding of fraternities. We are, in other words, spokesmen for and salesmen of the fraternity idea, and we do this through our personal example, our enthusiasm and our constant support.

We respect the principles and rights of fraternal confidentiality ... in other words, we don't spread gossip, either about our own fraternities, or about others.

We have an obligation to share freely with others our professional knowledge, to accept our share of interfraternity responsibility, and to encourage and build healthy competition, pride of organization, and larger loyalties.

These are the principles by which we're guided at the national or international fraternity level. Every principle I've outlined is applicable for interfraternity relations at the local chapter level. Unfortunately, we don't see that too often. We let the intense competition for members and in intramurals get in the way of cooperation and mutual helpfulness.

I'm not suggesting that such competition is unhealthy, or unnatural. Just the opposite. As a matter of fact, at the general fraternity level, we're often in competition with other fraternities in trying to be admitted to a campus where we would like to have a chapter. We win some—we lose some, but either way, we remain friends.

Every chapter is going to win some intramural games. They're also going to lose some. They're going to get some members; they're going to lose some to other fraternities. Either way, they should remain friends, because some day they will need help from these other fraternities—I guarantee it. What a chapter does to strengthen that relationship will come back in the form of dividends down the road.

I would like to see Lambda Chi Alpha at the forefront in building positive relationships with other fraternities—for in a very real sense, we are one big interfraternity family.

## Reflection 49

# Little Sisters—Who Needs Them?

*Winter 1983*

Fourteen years ago I wrote a column for the CROSS & CRESCENT titled, “Pledges—Who Needs Them?” in which I suggested Lambda Chi Alpha abandon “pledge education” and “pledgeship” for a new concept of “fraternity education” and “associate membership.” Little did I realize that within three years, at the 1972 General Assembly, the undergraduates and alumni of our Fraternity would enact these concepts into fraternity law. Today, the terms “pledge” and “pledgeship” are as old-fashioned in our lexicon and traditions as “twenty-three skiddoo” and goldfish swallowing.

There appears now another program or activity at the chapter level that I feel we can well do without—the organizations known as “little sisters.” Various called Crescent Clubs, Crescents or whatever, these collegiate women’s auxiliaries got their start in the late 40’s in a few chapters and, like cancer, slowly spread to include perhaps two-thirds of our chapters today. We can’t provide any data on where or why they exist, because at the General Fraternity level, we do not recognize them and have no control over their activities.

We do know that in some cases, little sisters have so dominated chapter life and activities, that chapters have died or become seriously weakened. Some spend more time on “little sister rush” than on membership recruitment.

All sororities are adamantly opposed to little sister organizations, though some of their chapters now have counterpart “little brother” organizations. Many times little sister rush conflicts with sorority rush. Many times potential sorority officers are so involved with little sister activities that they shun or abandon their responsibilities to their own organizations. This is unconscionable.

In some cases, little sisters are selected because they are dating or are pinned to

brothers. What happens when the couple breaks up, as is often the case in college romances? Fraternity-sorority relations can be and have been affected. There have also been conflicts between sorority affiliated little sisters and non-affiliated little sisters.

There are also potential legal liabilities involved with the existence and recognition of little sister groups. Just as chapters, officers, members and house corporations may be named in suits involving the actions of certain members, these same individuals and entities may be named in suits involving actions of little sisters.

The problems I've outlined are more than theoretical or potential. They are very real. Two instances occurred within a matter of a few days this fall that prove my point. In one case, on a small campus with only two fraternities and one sorority, our chapter took twelve freshman little sisters and only eight associate members. The sorority took only three pledges, and was absolutely devastated. In another case, our chapter faces a potential law suit because they dropped a little sister from membership and other little sisters may be charged with assault.

I suppose what astonishes me most is that any self-respecting young lady would subject herself to the many indignities little sisters put up with, such as cleaning the chapter house, entertaining and being put on display for rushees, and other odd and sundry "duties."

So concerned with the proliferation of these organizations is the Fraternity Executives Association, made up of the chief executives of the fifty-seven general fraternities, that they adopted in 1982 the following resolution:

WHEREAS the Fraternity Executives Association believes sororities offer excellent opportunities for women to share a fraternal experience, and

WHEREAS groups organized by men's fraternity chapters, commonly referred to as "little sisters," are inconsistent with the concept and philosophy of separate and equal women's fraternities, and

WHEREAS these groups detract, in numerous ways, from men's fraternity chapters, therefore be it

RESOLVED: That the Fraternity Executives Association believes that "little sister" groups are not desirable adjuncts to the collegiate chapters of men's fraternities; and be it

FURTHER RESOLVED: That the Fraternity Executives Association believes that these groups inhibit the accomplishment of chapter goals by:

- DIVERTING resources of time, effort and money, which are needed for chapter operations and programming;
- DISTRACTING chapter members in the performance of essential duties ... e.g., membership recruitment and membership education;

- INVITING disharmony within the chapter by usurping the roles and responsibilities of initiated members;
- WEAKENING the bonds of brotherhood by adversely affecting interpersonal relationships within the chapter;
- BLURRING the identity of all Greek letter organizations and undermining the entire Greek system.

I strongly endorse that resolution; in fact I was chairman of the committee that drafted it. I would hope that Lambda Chi Alpha chapters will take the lead in phasing out and ultimately abolishing their little sister organizations. They should never have been started in the first place and in my opinion, they have absolutely no socially redeeming value. We have too many more important things to concern ourselves with these days.

## Reflection 50

# On Heros and Heroines

*Spring 1984*

Some months ago, *Sports Illustrated* carried a devastating feature titled, “What’s Happened to Our Heros?” In it, the author chronicled a shocking litany of criminal and offensive behavior by well-known college and professional athlete “heroes” that had taken place over a period of just a few months. A brief summary includes:

- one fined for drunk driving,
- two mentioned in connection with an ongoing drug probe,
- one suspended for indulging in a \$400,000 gambling habit,
- one who confessed twice to cocaine dependency,
- one jailed for a multi-million dollar counterfeiting operation,
- four suspended for possession of cocaine,
- five involved in a major federal cocaine investigation,
- one serving a prison sentence for killing a teenager while under the influence of .23% alcohol,
- attempted bribery,
- sexual assault,

and so on and so on. So much for the athletes who, admittedly, have a higher profile than most people.

At about the same time, I read a report of a forty-five year-old small town elementary school principal and his twenty-one year-old son being arrested for growing

and selling marijuana. And just the other day, a local newspaper speculated that a third of the more affluent young professionals in town—doctors, lawyers and businessmen—were into the cocaine scene.

One might ask, what, indeed, has happened to our heros? But just about the time I get really discouraged by it all, I remember that these “fallen heroes” really do represent a minority in our society. I don’t actually know any individuals who are guilty of the offenses cited. Maybe some people I know are into cocaine and marijuana. Maybe I’m naive. But I really don’t want friends who are into these or other illegal drugs.

What really makes me feel good, though, are the thousands of Lambda Chi Alpha heros I have known, who have made this Fraternity such a positive influence on the lives of so many young men. Some 2,000 alumni serve on our house corporation boards. These men meet regularly, arrange financing for house building and repair, collect rents, pay off mortgages, see that health and safety standards are maintained, and collect not one penny for their services. Yet these men manage properties valued at more than \$40 million.

The hundreds of High Pis, or chapter advisors, I have known and worked with are also heroes. Over 200 of them are currently serving our chapters and colonies. Their official duties are many and varied. They meet with officers, attend meetings, assist with preparation of the budget, review financial reports and chapter programs, are accessible day and night, and perhaps the most challenging and rewarding aspect of their responsibilities—they serve as role models for thousands of young men.

Lambda Chi Alpha does not take such service and dedication for granted. Such service is maintained at an enormous sacrifice of time and energy—and sometimes money.

And it occurs to me that there are thousands of heroines to whom Lambda Chi Alpha owes its success. These are the wives of our Grand High Zeta members, staff members, house corporation officers and directors, Alumni Advisory Board members, and High Pis. Without the loyal, patient understanding and support of these wonderful women (and their families), we just couldn’t get the job done. So to the legion of genuine heroes and heroines of Lambda Chi Alpha, a proud fraternity salutes you and extends to you its heartfelt gratitude. We love you!



## Reflection 51

# On Joy and Anguish

*Fall 1984*

Few matters arouse such intense emotion among fraternity men, both positive and negative, as that of legacies. It is generally understood that a “legacy” is the relative of a fraternity member, more particularly, the son, brother or grandson of a member. This can also be extended to include cousins and nephews.

There is no sight more satisfying or rewarding than the joy of a father whose son has also become a “brother,” or of a blood brother who has also gained a fraternal brother. Conversely, the failure of a chapter to accept a son, grandson, or brother into membership frequently results in anguish (What’s wrong with him?), bitterness and anger, especially when the chapter had made no effort to contact or actively recruit the relative.

Every year I receive a score of letters from such disillusioned brothers; I can’t really blame them for their reactions, and there’s not much I can do to ease their pain.

The problem of how to deal with legacies is not unique to Lambda Chi Alpha, nor is it a recent phenomenon. In March, 1948, Bruce McIntosh sent a memorandum to all chapters which said in part:

Lambda Chi Alpha being a comparatively young fraternity has had only recent experience with the legacies’ situation. It is our policy based on experience that we should not demand that our chapters necessarily initiate the sons of members. We do ask however that these sons be inspected by the chapters to whom they are referred since we believe that the calibre of our membership is such that the sons are probably going to be excellent fraternity men. Our experience has been that by far the majority of the legacies referred to us are initiated and do prove to be good fraternity material. We would like to see the practice continue.

It has been our experience, however, that the chapters misunderstand this legacies' situation entirely. They are inclined to feel that men referred to them as relatives or sons of former members must be initiated into their chapters and they squirm rather painfully under this apprehension. The only antidote we have found for this type of situation is a running campaign of education aimed to convince both our alumni and the active members that this is a two-way affair: that the alumnus is asked to recommend the prospective members to the chapters, the chapters owe the alumnus the courtesy of looking over those prospects. At the same time no alumnus should feel upset if the prospect which he has recommended does not appear to fit into the particular pattern of a chapter.

Last June, the Student Advisory Committee discussed the subject and proposed a "Statement of Policy on Legacies" which was adopted by the General Assembly in August. It reads in part as follows:

A chapter should not assume that a legacy prospect will automatically accept an invitation to membership because of his relative's membership in the Fraternity, nor should an individual automatically be entitled to membership on the basis of such a relationship.

The Fraternity recognizes, however, that the most interested candidates for associate membership are often those who are legacies or who have been recommended for associate membership by alumni. These persons ... should be given the utmost careful consideration and attention as prospective members.

Where a legacy candidate or candidate recommended by an alumnus has been brought to the attention of the chapter, the members have an obligation to introduce themselves to the candidate and to investigate the possibility of associating him. It is the responsibility of the alumnus to make sure the recommendation is in fact received by the chapter and not merely by an individual. To effectively insure this, it is recommended that the alumnus contact either the chapter president or recruitment chairman, or to channel the recommendation through the Office of Administration for forwarding to the chapter.

Letters of recommendation submitted to the chapter by an alumnus on behalf of a prospective member should be courteously acknowledged by the recruitment chairman. It is then the responsibility of the recruitment chairman to notify the alumnus of the outcome of the recruitment period.

There are many heartwarming stories of Lambda Chi Alpha families, and here is one of them. In the Fall of 1926, Robert I. Carr went up to Austin from San Antonio and entered the University of Texas. It took him two years to decide to join a fraternity, but in November, 1928, he was initiated into the eleven-year-old Alpha-Mu.

In 1960, son Robert Jr. was initiated at M.I.T., and two years later, son John was initiated at Texas. By this time, these brothers also had two uncles and a brother-in-law who were Lambda Chis.

Subsequently, Bob Jr. became an engineering professor at the University of Michigan, and his two sons, Scott and Robert III, were initiated at Sigma Zeta on the Ann Arbor campus.

The legacy of Robert I. Carr lives on in Lambda Chi Alpha, and I have a feeling it will continue to live on in generations to come.

My personal feeling is that no legacy should ever be turned away. There may be instances where the acceptance of a legacy has hurt a chapter ... but I have never heard of one. I'll take joy over anguish any day.

## Reflection 52

# On Enough is Enough is Enough!

*Winter 1984*

Throughout the history of higher education the world over, in fact, fiction and song, two things are inextricably intertwined—drinking and college students. This is perhaps best exemplified in Sigmund Romberg’s enchanting operetta “The Student Prince,” a tale of old Heidelberg, with its walls and towers covered with ivy, its rollicking students and guileless maidens. One of its most popular songs, appropriately titled “Drinking Song,” starts out like this, “Drink, Drink, Drink to eyes that are bright as stars that are shining on me. Drink, Drink, Drink to lips, etc.”

When I was growing up, Rudy Vallee was singing his University of Maine alma mater’s “Stein Song”—it started out like this, “Drink to all the happy hours, drink to the college days...”

At my alma mater, the University of Michigan, drinking songs out-numbered the Wolverine fight songs ... after all, there were only six home football games, but there were thirty-six potential party weekends. The words to some of them are, “Drink! Drink! Joy rules the day, who will have thought of the morrow;” “Then raise the rosy goblet high;” “Fill your tankards deep with wine, Drink a health to Michigan.”

In today’s student society, tankards, steins and goblets have given way to kegs, ceramic mugs emblazoned with coats of arms (I have quite a collection of those myself), and plain old paper cups, abundantly supplied (with appropriate logos) by beer companies—for free. We also find beer companies spending millions of dollars on advertising in student newspapers and sponsoring events at Ft. Lauderdale, Daytona Beach, Padre Island, and other “spring vacation” spots for college students. They have also committed millions in sponsorship of fraternity and

sorority philanthropic events, with proceeds going to various charities. The end result of this largesse may be fine, but aren't we losing something in the means by which we are achieving those ends? Does the end justify the means? In this case, I think not. I think it's wrong for beer companies and distributors to concentrate so much time, effort and money on the college market, particularly since most underclassmen are below the legal drinking age.

Alcohol use and abuse has entered the nation's consciousness as never before, and in a variety of ways, society is saying "Enough is Enough is Enough!" This is manifested by stricter drunk-driving laws, raising the drinking age in most states to twenty-one, and by alcohol education programs in most colleges and universities and by most fraternities and sororities.

Lambda Chi Alpha took a giant step forward with the adoption of a Policy on Alcoholic Beverages at the General Assembly in New Orleans last August. You will find it elsewhere in this issue, but several points should be emphasized.

Lambda Chi Alpha is not advocating a "dry" policy. It might be easier to simply ban drinking; it would be impossible to enforce it. We tried that many years ago and it didn't work, particularly after most colleges and universities abandoned their drinking regulations. But we obviously must be in compliance with local, state and institutional regulations and policies, especially regarding minors. If we are not, we must be ready to suffer the legal and liability consequences, which can be considerable.

The sale of alcoholic beverages by a chapter to the general public is not only illegal (without a licence), it's stupid. Chapter officers have been arrested and chapters are on probation for such activity.

"Open parties," to which practically anyone is invited, are an abomination, and have led to many of the problems associated with fraternities, including law suits prompted by injuries at such parties.

"Dry Rush" is a concept that is being embraced on more and more campuses, and we welcome this trend. In addition to the saving of enormous sums of money which are now being spent on alcohol, the dry recruitment process provides a far more fraternal atmosphere in which rushees and fraternity members can get to know each other.

Our undergraduates at the Assembly have spoken loudly and clearly. They want to eliminate alcohol abuse; they are interested in education that promotes responsible drinking; they are concerned about their brothers who are in fact already alcoholics; and they want to create a social environment in which they can have fun without getting drunk.

Although many, if not most, students begin drinking before they get to college, the fraternity atmosphere may be the last chance to develop a pattern of behavior that avoids devastating consequences in adult life. It's worth a try.

## Reflection 53

# On Riddles, Mysteries and Enigmas

*Spring 1985*

Winston Churchill once described the Soviet Union as a riddle wrapped in a mystery inside an enigma.

Concerned that the subject of academics in Lambda Chi Alpha had for too long (more than a decade) been neglected in favor of more prosaic concerns (having enough members to keep the doors open; having enough dollars to feed the members), I decided to do some research on the subject of higher education. I was amazed at the number of articles and studies the media have reported on recently. And the more I read, the more confused I became. It finally dawned on me that Churchill's description could well apply to education in America. It, too, is a riddle, wrapped in a mystery inside an enigma.

It would appear that the problem of academics at the college level starts long before John and Jane pack their bags and head for the hallowed, ivy-covered halls of higher education.

Former Secretary of Education Terrel Bell a few months ago deplored what he called the "dumbing down" of textbooks for U.S. classrooms; the revision of classic children's stories, either to the lowest common denominator or to accommodate ethnic, religious, political or other groups that have lobbied their attitudes into texts. Thus, a "modern" history book relates that Richard M. Nixon became enmeshed in Watergate because "he tried to help his friends." (Avoidance of controversy.)

But then, when it was widely reported that scores on the Scholastic Aptitude Test (SAT) rose last year by a total of four points for the second consecutive year, the same Secretary Bell mysteriously attributed the increase to "the movement toward excellence in our schools that is sweeping the nation." Never mind that

from 1964 to 1982, SAT scores were in continuous decline; and never mind that at the current rate of increase, it would take until the year 2000 or beyond to reach the 1963 levels.

Another example of “dumbing down” appeared recently in *The Indianapolis Star*, which reported that an advisory committee of school administrators in Indiana recommended that the state’s minimum competency tests in math and reading be made less difficult because too many students missed certain questions. I guess what that says is, don’t bring the students up to the level of expectations; bring the teaching level down to that of the students.

At the college level, the importance of grades in the job market is a subject of differing points of view. An outdated (1978) but still widely quoted study, *Four Critical Years* by Alexander Astin, concludes that in a 1966–1973 survey of 200,000 students, grades were the most important factor in gaining employment, and that grades, not activities, were found to be the single most important factor affecting both personal self-esteem and persistence to remain in college.

I’ve never been quite comfortable with that conclusion, though I certainly don’t dispute the validity of the survey. I had always felt that grades were but one of several components of success in college, that the education of the total individual—emotional, social, in leadership, in activities—was equally important. So along comes someone who agrees with me—Victor R. Lindquist, Director of Placement at prestigious Northwestern University and author of the Endicott Report on employment prospects for college graduates. He contends that employers who place too much emphasis on grades overlook many qualified applicants when they hire young people for entry-level positions. (Did it ever occur to you that 50% of all doctors graduated in the bottom half of their class?) Lindquist feels that astute recruiters consider extracurricular activities, “...especially those involving leadership... Grades don’t measure motivation, they don’t measure discipline. They don’t measure skills and interaction.” Hallelujah! Enter the Fraternity; enter Lambda Chi Alpha.

Finally, there is a growing concern that universities have fallen down on the job of teaching values. James Billington, director of the Woodrow Wilson International Center for Scholars and a former professor of history at Princeton, asserts that “there has been a decline in faculty with a commitment to traditional values. As a consequence, universities do not provide young people with role models.” He refers to “traditional” values, and I am comfortable with that. I know what he’s talking about, because he goes on to say,

We are seeing a growing split between those who are morally concerned but not intellectually trained and those who are highly articulate but morally insensitive... A healthy society needs to develop goodness in people and beauty in things. But our sophisticated leaders often seem interested mainly in cultivating their own neo-pagan identities as “beautiful people” enjoying “the good things of life.”

So until basic curricula include studies of Judeo-Christian traditions, the inculcation of contemporary values may just be more than we want.

But there is hope for the future. A recent report indicated that in some 13,000 grade school classrooms, character education and traditional values are being discussed and taught—lessons on honesty, generosity, courage, tolerance. It may take another generation or two for this trend to filter up to the college level, but it's a start.



## Reflection 54

# On Perspicacity, Perpetuity and Procrastination

*Summer 1985*

Like the word “magnanimity,” which I’ve always liked, “perspicacity” has many of the same qualities. It’s a big word, and it has a very big meaning. It refers to having “acute mental vision or discernment.” People who have it are looking into the future.

The governing boards of the Fraternity (Grand High Zeta) and the Lambda Chi Alpha Educational Foundation have a lot of perspicacity. They have recently made decisions that will, in my opinion, assure the stability of the Fraternity in perpetuity. That’s another big word, and it means, simply, forever.

Starting July 1, 1985, the Foundation will assume all of the fund-raising functions for Lambda Chi Alpha. There are several reasons for this. First, the Foundation, in order to more fully realize its potential for funding educational programs of the Fraternity without onerous restrictions, must change its status with the Internal Revenue Service from that of a private foundation to that of a public charity. In order to accomplish this, it is necessary to broaden the base of contributors, and that logically includes all members of Lambda Chi Alpha. Heretofore, contributors to the Foundation have numbered a few hundred at most. By including all contributions to the Alumni Loyalty Fund, “public” status will be virtually assured.

Second, all contributions to the Foundation are fully tax deductible. This is not the case with contributions to the Fraternity. If for example, a member in the 40% tax bracket makes a \$100 contribution to the Foundation, he will save \$40 of his income tax, and his “out-of-pocket” gift will be only \$60. We would hope that this will influence many brothers to increase the amount of their gifts, thereby increasing the funding of educational programs.

Third, we feel that more alumni will contribute more generously knowing that their gifts will be used for legitimate educational programs that must pass IRS scrutiny.

The decisions made, then, will benefit all four entities involved: the Foundation benefits, the Fraternity benefits, the contributor benefits and perhaps most important, our undergraduate members benefit. Truly, this is a lasting partnership that can only be strengthened as time goes on.

Another vital area which warrants your consideration is the bequest program of the Foundation. You will learn more about that in the article in this issue by Foundation President Tozier Brown. That brings me to the third long word of this theme: procrastination; and I'm as guilty of it as anyone else. I have personally known many brothers who said they would remember the Lambda Chi Alpha Educational Foundation in their wills or as a beneficiary in their insurance policies, but who never got around to it. So let me share with you some profound words of Stephen Grellet:

I expect to pass through this world but once; any good thing therefore that I can do, or any kindness that I can show to any fellow creature, let me do it now; let me not defer or neglect it, for I shall not pass this way again.

I can now take comfort in the knowledge that long after I am gone—in perpetuity as a matter of fact—my gift will continue to benefit Lambda Chi Alpha. Please give it your thoughtful consideration. You'll feel good about it.

## Reflection 55

# On Recidivism

*Fall 1985*

Recidivism is the “tendency to relapse into a previous condition or mode of behavior.” Put another way, “the hardest thing about milking cows is that they never stay milked.”

A few years ago, we basked in the euphoria of a change back to “normalcy,” among college youth in general and fraternities in particular. Gone were the protest signs, the filthy speech, the long hair. Hippies were out; yuppies were in. The suspicious under-30 generation was all of a sudden the over-30 generation, and attitudes and goals in life changed—for the better I think.

But “change is inevitable,” said British statesman Disraeli a little over a hundred years ago, and I tend to agree with him. However, if we’re going to change, I would hope it would be for the better. Author Washington Irving must have had tongue-in-cheek when he said, “there is a certain relief in change, even though it be from bad to worse.” I don’t think it has to be that way.

But there are some danger signs appearing that lead me to believe that we, fraternities, are retrogressing a bit. Hazing, for example, in its vicious manifestations, has all but disappeared. But hazing exists in subtler, though just as dangerous, forms. The “fun and games” types of activities all too often result in accidents with tragic consequences—and multi-million dollar law suits. “Mind games” and harassment, drinking contests, and separation (actives vs. associates; us against them) are mindless and destructive.

We don’t hear a lot about drug use; perhaps because it’s become so commonplace and accepted as “recreational.” What a stupid term!

We do hear a lot about alcohol and alcohol abuse. And we’re going to hear more about it as more and more states raise their legal drinking age to twenty-one, driving the guzzlers behind closed doors and into fraternity houses. But there are some positive signs that our young leaders are beginning to tackle the problem.

“Dry Rush” is becoming the norm rather than the exception, and beer companies are beginning to tone down their promotions on college campuses.

Anheuser-Busch and Coors have done some good things along this line. BACCHUS (Boost Alcohol Consciousness Concerning the Health of University Students) has some good programs for college students, and we applaud their efforts. But we need an absolute end to alcohol abuse.

Emphasis on academics has gone into partial eclipse, it appears, and that trend must be reversed. With enrollments continuing to decline, colleges and universities may lower their academic standards to keep their bond-ridden residence halls full. Fraternities have a long history of strong academic orientation, and we must come up with positive programs to motivate the marginal student to acceptable levels of achievement, and to insure superior performance by the high achievers.

Conduct and behavior in too many instances is childish, if not boorish. Too many college students are taking to heart Elizabeth Akers Allen’s words, “Backward, turn backward, O time, in your flight, Make me a child again, just for tonight!” I say, NO! Let us put away childish things, and be the men we really can and should be.

Every generation spawns different attitudes, which create new problems. The cows don’t stay milked, and the crabgrass comes back year after year. But in fraternity, we’re not dealing with cows or crabgrass. We’re dealing with the human spirit and intellect. We can avoid the pitfalls of recidivism, if we really want to. To that end, we call on the youth of Lambda Chi Alpha to lead the way.

## Reflection 56

# On Watering Horses

*Winter 1985*

There's an old saying that goes, "You can lead a horse to water, but you can't make him drink." I suspect that's true, although I've never been on speaking terms with a horse, and you don't find horse troughs in front of saloons anymore. About the only time you see them is on horse farms or in old Westerns on late-night TV.

The collegiate corollary of that old saying is, "You can send a kid to college, but you can't make him study." I suspect that's true also, and I do know something about college students, having been one myself once upon a time, and having worked with them for the last thirty-five years.

The difference between horses and college students starts with motivation. The horse is guided primarily by physiological needs. He gets thirsty; he drinks. The owner of the horse has the obligation, of course, to provide him the proper environment for him to take a drink; a clean trough or nearby stream, and fresh, untainted water. The rest is up to the horse.

It's a little more complex to motivate a student to study. Like the horse, a lot (most?) depends on self-motivation. There's a thirst for knowledge; he *wants* to study. There's a desire for graduate work (law, medicine, engineering, business); he *has* to study. There's the prospect of a good job and lots of money; he *ought* to study (the gap between the lifetime earnings of a college graduate and a high school graduate is still considerable).

All too often, however, studying interferes with what many students, fraternity men included, would *rather* do—enjoy the social life; take part in sports; be the Big Man on Campus; be a late-night TV freak and cut morning classes.

Yet there are those who can enjoy the full collegiate life and make good grades. In fact, the better students are generally the most involved in other activities. There's another old saying that goes, "If you want something done, ask a busy

person to do it.” Many people aren’t busy because they’re either lazy or unorganized. The busy person has set up his priorities, and *budgeted* his time to include many things. Usually, study is at the top of the list of priorities—and other things fall in place.

Part of motivating people is providing incentives. These can be both positive and negative. The positive ones usually take care of themselves—we’ve already mentioned some of the rewards of good grades. It’s when we talk about the negative incentives that we run into problems with fraternity chapters and members.

The General Assembly in New Orleans last year reinserted some “teeth” into our laws, which set up minimum standards for association, initiation, holding office and continuing in good standing. And when I say minimum, I mean really, really, minimum; the graduation requirement of the institution, which in most cases is a 2.0 average on a 4.0 grading scale.

Most would agree that a 2.0 is a pretty mediocre average, yet all we require is that a member maintain a level of mediocrity in order to avoid sanctions. Yet there are many chapters, possibly a majority, which are reluctant, unwilling or afraid to enforce even these modest standards. This has got to change!

Is the scholastic performance of our members a private matter and none of our business? Of course not. We have as much of an obligation to be concerned with a member’s scholarship (his future) as we do with his safety (his life) by providing the proper environment in which to live, study, and have fun. We owe it to each member to help him, sometimes in spite of himself, to complete his education, and we cannot take that responsibility lightly.

In return, every member has an obligation—to himself, to his family, and to his fraternity, to carry his share of the load, scholastically, financially, and in participation. We cannot afford the luxury of carrying freeloaders on our backs.

We call on our chapters to take the matter of academics seriously, to enforce scholastic discipline, and to provide the proper environment, motivation and incentive to ensure good scholarship.

## Reflection 57

# On Being Old-Fashioned

*Summer 1986*

June 17, 1986. Len Bias, twenty-two years old, University of Maryland All-American basketball star, is the first-round draft choice of the NBA champion Boston Celtics. The ultimate dream of every young college athlete had come true for this young, healthy, strapping young man. He could look forward to a lifetime of fame and would amass a fortune in material wealth.

June 19, 1986. Len Bias was dead, of cardiac arrest, brought on by the use of cocaine.

“Anyone’s death diminishes mankind,” John Donne said. But the drug-induced death of a star athlete, one who is in a position to be a role model for other young people, can have a profound effect on those who might have been tempted to experiment with this insidious drug. Perhaps, just perhaps, others would be warned that the senseless use of illegal drugs, any illegal drugs ... marijuana, cocaine (and its more deadly derivative, “crack”), heroin ... can cause tragedy, even death.

June 27, 1986. Don Rogers, twenty-three years old, Cleveland Browns star defensive back, on the eve of his wedding day, dies of an overdose of cocaine. Don Rogers obviously knew what had caused Len Bias’ death. Anyone who reads a newspaper, a news magazine, or watches TV (and that’s just about everyone), knew how Len Bias died. But apparently Don Rogers didn’t think it could happen to him.

These drug-related deaths elicit a number of reactions—shock, grief, anger, and perhaps a degree of frustration. But perhaps they might induce a degree of fear; the realization that it *can* happen to anyone.

If anyone were to categorize me as “old-fashioned,” I happily and confidently plead guilty, especially when it comes to the use of illegal drugs. I’ve always felt that their use was stupid, absolutely stupid.

There are reports that some twenty-five million people in the United States have used cocaine. That's 11% of our population. Marijuana use far exceeds that number. Is it a problem in Lambda Chi Alpha? Yes. Not to the degree that it is in society as a whole, but yes, it's a problem in about 6% of our chapters. Among alumni members, it's anybody's guess.

I just have never understood why anyone in his right mind would use illegal drugs, even experimentally, even just once, "to see what it's like."

The Fraternity has a policy that "There shall be no possession or use of illegal drugs, including paraphernalia, in chapter houses, on Fraternity premises, at Fraternity functions wherever held, or in any other fashion that would be connected in any way with the Fraternity." This doesn't touch the member who may use illegal drugs in the privacy of his off-campus apartment, unless such use reflects adversely on the Fraternity, such as being busted and being identified as a member of the Fraternity.

Does the Fraternity have a right to be concerned about its members using illegal drugs? Not only does it have the right, it has an absolute obligation to do so. To do otherwise would render "brotherhood" and "brotherly love" hollow and meaningless terms. I just wish we could do more about it.

Of one thing I am sure: I will never tolerate the use of illegal drugs in my home, among my friends or associates, or on the Fraternity staff. If this be "old-fashioned," so be it.



## Reflection 58

# On Aristotle, Plato, Socrates and You

*Fall 1986*

You probably never realized that you have something in common with Aristotle, Plato and Socrates, but you really do. All of you are Greeks.

Unlike the three worthy philosophers, however, who didn't have any choice in the matter, you had a choice. You chose first to be a Greek, a fraternity man, and then you chose to be a member of Lambda Chi Alpha. That puts you in a very special category, and I think Aristotle, Plato and Socrates would have agreed with your decision. Who knows, if Lambda Chi Alpha had existed in their time, they might now be listed among our prominent alumni.

Whether you started college fifty years ago or last year, you wanted to start it "right," for you realized that college years would be the most vital years in your life. You would acquire, among other things, a broad understanding of man's accumulated knowledge, practical application of this knowledge to the art of living, and specialized skills in forging a personal career.

And you decided, early on, that Fraternity—Lambda Chi Alpha—would help you along the way. If you took all of the advantages that were presented to you, the Fraternity did help you in many, many ways.

Your close friends, the men with whom you lived, studied, worked and enjoyed college life, would have a tremendous influence on you—and would remain close friends and brothers throughout life.

When you joined, the personal stature of the men who made up the chapter was your big yardstick. You probably weren't too concerned about the size of the house (if they had a house), the trophies on the mantle, or the money in the treasury. You didn't measure brotherhood in terms of brick, tin or silver. You observed

the men who would be your brothers—how they behaved, worked and played together, and you decided these were the men with whom you wanted to share your experiences during your college years and beyond.

In Lambda Chi Alpha, you were encouraged to develop your leadership potential, within the Fraternity and in campus activities. You were also taught how to be a good follower, and that's equally important. Come to think of it, you couldn't all make Phi Beta Kappa either, but some of you did.

The idea that a fraternity is only a "social" group went out of style long ago, but Lambda Chi Alpha provided you with the best medium there is for gaining social poise. You learned how to be a friend and have friends.

We could go on and on about what Lambda Chi Alpha has done for you: management experience in handling tens of thousands of dollars; the thrill of competition in sports, and in being a good sport; building a career foundation; having fun.

If any of these advantages of Fraternity apply to you—and we think they all do—then you will agree with me that you owe something in return. As you look through the pages of this magazine and see the names of thousands and thousands of brothers who continue to support Lambda Chi Alpha year after year with generous contributions, may you be inspired to start, or continue that support so that generations of brothers yet unborn can share the fraternal experiences you shared.

For you are part of a great Fraternity, forged in the fire of comradeship and nurtured by the proud achievements of more than 175,000 brothers.

Aristotle, Plato and Socrates join me in thanking you for choosing Lambda Chi Alpha. If you agree that you made the right decision, please let me hear from you.

## Reflection 59

# On the Contagion of Character

*Spring 1987*

Noted British author G. K. Chesterton in one of his books noted that it is important for a landlady to know her boarder's financial standing, but it is more important for her to know his philosophy of life. Then he said that it is important for a general in a campaign to know his enemy's numbers and equipment, but it is more important that he know his enemy's philosophy of life.

In the broad context of U.S./Soviet relations, for example, I believe that Russia's philosophy of life, founded on suppression of religion and an economic revolution, is too brash to compare with the philosophy of life we have in the United States and Canada, brought down from our Hebrew and Christian tradition. Life is worth more along the Mississippi and the Ohio and the St. Lawrence than along the Yangtze, the Volga, or even the Ganges.

Pavlov perfected the theory that dogs can be trained to predictable reactions through conditioning. That's a great comfort to dog owners who also have expensive carpets in their living rooms. Horses can be trained too, but only up to a point. They still leave deposits on the streets they parade down. (Have you ever seen Colorado Boulevard in Pasadena right after the Rose Parade? Very pungent.)

Animals can be trained by using the basic elements of fear and deprivation: fear of being punished; deprivation of food and kindness. Fraternity members can be trained by using the same techniques: fear of punishment; deprivation of membership. Chapters can also be trained through fear of punishment; deprivation of their charters.

But the human species, unlike the animal, has been endowed by God with an intellect, a conscience, an ability to know right from wrong, and the freedom to choose what to do and what not to do. These factors make up the character of an individual, and that character determines his philosophy of life.

Very soon, April 14 to be exact, we will be reminded that 75 years ago, the “unsinkable” Royal Mail Steamer *Titanic* collided with an iceberg off the coast of Newfoundland, carrying fifteen hundred persons to the bottom of the sea. I recall some years ago seeing reprinted in a newspaper two illustrations that had appeared in publications following that tragedy. One was a drawing of the ship, upended and slipping to its watery grave. Underneath that cartoon was the caption, “The weakness of man, the supremacy of nature.” Alongside was a picture of one of the passengers stepping back to give his place in a life boat to a woman with a child. Underneath that drawing was this line, “The weakness of nature, the supremacy of man.”

Call it what you will—character, conscience, spirit, spark of God—there is something powerful and precious in man.

These are difficult times for society, and especially for our student generation. A TV newscast the other day contrasted the major problems of high schools in the 50's and 60's—talking in class, cutting into the cafeteria lines, not using the wastebaskets—with the problems in the 70's and 80's—alcohol abuse, drugs, date rape, harassment of teachers, suicides, and now the growing specter of AIDS. We may long for the “good ole' days,” but we shall probably never see them again.

Our problem is compounded at the college level because habit-patterns, good and bad, have already been set at the high school level or before. The solution to these devastating problems lies in how we deal with them. Fear and deprivation may not work, except, perhaps, as a last resort. I would choose rather to deal with these issues through the “contagion of character.” And we have the resources to do it. Lambda Chi Alpha fosters the highest ideals of manly character and gentlemanly behavior, it encourages fraternal good-will (brotherhood) and cooperation, it places strong emphasis on a code of conduct and high standards.

We also have the manpower to do it—no less than a division of volunteers and professionals: our chapter and faculty advisors, house corporation officers and directors, alumni advisory boards, members of the Grand High Zeta, and our professional staff. These are the men who are constantly “listening to the rails,” as the Indians did to learn when the train was coming.

Some undergraduates, perhaps, have the mistaken impression that these men live in mortal fear that someone, somewhere is having fun. Obviously, that is not true. Just as we had fun in college and in fraternity, we want our younger brothers to have fun. But we have to draw the line where having fun transgresses the boundaries of common sense, good behavior and good taste. And it's better to deal with problems while we are at a peak of strength and stability rather than from a position of despair and frustration.

In the office of Michigan football coach Bo Shembechler is a sign that reads, “Those Who Stay Will Be Champions.” We urge those who work with our chapters, and the student members who make up our chapters, to stay the course. Let the contagion of character work its wonders as we deal with the complex problems facing fraternities today: legal liabilities, hazing, alcohol, drugs, open parties, dry rush, you name it. If we work together, and stay together, we will be champions.

## Reflection 60

# On Organizational Stability and Renewal

*Summer 1987*

I believe that organizations, like all living things, have a life cycle. They have a green and supple youth, a time of growth and flourishing, and an old age. But the life cycle of organizations, unlike people and plants, is not at all predictable and need not even be recognizable. An organization may go from youth to old age and stagnation within a span of a few years, and conversely, it may last for decades or even centuries without getting old, or in the context of its inherent nature, "old fashioned." More important, and perhaps more realistically, it may go through a period of stagnation and then revive. In short, decline is not inevitable, and unlike plant and animal life, is not irreversible.

I believe that stagnation and decline can be avoided through the art of continuous organizational renewal. While I also believe that the philosophy expressed herein can be applied to Lambda Chi Alpha as a whole, these observations are limited to the context of the professional arm of the Fraternity, or the Administrative Staff.

My first real observation is that the Fraternity must have an effective program for the recruitment and development of talent, for people are the ultimate source of renewal. It must have the kind of recruitment policy that will bring in a steady flow of able, talented, creative and highly motivated individuals. There must be positive, constructive programs of career development and a willingness to provide a professional identity, responsibilities and the opportunity for accountability.

My second observation on organizational renewal is that there must be a hospitable environment for the individual. I believe that organizations which stifle or kill the spark of individuality greatly diminish their capacity for change and renewal. Individuals who have been made to feel like cogs in a machine, directed and manipulated by a machine operator, will most likely function like cogs in a

machine. They will not produce creative or innovative programs; on the contrary, they may resist new ideas proposed by others.

My third observation is that the professional staff of the Fraternity must operate in an atmosphere which encourages self-criticism. It must be an atmosphere in which uncomfortable questions can be asked. For I am painfully aware that the higher a person is on the organizational chart, the greater the danger of self-deception, of failing to see the problems or refusing to acknowledge them. I believe that the only protection against the natural (and human) tendency to avoid self-criticism is to maintain an atmosphere in which anyone can speak up. It should be pointed out parenthetically, however, for the benefit of anyone subordinate to anyone else that with even the most enlightened superior, a certain amount of prudence is helpful. To apply an old Turkish proverb, "The man who tells the truth should have one foot in the stirrup." Some people welcome criticism, others don't. You have to know the people you're dealing with.

A fourth observation is that continuous renewal requires fluidity of internal structure. Obviously, no organization, large or small, can exist without departmental specialization and division of labor. But jurisdictional boundaries tend to get set in concrete. The danger is that no solution to a problem may be forthcoming if there is a possibility that it will cross over departmental lines and hurt someone's feelings. In my philosophy of organizational stability and renewal, no lines are sacrosanct. They are invariably established to achieve certain objectives, but in my view, the "team concept" and the overall objectives are more important than the rigidity of structure and strict adherence to narrow departmental boundaries.

My fifth observation needs little elaboration—an organization to be effective must have an open system of internal communication. Picking one another's brains, skull sessions, brainstorming, staff retreats, running a flag up the pole to see if anyone salutes, "let me toss this one at you"—all of these things must be encouraged and practiced.

The sixth observation is essential to continuous renewal—to maintain an open mind regarding changing (and presumably improving) procedures. Normally a rule book gets thicker as ideas grow fewer. We tend to get locked into procedures and policies either because "we've always done it this way," or because it's too much of a hassle to change.

As my seventh observation, the professional staff should constantly have their eyes on the horizon; they should be more interested in where the Fraternity is going than where it has been. There will be time enough later to reminisce. The future of Lambda Chi Alpha should be the primary concern. The development and adoption of any program or policy, no matter how progressive or successful, should elicit no atmosphere of euphoria or self-satisfaction. Whatever the staff does, it is not enough. They must at all times be two steps ahead of everyone else in the Fraternity, because they are professionals employed to think and act professionally.

My final observation is obvious. A successful organization requires from its professional staff motivation, commitment, pride, morale, standards. People must believe that it does make a difference whether they do well or badly. They have to care. They have to believe that their efforts are important to the Fraternity, but equally important, they must feel that their efforts are recognized and appreciated.

It has been said that change is always risky, usually uncomfortable, often painful. It cannot be accomplished by apathetic people. It requires motivation and commitment to break through the natural barriers of human rigidity. I believe in a philosophy of continuous renewal framed in a background of fundamental standards, for it is only in such a setting that real and unselfish pride can be nurtured.

We hope your professional staff is fulfilling your needs and expectations, for we are here to serve you, undergraduates and alumni alike.

## Reflection 61

# On Fraternalism

*Fall 1987*

The Fall issue of the CROSS & CRESCENT each year has always given me an opportunity to pause, to reflect, and to be grateful for the “miracle” of Fraternity. Scanning the list of the thousands of brothers who have contributed to the Alumni Loyalty Fund during the past year brings to mind many visions of the past forty years since I became a member of this great organization. It makes me think once more just what fraternity and fraternalism mean to all of us.

It's a very personal thing.

It's a totally new adventure that starts off with mixed feelings of doubt and high spirits, apprehension, and anticipation... Or it's the rekindled desire of going back to books, to friends, to time-worn ways... Or it's an old-timer's memories of some of the happiest hours of his life.

It's the torrential flood of students from class at the stroke of the hour, heading for a cup of coffee... It's the hallowed, ivy-covered library standing like a sentinel guarding the gateway to the past ... and the intermingling of high-pitched voices on the library steps. It's the musical click of ping-pong balls when there's a half hour to squander before the next class... It's the mind-boggling array at the bookstore when you're picking out your required reading list.

It's the frenzied fervor of homecoming, with all-night work sessions and an all-night dance... It's the blare of the band as the long colorful columns go high-stepping down the field. It's pennants whipped by November winds, and Alma-Mater raising a lump in your throat... It's the screaming, shrieking noise when the team has rallied from defeat and has clinched victory, or it's the hushed pall and bleeding silence when the team has failed in the fleeting seconds.

It's munching popcorn at the movies Sunday night with your favorite date... It's the dazzling, almost poetic sunsets in the spring when the campus and the town are streaked with alternate patches of sunlight and shadow... It's the perpetual



race for the showers on Saturday night, and time fretted away in a sorority living room on a rainy Sunday afternoon.

It's the cold, harsh floor beneath bare feet in the grey, drowsy dawn... It's the thick taste after Saturday night and the released mental whirlpools Sunday morning... It's everyone working on the house together painting, mopping, painting, scrubbing, painting, mowing, painting.

It's the unspoken, joyful thanks when the end of the year is a step away and books are closed for the summer, or for good ... and it's the twinge of sadness when leaving friends and brothers, familiar places, and the pulsating tempo of college and fraternity life, carrying away only the fertile memories and the starched diploma.

In short, Fraternity—Lambda Chi Alpha—is a very personal thing that provides for you a lifetime of memories and experiences.

Yet, it is much, much more.

**Lambda Chi Alpha is belonging.**

When you need someone to talk to, you will always find a brother who has a genuine interest in you and who really cares what happens to you. You will find a brother who understands that you are only human and that you have soft spots in your personality to which you are particularly sensitive. You will find a brother who offers to help before you have a chance to ask him.

**Lambda Chi Alpha is sharing.**

A true fraternity has no room for those who seek status, power or personal gain from membership. It is a place for those who have the courage and the desire to share their "secret place of the heart" with other human beings; for those who wish to be more than they are. It is a bond built by continual striving between men who acknowledge their imperfections and the limits of their camaraderie, but who refuse to accept those limitations as insurmountable. It is learning that the only way to multiply joy is to divide it and share it, and that the bond of real friendship is not subject to the usual erosions of human personality.

**Lambda Chi Alpha is brotherhood.**

This implies that the basis of union existing among its members is the closest tie which can bind men together. In a very real sense, the fraternity creates a family relationship among its members. It aims to bring together in intimate association a group of young men who will be congenial, loyal and helpful to one another during some of the best years of their lives—the college years. Thus, Lambda Chi Alpha offers to its members the nearest possible equivalent to home that can be found on the college campus, and these close ties bind men in friendship for life.

It must be remembered, however, that fraternity does not offer sanctuary from real life. We must acknowledge that man is not perfect, and therefore that no association of men can be perfect. Rather than being disillusioned by the imperfections of some of our brothers, however, that is precisely where the fraternity can provide one of the most valuable experiences for young men. Not only do we learn to work with each other in spite of our shortcomings, but by refusing to

accept human frailty as inevitable, the crucible of experience which we call fraternity provides for us the opportunity to help each other to overcome our imperfections.

Despite the few who maintain that fraternity is hypocritical because it doesn't realize its ideals, fraternity has been a positive force in the lives of those who have lived it unselfishly. They have grown—from their failings as well as their successes. Because they have tried, they are better men; because they have dreamed dreams and shared them, some of their imperfections have crumbled.

So, to those thousands of brothers who have been a part of my life, my experiences, and my memories, I am truly grateful.

## Reflection 62

# On Changing Times

*Winter 1987*

“This time, like all times, is a very good one if we but know what to do with it.”

I’ve always liked those words of Ralph Waldo Emerson, because they have such a positive ring to them. Ironically, at about the same time he was writing those words in a suburb of Boston, half a world away in London, Charles Dickens was writing “It was the best of times, it was the worst of times.” And of course, they were both right.

Throughout Lambda Chi Alpha’s 78 year history, we have experienced the best of times and the worst of times. And about all that can be said is that we live in times that are constantly changing. That’s neither good nor bad in itself; things are just a lot different now than they were when I was initiated exactly forty years ago.

I can remember when I first heard the word “marijuana.” That was about 35 years ago. I didn’t know how to spell it, I had never seen it, smelled it or smoked it. I now know how to spell it, I’ve seen it and I’ve smelled it. I’ve still never smoked it.

I can also remember when “bong” was the sound of the campus carillon chiming the hour between classes on a crisp, beautiful fall afternoon; when “coke” was what you sipped through a straw with your favorite date in a booth at the corner drug store, not something that was sniffed through a straw. “Heroin(e)” was the female star of the movie you took your pin-mate to on Sunday night; “pot” was something you cooked in; “grass” was mowed; and “aids” was spelled with small letters and it meant something helpful, something nice. Now it’s spelled AIDS, and you find it in your newspaper every day; and it’s not helpful; it’s not nice.

In my day, closets were for clothes, not something people came out of. I don’t think they cup-sized brassieres then—but don’t take my word for that.

There were no sex changes in those days—you made do with what you had. I can remember when only women wore earrings, and only men wore pants. And I can even remember when people got married—and then lived together. Wasn't that a quaint custom?

And I can remember when a gay person was a happy heterosexual, and a suit was something you wore on a date, or to church, and not an action against you in a court of law. These days, the "Ten Commandments" are regarded by many as the "Ten Suggestions."

One thing I can't remember was "*in loco parentis*." I never knew we had it—until we lost it.

In fraternity, I can remember when all our chapter houses were clean and spotless, when the brothers escorted the housemother to dinner, served on starched white tablecloths by waiters in starched white jackets, and grace was said or sung before every meal.

But then, some things haven't changed. As I travel around the continent and meet and talk with hundreds and hundreds of our undergraduate brothers, I am still struck with their youthful enthusiasm and their idealism. "Brotherhood" hasn't really changed in forty years. The worth of the Lambda Chi Alpha experience is still a treasure.

Lifelong friendships are still being made; joys are shared; moments of sorrow are shared. The Fraternity still bridges that lonely and fearful break with home and family.

Fraternity still provides opportunities for leadership, for responsibility, for accountability. There is still fun to be had, sports to enjoy and exceptional experiences to help mold young men into genuine manhood.

Fraternity men still become successful leaders, as demonstrated by the following facts published in *Update*, the publication of the Center for the Study of the College Fraternity:

- All but two U.S. presidents since 1825 have been fraternity men.
- 63% of U.S. Cabinet members since 1900 have been fraternity men.
- 71% of those listed in *Who's Who in America* are fraternity men.
- 76% of U.S. senators and representatives are fraternity members.
- 85% of Fortune 500 executives are fraternity members.
- Of the nation's 50 largest corporations, 43 are headed by fraternity members.

In short, fraternity—Lambda Chi Alpha—is worth preserving for generations to come. And to paraphrase Emerson, this time is a very good one, and we really do know what to do with it.

## Reflection 63

# On Thermometers and Thermostats

*Spring 1988*

I grew up in New England, where winters were cold and the snowdrifts sometimes came up to the second-floor windows. In the cellar was this enormous coal furnace, and on the living room wall was a thermometer. Now this thermometer told us what the temperature was, and when it registered below a certain level, my Dad, or one of my brothers or I would go down to the cellar to shovel more coal in the furnace. At night, when we were going to bed and didn't need as much heat, one of us would go down to bank the fire, and that would keep it going until morning. The thermometer didn't do anything but report the conditions around it.

Some years later, my Dad bought a new oil furnace, and with it came one of the most fantastic gadgets I'd ever seen. It was called a thermostat. You just set it at whatever temperature you wanted to maintain, and when the temperature in the living room went below that, the thermostat went to work. It kicked the furnace on, and when the desired temperature was reached, it turned the furnace off. In other words, the thermostat didn't just report the conditions around it, it made things happen to *change* the conditions to the desired level.

In working with our chapters, both at the undergraduate as well as the alumni level, it occurs to me that we have among them both thermometers and thermostats. Unfortunately, in my experience, we have too many thermometers and not enough thermostats. We have too many brothers who simply live with the conditions around them, no matter how unacceptable they might be. I guess that's what we call "apathy." They may even complain about those conditions, but they either won't, or are afraid to do anything about them.

What we need in Lambda Chi Alpha are more thermostats, brothers who will take the initiative to change what is unacceptable. This, obviously, requires a commit-

ment to excellence, and it requires *courage*. There is nothing complicated about courage in the physical sense, when we're called on to aid or save another person. There lies in all of us a reservoir of strength and courage that perhaps we never knew we had.

Moral courage, however, requires a higher level of strength. We call on it when we may have to stand by a person under criticism, or about to be judged, perhaps falsely. Conversely, when a brother has obviously done wrong and merits censure or discipline, courage is needed to take a stand, no matter how unpopular.

I believe Winston Churchill was right when he said, "The prime virtue is courage because it makes all the other virtues possible."

As an example, let's look at illegal drugs. It takes courage to deal with this subject. Some suggest tolerance, at least of experimentation, and withholding judgment, let alone censure. I submit that this is not being brotherly; we are not doing anybody a favor by not asking questions, by failing to hold up a mirror for the experimenter to view himself in.

The same applies to the abuse of alcohol which, in the opinion of many, constitutes the single greatest problem facing fraternities and student society in general. Taking a stand against open parties, serving alcohol to minors and playing drinking games, requires a great deal of courage. Taking a stand against sexual harassment requires that we become thermostats, rather than thermometers.

Is it really courageous to refuse to intervene in a brotherly way when these problems occur in a chapter; when failure to deal with these issues may be endangering its existence? Could it be that this amounts to betrayal of brotherhood? Why doesn't somebody speak up, point out the consequences, widen the options? I have to believe that many chapters are waiting for the one strong voice that has the courage to say, "This is wrong!"

Should a brother be permitted to "do his own thing," or do his actions affect the rights of his brothers? It is my firm belief that real courage lies in taking a stand.

Theodore Roosevelt put it this way,

The credit in life does not go to the critic who stands on the sidelines and points out where the strong stumble, but rather, the real credit in life goes to the man who is actually in the arena, whose face may get marred by sweat and dust, who knows great enthusiasm and great devotion and learns to spend himself in a worthy cause, who, at best if he wins, knows the thrill of high achievement and if he fails, at least fails while daring greatly, so that in life his place will never be with those very cold and timid souls who know neither victory nor defeat.

Roosevelt was describing the difference between thermometers and thermostats. I don't remember who said it, or if the words are exactly right, but I would put it in stronger and less eloquent terms—the hottest places in hell are reserved for those who, when faced with a moral decision, choose to remain neutral.

I'm not suggesting that taking a stand for change will be easy. Eighteenth century French writer Jean Jacques Rousseau had this to say,

There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success than to take the lead in the introduction of a new order of things.

Agreed. But we must try.

**If it is to be, it is up to me!**

## Reflection 64

# On Synergism

*Summer 1988*

Synergism is a unique concept which suggests that in the interaction of individual and distinct entities, “the total effect is greater than the sum of the individual effects.” (*Webster*) Unlike pure mathematics, where two and two always equals four, the introduction of the human element allows this phenomenon to occur.

We generally think of synergism in a positive sense, and certainly this applies to fraternities; Lambda Chi Alpha included. The cumulative effect of the positive things fraternity chapters do, combined with the mature guidance and assistance of thousands of alumni volunteers, combined with the watchful and helpful college and university administrators who are committed to making the system work, combined with the tremendous resources and professional expertise of the international fraternity officers and staff, do, indeed, add up to a rather miraculous result which far exceeds the results that could be achieved without the combined efforts of these entities.

This has permitted the fraternity system to withstand every conceivable onslaught in its more than two hundred year history on the North American continent—devastating wars, depressions and recessions, enrollment declines, social upheaval—you name it. The simple fact is that in the final analysis, fraternities continue to play an important and positive role in the overall picture of higher education. Let us never forget that fact!

But we would be the first to admit that there are aberrations in the fraternity system; Lambda Chi Alpha included. Here, too, unfortunately, synergism comes into play. The tragedies that have occurred in fraternities have been relatively few, considering that there are some 5,000 fraternity chapters with 250,000 undergraduate members at any given time. Lambda Chi Alpha has 224 chapters and colonies, with about 12,500 undergraduate members at any given time. And unfortunately, a tragedy occurred recently at Phi Zeta of Rutgers University in New Brunswick, New Jersey.



On April 11, Phi Zeta would have celebrated its 75th Anniversary as a chapter; more than 1,300 members had been initiated since 1913. On Thursday, February 11, Phi Zeta held an Association Ceremony, following which there was a gathering at the chapter house at which alcohol was consumed. Many of those present were under the legal drinking age. The following morning, an eighteen-year-old associate member was taken to the hospital where he was pronounced dead. Officials have determined that the young man died from the effects of alcohol.

On February 15, the Grand High Zeta declared the chapter inactive, and on March 19, the charter of Phi Zeta was suspended indefinitely. The University has also withdrawn recognition for an indefinite period of time, "but for no less than five years." The chapter house has been closed.

The effect of this one tragedy has cast a pall on the entire fraternity and, unrealistically and unfairly, has brought into question the worth of the entire fraternity system on some campuses by the media (synergism). If you have read the CROSS & CRESCENT through the years, you will have seen numerous articles on alcohol and drug abuse, risk avoidance, legal pitfalls, date rape, sexual harassment, hazing, and on and on. These have been supplemented by bulletins, letters, pamphlets and circulars by the score.

One can only wonder then, how such a tragedy could occur. The simple fact is that with 224 chapters and 12,500 members, there will always be some who aren't paying attention or who maintain the fantasy that "it can't happen here." The problems we face regarding alcohol abuse are not unique to Lambda Chi Alpha or to fraternities—they are problems that are prevalent in all of society, student society in particular, and even at the grade school level.

We could throw up our hands in despair, or react hysterically to such an incident, as some have done. We choose instead to redouble our efforts in educating our young members to the dangers (and consequences) of irresponsible behavior. This will require enormous funding of new and expanded programs, and greater alumni support than we have ever received. The loss of even a single life is unacceptable.

An emergency notice was sent to all chapters in February, calling once again for an absolute end to the selling of alcohol, open parties, purchasing alcohol with chapter funds, and allowing underage members or guests to consume alcohol on chapter premises or at chapter functions. The enormous task of enforcing these policies will require the synergistic efforts of our undergraduates, our alumni, college and university administrators and the General Fraternity. It can and it must be done.

Last fall, while visiting in New Mexico, I stopped by the Vietnam Veterans Chapel just north of Taos, where I learned the poignant story of David Westphall, a young member of Sigma Alpha Epsilon Fraternity who died in Vietnam. David had written the following,

At the sight of the heavenly throne Ezekiel fell on his face, but the voice of God commanded him, "Son of man, stand upon your feet and

I will speak with you.” If we are to stand on our feet in the presence of God, what, then, is one man that he should debase the dignity of another?

What, indeed, considering that the ultimate indignity is death?

## Reflection 65

# On a National Treasure

*Fall 1988*

Frequently this page is devoted to reviewing the problems facing Lambda Chi Alpha and fraternities in general. And because there are always problems to deal with, we tend to overlook the fact that among our young people, for every problem member we have, there are a hundred problem-solvers. As I was trying to come up with the words to express this, I ran across an Indianapolis neighborhood newspaper, TOPICS, which carried a column by Dr. John G. Johnson, President of Butler University. He expresses so well what I have always felt. Here's what he had to say:

We Americans should raise our heads and look up. We should look up from our newspapers, our television sets, our desks and from our periodic moods of despair to take heartening note of a precious national treasure—the inspiring achievements of many of our young people.

I readily acknowledge that there is much to preoccupy us with complex problems in our educational system, the pervasive influence of drug and alcohol abuse, and the disintegration of the traditional nuclear family for which no satisfactory substitute has been discovered.

Nevertheless, while we are wringing our hands, voicing despair, and writing or reading countless articles focusing attention upon our problems, a large number of young adults in our society are quietly performing daily miracles.

Families, gifted teachers and extraordinary students are working together to forge mind-boggling achievements which frequently go unnoticed because of our preoccupation with the negative side of our national ledger.

Each year the Butler University Alumni Association sponsors a program to recognize our outstanding students. Well over 100 are nomi-

nated for their gifts of scholarship, character, dedication and leadership, and the twenty most outstanding are identified for individual citations. The public recognition of these fine young people occurred recently. It is one of the highlights of the academic year. All of the nominees are outstanding students in the classroom which is an admirable achievement in itself.

What is so astonishing is the self-discipline, the hard work, the positive attitudes and the unselfishness which results in an extraordinary array of contributions to the University community and to the larger community beyond the campus. In addition to successfully meeting the challenges of their demanding academic programs, these students give thousands of hours devoted to leadership in wide-ranging extracurricular activities within the campus community, and to volunteer programs in the community dealing with all manner of social and health needs.

In addition, many of them have part-time jobs or internships which are preparing them for full-time entry into the work place. Not only do many of them pitch in to be of assistance in existing organizations, some of them create new and imaginative ways to contribute.

Similar claims can be made for students in other colleges and universities throughout the nation. We should look up and cheer, and learn from the leadership of these young people who by example demonstrate that in a free society, families, teachers and motivated students working together can overcome the negatives which occupy so much of our time and attention.

We should celebrate this great treasure for at least two reasons. First, by focusing attention on the positive strands in our society, we can subtly motivate others to follow similar paths. Second, there is much to be learned from analyzing the impact that families, students and first-rate teachers have upon each other. We can extrapolate and learn to apply the outcome of our observations to the benefit of a larger circle of students.

We have only one generation of young people at a time, and we older adults have responsibility to nurture, to support and to encourage them for their own benefit as well as that of our nation and a growing complex world. Next time you encounter one of these wonderful young people, give him or her a pat on the back and look up with a smile.

Our collective hats are off to Dr. Johnson, and for the vast army of fine young men in our Fraternity who are carrying our Standards high, as generations of brothers before them have done.

## Reflection 66

# On Values and Ethics

*Winter 1988*

To establish and foster the highest ideals of manly character and behavior...

To develop the higher qualities of the mind, to nurture respect for learning, and to encourage and reward singular achievement in the field of scholarship...

To provide clean and wholesome homes and recreation for its members while in college...

To operate without offense or injury to anyone...

To unite in fraternal bonds college men of good moral character...

Pretty lofty ideals. They were adopted by Lambda Chi Alpha sixty-three years ago at the 1925 General Assembly and have appeared in every edition of the Constitution since then, including the 1988 edition.

Are these values and ideals unrealistic today? Some would concede that they are, and they would recite a litany of unethical conduct among those who purport to be “leaders” in various professions; those who should be “role models.”

- Sports: The illegal use of steroids to enhance athletic performance in the recent Olympic games and among professional and college football players. Recruiting violations in the sports programs of otherwise distinguished universities. Drug and alcohol related deaths among athletes.
- Business: The Wall Street insider-trading scandals.
- Politics: In all branches of the government; bribery, sex, kickbacks, lying, cover-ups, fraud in defense contracts.
- Religion: The demise of several television evangelists.

The list could be expanded ad nauseum. But perhaps this underscores my conviction that not only are ethical standards never out-of-date, they are needed today more than ever. What we need is a return to the basics; nothing fancy; nothing ornamental.

Recognizing this, two years ago the National Interfraternity Conference appointed a Commission on Values and Ethics on which I am privileged to serve with several fraternity and sorority leaders. The first task of the Commission was to develop a Statement of Fraternal Values and Ethics and a set of Basic Expectations, fundamental guidelines by which fraternity men and women should govern their individual fraternal experiences. Here's what the document says:

In an effort to lessen the disparity between fraternity ideals and individual behavior and to personalize these ideals in the daily undergraduate experience, the following Basic Expectations of fraternity membership have been established:

1. I will know and understand the ideals expressed in my fraternity Ritual and will strive to incorporate them in my daily life.
2. I will strive for academic achievement and practice academic integrity.
3. I will respect the dignity of all persons; therefore, I will not physically, mentally, psychologically or sexually abuse or haze any human being.
4. I will protect the health and safety of all human beings.
5. I will respect my property and the property of others; therefore, I will neither abuse nor tolerate the abuse of property.
6. I will meet my financial obligations in a timely manner.
7. I will neither use nor support the use of illegal drugs; I will neither abuse nor support the abuse of alcohol.
8. I acknowledge that a clean and attractive environment is essential to both physical and mental health; therefore, I will do all in my power to see that the chapter property is properly cleaned and maintained.
9. I will challenge all my fraternity members to abide by these fraternal expectations and will confront those who violate them.

As I said, nothing fancy, nothing ornamental; pretty basic. The next phase of the Commission's work was to develop a set of working materials, case studies covering each expectation, and a discussion outline which can be used by individual fraternity and sorority chapters, an interfraternity council, a panhellenic council, or any combination of these organizations. It is our hope (and expectation) that these will provide the catalyst for the development of new and dynamic policies,

at the grass roots level, dealing with hazing; alcohol and drug abuse; risk management; health and safety programs; safe, sensible and inspirational pre-initiation activities; and so on.

We have a golden opportunity to get back on track, to make our ideals more than just lofty phrases. And I say, let it begin now.

## Reflection 67

# On Opportunities Lost

*Spring 1989*

Some time ago, Lambda Chi Alpha chapters were cautioned about “rough initiations.” Here’s what the message said:

A few chapters, usually because of stupid local customs, have confused “hell week” practices with initiation, and as a result, have caused the regular, formal ritualistic initiation (the *only initiation* in Lambda Chi Alpha) to be entirely misunderstood. There is but one type of initiation in Lambda Chi Alpha and this has but one purpose. It is not disciplinary in character but is primarily spiritual. It is not for the purpose of amusement, but is intensely serious. It is not supplemented by any preliminary “rough” tactics, but stands alone, a unity within itself. Horseplay, rough stuff, zero degrees, walks, hell week and hazing in any form, regardless of what it is called, is unauthorized in Lambda Chi Alpha. Such proceedings are outlawed by nearly all well established fraternities and the National Interfraternity Conference. Educators universally condemn them. They have been the greatest cause of anti-fraternity agitation.

Those words might have been written to our chapters in 1960, when a strong anti-hazing statute was inserted in our Constitution and Statutory Code; or in 1978, when a strong anti-hazing resolution was adopted by the General Assembly; or in 1988, when an even stronger anti-hazing resolution was adopted by another General Assembly. No, those words were written in 1929. They appeared in the *Expositor*, a publication designed as a training manual for chapter officers.

Yet here we are, sixty years later, still grappling with the problem of hazing.

Lambda Chi Alpha was the first fraternity to develop an alcohol awareness program—that was in 1976—thirteen years ago! We developed a drug awareness kit



in 1972—that was seventeen years ago! Yet we are still grappling with those problems.

Opportunities lost! But for the actions of a few chapters, and a relatively few stupid members, Lambda Chi Alpha could have an unblemished record as a partner in higher education with the colleges and universities from which we sprang.

But the reality is that the problems fraternities have are also the problems of society as a whole. Various studies suggest that some 91 percent of college men use alcohol to one extent or another. Since fraternity men constitute only about 10 percent of the male student population, that leaves 81 percent of non-fraternity men who use (or abuse) alcohol. But the problem goes beyond that. Over 50 percent of students in high school use (or abuse) alcohol.

It has often been said that “fraternities are a microcosm of society,” and I’ve always believed that. But I’ve also said that fraternities should be a cut above society. We have emphasized “quality, not quantity.” We have looked for “the cream of the crop.” What’s wrong with expecting higher standards from our members than we would expect from the general student body?

The answer to our problems is two-fold. Our approach is naturally and logically in education. That’s an ongoing process, since we bring in new members every year—and we have a 100 percent turnover every three to four years. But there are times when education is not the only solution. We must enforce our policies with firmness and fairness, and we’re doing just that. During the past few months, three chapters have lost their charters—two have since been recolonized. Others will follow.

The policies mandated by the General Assembly last August are simple to understand and, more importantly, they were adopted by our undergraduate members to apply to all chapters:

- Do not sell alcohol to anyone, either directly or indirectly.
- Do not host open parties.
- Do not ever purchase alcohol with chapter funds.
- Do not permit underage members or guests to consume alcohol.

We call on our alumni to support and assist in enforcing these policies. We need the support and assistance of college and university administrators in dealing with these problems.

These are critical times for the Fraternity and the entire fraternity system, and Lambda Chi Alpha cannot afford the luxury of carrying on its rolls any chapter that is jeopardizing the future and the existence of other chapters and of the General Fraternity.

Once again, Lambda Chi Alpha has the opportunity to be a trend-setter on the college campus. Let’s not blow it!

## Reflection 68

# On Expiration Dates

*Summer 1989*

There are those among us who are a bit paranoid about expiration dates on food packages and containers. Half of the containers in my ice box (I never did learn to call it a refrigerator) have dates on them that have expired. Eventually, most of them get tossed out, but occasionally, I will use something that's "outdated" if it isn't too old. I just can't believe that something with an expiration date of May 31 will turn bad at 12:01 a.m. on June 1. I have one jar of mayonnaise that has an expiration date of July 15, 1889, and I'm still using it!

At any rate, those expiration dates are constant reminders that nothing lasts forever—not food, not plants, not people and not careers.

In Ecclesiastes III:1 we read: "To every thing there is a season, and a time to every purpose under heaven."

My "season" as a member of the professional staff of Lambda Chi Alpha has been a long one—thirty-nine years to be exact. Never in my wildest dreams or imagination could I envision, when Duke Flad offered me the opportunity to serve the Fraternity as a Traveling Secretary July 1, 1950, that I would finish my professional career still serving the Fraternity. Having turned sixty-five last July, and after a great deal of prayerful thought and consideration, I have concluded that it is in my best interest and the best interest of the Fraternity that I announce my retirement as of June 30, 1990, which will complete an even forty years on the staff.

Having made and announced my decision, I should like to share some thoughts with you on what I perceive to be an unprecedented opportunity for both the Fraternity and the Lambda Chi Alpha Educational Foundation to establish new and dynamic professional leadership for both organizations. The Grand High Zeta has authorized a restructuring of the staff to provide for an Executive Vice President for the Fraternity, effective July 1 of this year (that should look good on my

résumé). The Foundation will have an Executive Director and Director of Development, and the search for a person to fill this position is currently underway. The affairs of the Foundation have become far more complex and require far more staff involvement than was available under our previous structure.

There are plans under consideration for doubling the size of the headquarters building and for replacing our computer system, and there will have to be a long-range plan to fund these projects. It is timely that a new Executive Vice President will be on board in the early stages of the implementation process. I anticipate a smooth transition, even though we haven't had much practice at it. (It is a source of pride that in eighty years, Lambda Chi Alpha has had only three full-time chief executives.)

Needless to say, I will devote my fullest energies during my remaining year on the staff to leave the Fraternity in the best possible shape for my successor. I have been guided throughout my fraternal career to do whatever I can and must do from time to time, with the best interests of the Fraternity foremost, but never losing sight of the fact that in this profession, we are dealing with human lives, human emotions and human needs. And this extends to all segments of our Fraternity and beyond: our undergraduates, our alumni volunteers, our staff and to the universities and the communities which have welcomed our presence.

My heart is full to overflowing with thanksgiving to so many people. Certainly to all who read this message—and I am genuinely sorry that I cannot address each of you personally at this time. But I am thankful to so many others who live now in blessed memory, and who have served as my mentors and my inspiration, among them Duke Flad, Lew Plourd, Houston Karnes, Bruce McIntosh, and principally, my mother and father, Polly and George, who came to this country as immigrants at the turn of the century, and saw their dreams for their son fulfilled.

Following retirement, I hope to fill my remaining days with satisfying activity; to find peace and beauty in my literature, writing, music, nature, friendships and family; and to love life and joyously live each day to its ultimate good.

In the meantime, there is still work to be done, and some mountains to climb. During the next year I shall continue to speak out on those issues that confront us, no matter how controversial, and I shall call on you for assistance and support. Remember, my expiration date is not until June 30, 1990!

## Reflection 69

# On Where There's a WILL There's a Way

*Fall 1989*

I think the first time I heard the word “codicil” was on that crazy TV soap opera “Peyton Place” back in the 1950s or 60s. I don’t know why I remember that, except that it’s an unusual word, and everybody on that show was coming up with codicils left and right just about every week.

A codicil, as you probably know, is an amendment to a will. I didn’t know anybody who had a codicil in those days. In fact, I didn’t know anybody who had a will. Or so I thought.

I never knew my parents had wills until they died many years ago. But then, they were always smarter than me. It took me another 25 years to have my will drawn. But it’s done, and I feel good about it.

If my parents did not have wills, the Commonwealth of Massachusetts would have divided up their estate, as modest as it was, according to state law. And it wouldn’t have been done the way they wanted it.

If you already have a will, you know that in the paragraphs above, I’ve pointed out some very important things:

1. Everybody needs a will.
2. A will distributes your estate the way you want it done, not the way the state laws dictate.
3. You don’t need to be wealthy to have a will.
4. You don’t have to have a new will drawn if you change your mind. You can add a codicil or two, like they did every week on “Peyton Place.”

What I've said, I know, is oversimplified, and you do need a lawyer to draw your will. But if your estate is relatively modest, and your distribution relatively simple, it should cost you no more than \$100.00.

No matter how large or small your estate, a will is absolutely necessary if you want any of it to go to your church, your college, your fraternity, or any other organization or worthy cause you would like to remember. State law will distribute an estate only to family members, and even these vary from state to state. For example, one state law may require that equal shares be distributed among your children. That would be fair in most cases. But what if one child is the only one who hasn't yet gone to college? What if one has spent years caring for a parent? What if one is handicapped? Only a properly planned will can take care of those special needs.

Many people I've known have promised me they would have their wills drawn ... and didn't. Many people have promised me they would include Lambda Chi Alpha in their wills ... and didn't.

If *you* don't have a will, please call a lawyer today and get it done. And please include the Lambda Chi Alpha Educational Foundation in your will. The Fraternity is truly worthy of your support. Your gift will help strengthen Lambda Chi Alpha in perpetuity. That means *forever!* Long after you and I are gone.

We'll be glad to send you some literature (I'm beginning to sound like Billy Graham) explaining how simple it is to include the Foundation in your will, and the programs it will help to support. Just write to:

Mark Bauer  
Executive Director  
Educational Foundation  
Lambda Chi Alpha International Fraternity  
8741 Founders Road  
Indianapolis, IN 46268

After you've had your will drawn, and have included Lambda Chi Alpha in it, please let me know. I can guarantee, you'll feel good about it.

## Reflection 70

### *In Loco Parentis* is Alive and Well

Winter 1989

The concept of “*In Loco Parentis*,” Latin for “In the place of a parent,” was certainly in force when I was an undergraduate in the 1940s. We didn’t call it that; in fact I never knew we had it until we lost it, sometime in the late ’60s. The paternalistic role of the college or university vis-a-vis the family probably started in colonial days, as parents sent their teenage sons and daughters off to William and Mary, Harvard or Yale. It was even more noticeable in the less sophisticated and more conservative colleges in the midwest and the church-related schools.

The Dean’s office regulated virtually every facet of the academic, social and moral lives of the students. The student handbooks were thick, and the rules were stringent. And they were enforced. I can recall a fraternity at a large Big Ten school, considered liberal even by today’s standards, being fined \$2,000 and placed on social probation (no parties) for a full year by the University for having one keg of beer in the house. And another fraternity on that same campus was fined \$5,000 by the University because some of their members—of legal drinking age—were caught drinking at their formal, held in a public restaurant some 20 miles from campus. There was no question raised of due process in those days. The students knew the rules, and when they broke them and were caught, they paid the penalty, and that was that.

The trend we have seen during the past two or three years indicates that universities are, in fact, moving toward more regulation and more control of student conduct. Many have developed what they call “relationship statements,” outlining the minimum acceptable standards for fraternities. Some of these are good, but many fall short when they impose standards on fraternities but do not impose similar standards on other student organizations or students in general. And some even go so far as to dictate when we can recruit members, how many members we can have, and when we can house our own members. This goes far beyond the controls and regulations prevalent even when *in loco parentis* was in vogue.

Meanwhile, the dialogue continues, and we welcome the opportunity to provide our input in the development of standards and policies that define, fairly, the relationship between fraternities and the sheltering institutions.

I don't expect to see a return to the policies of the 1940s. Let's face it—the problems are different. As an example, there was a study about a year ago by the California Department of Education, reported by TIME magazine, that contrasted the problems in their schools in the 1940s with those of the 1980s. In the 1940s, the major problems were: Talking and chewing gum in class; making noise, running in the hallways, getting out of place in line, wearing improper clothing, and not putting paper in wastebaskets.

And the problems in our schools in the 1980s? The California study lists: Drug abuse, pregnancy, suicide, rape, robbery, assault, burglary, arson and bombings. Big difference!

Several factors in the 1960s changed all that. One was the lowering of the voting age to 18, and with that came the lowering of the drinking age in many states to 18 or 19. Another factor, probably the major one, was the fire storm that raged throughout the campuses of North America, brought on by the Vietnam War. Students demanded to be heard; they did not want their lives governed; they rebelled at the "establishment"; and university administrators caved in.

Fraternities during this period were like Horatio at the bridge; they (we) were considered part of the establishment. Yet at the very time when fraternities continued to be supportive of the institutions of which we felt we were an integral part, we were abandoned in the overall eclipse of *in loco parentis*.

In recent years, the legal liability crisis and the lawsuits piling up against colleges and universities posed a dilemma for the institutions. More rules and more regulations could result in more exposure to lawsuits. But continuing an arms-length relationship with students (and fraternities) left unchecked the kind of unacceptable behavior that had become prevalent through alcohol and drug abuse, sexual harassment, hazing, and the other ills of today's student society.

The fast track we're on dictates that we do need to be concerned, and we do need to be involved in working *with* our student members to improve the quality of the fraternal experience we're providing. We need to keep teaching responsibility coupled with accountability. And colleges and universities also need to be involved in this process.

## Reflection 71

# On Tough Brotherhood

*Spring 1990*

Not too long ago, I ran across the expression “tough brotherhood” in one of the reports of Educational Leadership Consultant Brent Judge. I thought it was an unusual combination of words—almost an oxymoron, which Webster describes as “a combination of contradictory or incongruous words (as cruel kindness).” But the more I thought about it (and wished I had thought of it first), the more it made sense to me.

We think of a brother most often in terms of caring, sharing and brotherly love. Those who have blood brothers know what I mean—I had five of them when I was growing up—all older than I was. And they did care for their kid brothers, and there was an abundance of brotherly love. But on further reflection, they were also tough on me. They never let me get away with my evil deeds without a word of caution, reprimand, or a cuff on the back of my head or the seat of my pants.

I would think nothing unusual about someone saying his parents were “tough” with him. In fact, I would think it tragic if they were not. Being a tough parent is a tremendous expression of love. Maybe we don’t appreciate it while we’re growing up, but we certainly do after we’ve left the nest. My father expressed his love in many ways. He came from the “old country,” Eastern Europe, where men greet each other with a kiss on the cheek, or on both cheeks, and I was embarrassed as a teenager when he did that. What I wouldn’t give today to have a kiss on the cheek from my Dad. But he also expressed his love for me when he took off his belt and used it on my behind. Tough love.

That kind of tough love should be present in all of our chapter houses, but too often it’s missing. Instead, we often see a watered-down version of brotherhood, where so-called brothers back away from conflict, afraid to take a stand, afraid to challenge intolerable behavior. This only results in more conflict, more intolerable behavior. And the end result is an erosion of standards, loss of pride and



respect, and then a complete absence of brotherhood.

A permissive society, a permissive home, or a permissive fraternity chapter reflect a lack of love.

My equation of family and fraternity is not made lightly. I truly believe it. In a very real sense, the fraternity creates a family relationship among its members. It aims to bring together in intimate association a group of young men who will be congenial, loyal and helpful to one another during some of the best years of their lives—the college years.

Lambda Chi Alpha offers its members the nearest possible equivalent to home that can be found on the college campus, and these close ties often bind men in friendship for life. You won't find that in the residence halls.

It must be remembered, however, that fraternity does not offer sanctuary from real life. We must acknowledge that man is not perfect, and therefore that no association of men can be perfect. We all screw up every now and then, and do stupid things. Rather than being disillusioned by the imperfections of some of our brothers, that is precisely where the Fraternity can provide one of the most valuable experiences for young men. Not only do we learn to work with each other in spite of our shortcomings, but by refusing to accept human frailty as inevitable, the crucible of experience which we call fraternity provides for us the opportunity to help each other to overcome our imperfections. And that means displaying, when it becomes necessary, tough brotherhood!

## Reflection 72

# On Following a Dream

*Summer 1990*

I cannot truthfully say that when I started to work for the Fraternity as a Traveling Secretary on July 1, 1950 that I dreamed someday of being Executive Vice President. I'm convinced that events that shape our lives and careers are influenced to a degree by luck, fate, chance, or a Higher Being that we can only begin to comprehend.

Coming from New England, circumstances made it possible for me to attend Princeton University or Williams College. What if I had gone to Princeton? I could not have joined a fraternity because there were none. What if I had gone to Williams? I could not have joined Lambda Chi Alpha, because there was no chapter there. Instead, I chose the University of Michigan, and there joined a tremendous group of guys who happened to be Lambda Chis. What if I followed my brother's footsteps and joined Phi Delta Theta? The fact is, I didn't.

So eventually I had a chance to work side-by-side for 18 years with Duke Flad and a host of other great Lambda Chis. Then when Duke died unexpectedly in 1968, I was given the opportunity to serve as the Fraternity's chief executive. For the next 21 years I followed some dreams for our Fraternity, and most of those dreams have come true.

Now that I am on the threshold of retirement, I can say that I'm a very proud and humble man. That's probably the most trite and overused expression that any person has ever used. Yet, let me explain why I am both genuinely proud and humble.

I'm proud today because I think my parents would be proud of me today. They rest now on a peaceful hillside in the green, rolling hills of Western Massachusetts. They came to this country as immigrants from the Ukraine at the turn of the century, unable to speak a word of English, and never having had the opportunity to gain any formal education. Yet I was their son, the last of nine children, and they wanted for me all the good things in life they were never able to have.

They made it possible for me to attend one of the finest universities in the world, and they supported my decision to join and later to forge a career with one of the finest fraternities in the world.

And I am genuinely humble, because this career has given me the opportunity to work with such tremendous people as Bruce McIntosh, Duke Flad, E. J. C. Fischer, Linn Lightner, Tozier Brown, Houston Karnes, Lew Plourd—I must stop here, for to go further would take up all 48 pages of this magazine.

One cannot reflect on 40 years of a career associated with higher education on a single page; it would require a book, which I hope to write one day. There have been good times and bad times; joy and sorrow. But the happy experiences outnumber the heartaches by a substantial margin.

The tragedies we've faced have been few, but each one has diminished me and diminished our Fraternity. Closing a chapter, for whatever reason, has never been easy, and no matter the justification, many alumni have been unforgiving. The Vietnam era spawned a humorless generation of college students intent on protest and frying their brains with drugs. Unfortunately, many of that generation are now teaching our youngsters in college. And alcohol has now become one of the major problems on the campus.

Dealing with these has not been fun, but in all our decisions, we have been guided by what, in our opinion, has been best for Lambda Chi Alpha.

We can also remember the good times, and working with tens of thousands of young people over a 40 year span tops the list. To watch an idealistic youth through his college days and then develop into a fine young man, and ultimately into a successful man, both personally and professionally, has been rewarding. Murphy Osborne, our Grand High Alpha, is one of those; one of my genuine heroes. There's not much good that can be said of growing old, but it does let you see things through a prism of time that can be an exhilarating experience. For those of my generation reading this, I can relate it to the movie "Goodbye, Mr. Chips," as the faces of those tens of thousands of those brothers I have known form a kaleidoscope in my mind.

I must confess that I do have some regrets. One of the greatest is not having had the time to respond to all of the correspondence received; too many requests unfulfilled, and complaints unanswered. For that I am truly sorry. I have never intentionally tried to offend anyone, but learned long ago that if you try to please everybody, somebody's not going to like it (one of Murphy's laws). Not all positions I've taken have been universally popular—there are still a few out there who long for the days of pledging and hazing, for example. Given the opportunity, I will continue to speak out on those issues I feel are important, in this magazine and in other arenas. I am retiring, but I am not leaving the Fraternity.

The memories of our 40 years together will sustain me throughout my life. Has it really been 40 years? If I could personify Lambda Chi Alpha, I would say this, thank you for the memories of these days together.

For I am Lambda Chi Alpha, here and now

I am wide and old and proud,  
And your dreams have been my dreams,  
And your life my life.  
For not long have you stayed in my care.  
But we will be linked together always.  
I will watch you closely,  
Trudging along your campus pathways,  
Through Fall's brittle, placid leaves;  
Through Winter's snows and North winds;  
Through Spring's inevitable morning sunlight.  
I've seen you in expectation,  
And anxiety, and joy and tears.  
I've seen your heads nod and your eyes closed here and there.  
And some days I was here and you were not,  
Leaving me to my work as you slept,  
Bringing the brown taste of morning.  
But still we were part of one another,  
And now we must say goodbye, our time together having been completed.  
But your spirit will remain in me, and my spirit in you,  
Like a father's remembrances of his children,  
And their gratitude for his care.  
Follow your dreams.

# Afterword

May 1, 1990

Dear Brothers and Friends:

You have now had the opportunity to read the articles which George Spasyk wrote entitled "Reflections." It is important to consider that these articles have been some of the most frequently read words by the fraternity world. Historically, these "thoughts in writing" were always the cutting edge of progress and usually resulted in action. Many of the writings were so compelling and thought provoking that some fraternities used the articles verbatim to cause change within their bond of brotherhood.

Lambda Chi Alpha was guided by the statements. George had a unique way of spreading his message to all of us to inform, educate, amuse, or shock us. His articles most times represented futuristic but logical thinking which caused us to examine our ideals of brotherhood at a particular period in our history. As I look back, I am amazed at the number of practices and policy changes which took place relatively soon after his articles but which directly reflected the influences of his writings and leadership.

Each article was probably written in a relatively short period of time, but it becomes obvious that the thoughts and empirical data had been collected over his lifetime.

I feel that the man and his "Reflections" have, in many ways, guided the Fraternity over a significant portion of our very impressive history. Just as our past has been influenced by his presence, our future shall be molded by his reflection and the spirit of his "Reflections."

Most Sincerely,



Murphy M. Osborne, Jr.  
President, 1986-1990  
Lambda Chi Alpha Fraternity

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