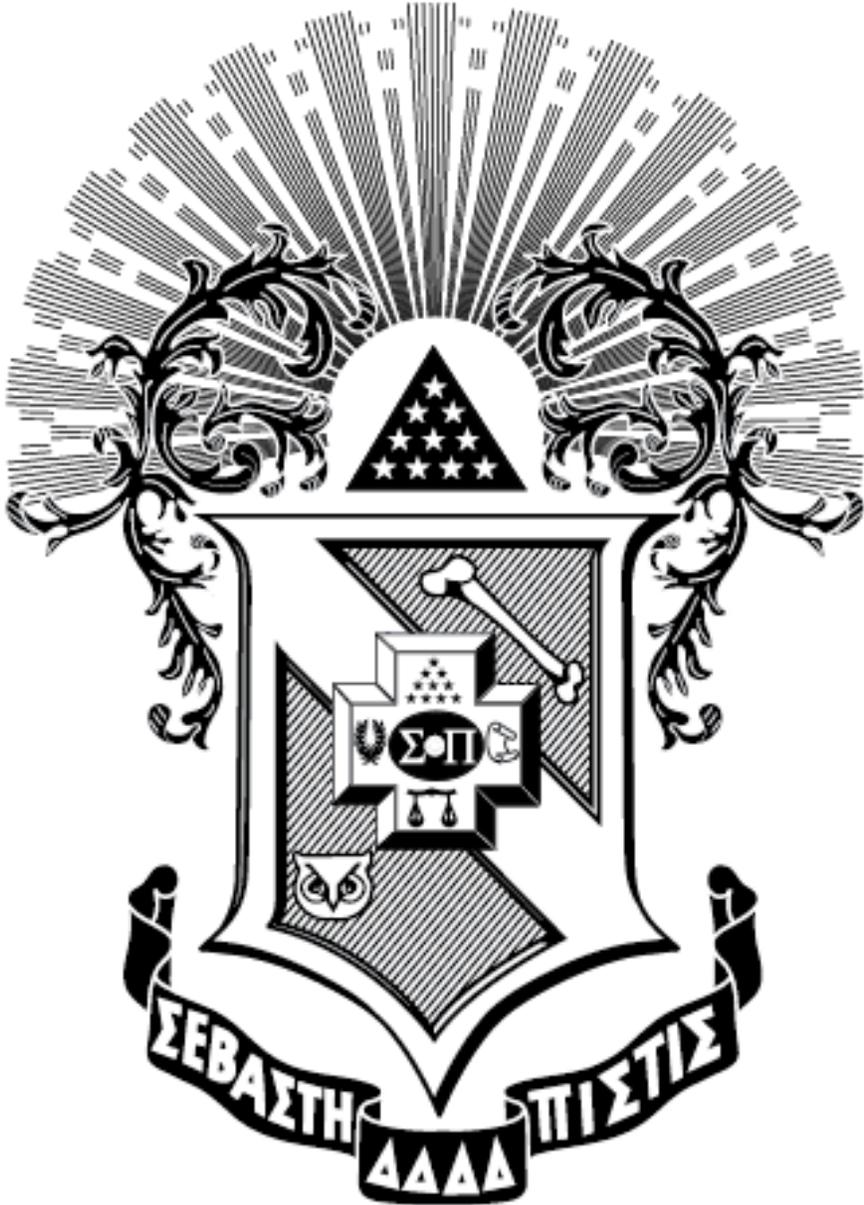


Sigma Pi Fraternity, International POLICY GOVERNANCE MANUAL



Last Revised: *5 January 2018*

Table of Contents

POLICY TYPE: ENDS	4
FRATERNITY	5
POLICY TYPE: GOVERNANCE PROCESS	6
GOVERNING STYLE	7
GLOBAL GOVERNANCE COMMITMENT	8
COST OF GOVERNANCE	9
COUNCIL MEMBER’S CODE OF CONDUCT	10
COUNCIL JOB DESCRIPTION	11
CHIEF GOVERNANCE OFFICER’S ROLE	12
COUNCIL SECRETARY’S ROLE	14
COUNCIL COMMITTEE PRINCIPLES	15
COUNCIL COMMITTEE STRUCTURE	16
POLICY TYPE: COUNCIL-MANAGEMENT DELEGATION	18
GLOBAL GOVERNANCE – MANAGEMENT CONNECTION	19
UNITY OF CONTROL	20
ACCOUNTABILITY OF THE CHIEF EXECUTIVE OFFICER	21
DELEGATION TO THE CHIEF EXECUTIVE OFFICER	22
MONITORING CHIEF EXECUTIVE OFFICER PERFORMANCE	23
AUDIT COMMITTEE	24
POLICY TYPE: EXECUTIVE LIMITATIONS	25
GLOBAL EXECUTIVE CONSTRAINTS	26
GENERAL COUNSEL	27
CRISIS COMMUNICATION	28
FINANCIAL PLANNING/BUDGETING	29
FINANCIAL CONDITION AND ACTIVITIES	30
ASSET PROTECTION	31
EMERGENCY CEO SUCCESSION	32
CONTINUING EDUCATION AND DEVELOPMENT	33
COMPENSATION AND BENEFITS	34
STAFFING	35
HIRING REQUIREMENTS	36
PAID STAFF EXPERIENCE	37

EXECUTIVE OFFICE STAFF DEVELOPMENT	38
STAFF PERFORMANCE	39
NORTH-AMERICAN INTERFRATERNITY CONFERENCE INVOLVEMENT	40
CONFERENCE ATTENDANCE ACCOUNTABILITY AND REPORTING	41
VOLUNTEER PERFORMANCE	42
VOLUNTEER EXPERIENCE	43
REGIONAL AND PROVINCE ALIGNMENT	44
SMART GROWTH AND EXPANSION	45
MEMBERSHIP EXPERIENCE	46
CONFERENCE PLANNING	47
GRAND COUNCIL MEETING PREPARATION	48
COMMUNICATION AND SUPPORT TO THE COUNCIL	49
COMMUNICATION WITH MEMBERSHIP	51
COMMUNICATION	52
SUPPORT FOR POLITICAL CAUSES OR ACTIVITIES	53
MAINTENANCE OF FRATERNITY RECORDS	54
AUDIT COMMITTEE COMMUNICATION	55
SIGMA PI EDUCATIONAL FOUNDATION COMMUNICATION	56
<i>POLICY GOVERNANCE RESOURCES & REFERENCES</i>	57

POLICY TYPE: *ENDS*

POLICY TYPE: ENDS

POLICY TITLE: FRATERNITY

Adopted 27 July 2010

Amended 17 September 2017

The Fraternity exists for the social, academic, professional, and cultural benefit to a growing number of members that is sufficient to justify the costs and other obligations of membership.

1. Members experience lifelong friendships
 - a. Members are well-networked for advantageous career and social networking and communication opportunities with mentors and peers
2. An increasing number of members obtain an enhanced experience
 - a. Undergraduate members are prepared for critical transition into campus participants and leaders with skills, including but not limited to, scholastic aptitude, financial literacy, interpersonal skills, and organizational abilities
 - b. Undergraduate members are prepared for transition into the workforce as leaders and role models
 - c. Members exemplify virtuous behavior, emphasizing the values put forth in the Creed and Ritual
3. An increasing number of quality undergraduate members develop social skills and are presented public service opportunities, including volunteering and philanthropy
 - a. Undergraduate members become well-rounded, active citizens and leaders on campus and in the community
 - b. Undergraduate members are recognized as campus, community, and Grand Chapter leaders
4. An increasing number of Chapters and Alumni Clubs are given the opportunity for membership growth and success
 - a. Chapters shall be afforded an adequate opportunity for growth and success within the resources available to the Executive Office
5. Alumni members maintain and build relationships with fraternity brothers to the extent they choose to do so
 - a. Alumni members are afforded avenues of enrichment throughout their personal and professional lives
 - b. Alumni members are afforded opportunities and support to develop and continue their association with the fraternity

POLICY TYPE: *GOVERNANCE PROCESS*

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GOVERNING STYLE

Adopted 29 January 2010

Amended 9 March 2017

The Grand Council will govern lawfully with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

The Grand Council shall strictly adhere to its own policies as fully documented within the accepted Code of Conduct Agreement under Policy Governance.

Summarily and Accordingly:

1. The Council will cultivate a sense of group responsibility.
2. The Council will direct, control, and inspire the fraternity.
3. The Council will enforce upon itself whatever discipline is needed to govern with excellence.
4. Continual Council development will include orientation of new Council members in the Council's governance and periodic Council discussion of process improvement.
5. Council shall conduct a periodic (at least once per biennium) self-assessment of our performance on our role, functions, and projects. The self-assessment will include feedback from others who have close, direct contact with the Council (i.e. the Chief Executive Officer and the Chairman of the SPEF).
6. The Council will allow no officer, individual, or committee of the Council to hinder or be an excuse for not fulfilling group obligations.
7. The Council will monitor and discuss the Council's progress and performance at each meeting. Self-monitoring will include comparison of Council activity and discipline to policies in the Governance Process and Board-Management Delegation categories.
8. Council will provide each self-assessment to the Governance Officer for critical review and challenge.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: GLOBAL GOVERNANCE COMMITMENT

Adopted 29 January 2010

Amended 17 September 2017

The purpose of the Grand Council, on behalf of the pledges, actives and alumni members, is to see to it that the Sigma Pi Fraternity, International (a) achieves appropriate results for appropriate persons at an appropriate cost (as specified in the Council's Ends policies), and (b) avoids unacceptable actions and situations (as prohibited, in part, by the Council's Executive Limitations policies).

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: COST OF GOVERNANCE

Adopted 29 January 2010

Amended 17 September 2017

Because poor governance costs more than learning to govern well, the Council will invest in its governance capacity.

Accordingly:

1. Council skills, methods, and supports will be sufficient to assure governing with excellence.
 - a. Training and retraining will be used to orient new members and candidates for membership as well as to maintain and increase existing member skills and understandings.
 - b. Outside monitoring assistance will be arranged so that the Council can exercise confident control over organizational performance. This includes, but is not limited to, a fiscal audit and reports provided by a Governance Officer.
 - c. The Governance Officer will be leveraged to maintain sufficient monitoring of the Chief Executive Officer (CEO), the Council, and subsequent policies and procedures.
 - d. Outreach mechanisms will be used as needed to ensure the Council's ability to listen to stakeholder viewpoints and values.
2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
 - a. Up to \$8,000 in each fiscal year for training including attendance at conferences and workshops.
 - b. Up to \$2,000 in each fiscal year for audit and other monitoring of organizational performance.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: COUNCIL MEMBER'S CODE OF CONDUCT

Adopted 29 January 2010

Amended 9 March 2017

The Council commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Council members.

1. Council members must have loyalty to the fraternity's stakeholders.
2. Council members must avoid conflict of interest with respect to their fiduciary responsibility.
3. Council members may not attempt to exercise individual authority over the organization.
4. Council members will respect the confidentiality appropriate to issues of a sensitive nature.
5. Council members will be properly prepared for Council deliberations and shall have this Policy Governance manual, Constitution, Bylaws, and the Policies and Guidelines immediately available for all Grand Council meetings.
6. Council members will support the legitimacy and authority of Council decisions, irrespective of the member's personal position on the issue.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: COUNCIL JOB DESCRIPTION

Adopted 29 January 2010

Amended 17 September 2017

Specific job outputs of the Council, as an informed agent of the fraternity's stakeholders, are those that ensure appropriate organizational performance.

Accordingly, the Council has a direct responsibility to create:

1. A link between the fraternity's stakeholders and the day-to-day activities of the Executive Office and larger organization.
2. Written governing policies that address the broadest levels of all organizational decisions and situations.
3. Assurance of the opportunity to successfully achieve organizational performance in meeting Ends and Executive Limitations.
4. Fair and timely decisions on all judicial appeals.
5. Fair and timely decisions about Charter status.
6. Supervision, maintenance, and proper execution of the Fraternity's ritual in accordance with the Manual of Ceremonies.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: CHIEF GOVERNANCE OFFICER'S ROLE

Adopted 29 January 2010

Amended 17 September 2017

The Grand Sage is the Chief Governance Officer, a specially-empowered member of the Council, who assures the integrity of the Council's process.

Accordingly:

1. The assigned result of the Grand Sage's job is that the Council behaves consistently with its own rules and those legitimately imposed upon it from outside the organization from federal, state, local, and other governmental authorities.
 - a. Discussion content during Grand Council meetings will focus on those issues which, per Council policy, clearly belong to the Council to decide or to monitor.
 - b. Information that is for neither monitoring performance nor Council decisions will be avoided or minimized and noted as such.
 - c. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
 - d. Appointments of all positions as required by the Constitution and Bylaws will be made in an appropriate and timely fashion.
2. The authority of the Grand Sage consists in making decisions that fall within topics covered by Council policies on "Governance Process" and "Board-Management Delegation," with the exception of (a) employment or termination of a CEO and (b) where the Council specifically delegates portions of this authority to others. The Grand Sage is authorized to use any reasonable interpretation of the provisions in these policies.
 - a. The Grand Sage is empowered to chair Council meetings with all the commonly accepted power of that position, such as ruling and recognizing.
 - b. The Grand Sage has no authority to change policies created by the Council within Ends and Executive Limitations policy areas. Therefore, the Grand Sage has no authority to unilaterally direct the Chief Executive Officer to disregard any Ends or Executive Limitations.
 - c. The Grand Sage may represent the Council to outside parties in announcing Council-stated positions and in stating chair decisions and interpretations within the areas delegated to him.

- d. The Grand Sage may delegate this authority, but remains accountable for its use.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: COUNCIL SECRETARY'S ROLE

Adopted 29 January 2010

Amended 17 September 2017

The Grand Fourth Counselor is the Council Secretary, an officer of the Council, whose purpose is to ensure the integrity of the Council's documents.

1. The assigned result of the Grand Fourth Counselor's job is to see to it that all Council documents and filings are accurate and timely.
 - a. Policies will be current in their reflection of Council decisions. Decisions upon which no subsequent decisions are to be based, such as consent agenda decisions, motions to adjourn, and staff or Council member recognitions need not be placed in policy.
 - b. Policies will follow a pragmatic, usable approach to Policy Governance principles and be reviewed for accuracy and efficient implementation by a third-party consultant with expertise in Policy Governance.
 - c. Bylaw elements necessary for legal compliance and for consistency with the principles of Policy Governance will be known to the Council.
 - d. Requirements for format, length, and accuracy of Council minutes will be known to the CEO.
2. The authority of the Grand Fourth Counselor is access to and control over Council documents and the use of staff time as necessary.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: COUNCIL COMMITTEE PRINCIPLES

Adopted 29 January 2010

Amended 17 September 2017

Council committees, when used, will be assigned to reinforce the wholeness of the Council's job and never to interfere with delegation from the Council to the CEO.

Accordingly:

1. Council committees are to help the Council do its job, not to help or advise Executive Office staff. Committees ordinarily will assist the Council by preparing policy alternatives and implications for Council deliberation. In keeping with the Council's broader focus, Council committees will normally not have direct dealings with current Executive Office staff operations.
2. Council committees may not speak or act for the Council except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the CEO.
3. Council committees cannot exercise authority over Executive Office staff. Because the CEO is responsible to the full Council, the CEO will not be required to obtain approval of a Council committee before making an executive action.
4. Council committees are to avoid over-identification with organizational elements rather than the whole. Therefore, a Council committee that has developed policy for approval and adoption by the Council will not be used to monitor organizational performance on the same policy. In most cases, oversight of policies will lie with the Governance Committee. Critical challenge by the Governance Committee, or any of its sub-committees, does not constitute development of a policy/procedure, rather it constitutes oversight of the policy development process by the committee developing said policy.
5. This policy applies to any group which is formed by Council action, whether it is called a committee and regardless of whether the group includes Council members. It does not apply to committees formed under the authority of the CEO.

POLICY TYPE: GOVERNANCE PROCESS

POLICY TITLE: COUNCIL COMMITTEE STRUCTURE

Adopted 29 January 2010

Amended 17 September 2017

A committee is a Council committee only if its existence and charge come from the Council, regardless of whether Council members sit on the committee. The only Council committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

1. Elections Board

a. Product: Screens candidates for elected office in the Fraternity based upon the following attributes, among others:

- i. A member in good standing whose personality, intellect, and character are worthy of emulation,
- ii. Demonstrated loyalty to the Fraternity,
- iii. Experience in the Fraternity,
- iv. Understanding of the role of the Council and Policy Governance, and that Council members perform a group function and are not to build individual fiefdoms,
- v. A commitment to devote the time required to function as a Council member, to attend meetings, and to perform ceremonial and public duties as required, and
- vi. A financial ability and willingness to spend personal funds for various unreimbursed expenses.

b. Authority: Bylaw 6, and staff time as necessary.

2. Judicial Review Committee

a. Product: Produces recommendations for Council consideration regarding resolution of appeals by expelled members.

b. Authority: Bylaw 4, Bylaw 18, and staff time as necessary.

3. Audit Committee

a. Product: Specification of scope of audit prior to outside audit

b. Authority: To incur no more than pre-determined direct charges and use of staff time as necessary.

4. Executive Review Committee

- a. Product: To consider CEO performance and to recommend to the Council any increase in salary or award of bonus compensation
- b. Authority: Conference call authorization and staff time as necessary.

5. Constitution and Bylaws Committee

- a. Product: To consider and propose appropriate amendments to the Fraternity's Constitution and Bylaws, when necessary, in addition to assisting the CEO in interpreting the provisions and effects of the same.
- b. Authority: Conference call authorization and staff time as necessary.

6. Communications Committee

- a. Product: To consider and propose appropriate mechanisms, policies, and practices with respect to maintaining a direct, on-going, and synchronized link to the membership and communicating Ends, co-promotion of Executive Office initiatives, and co-promotion of Educational Foundation initiatives to the membership.
- b. Authority: Conference call authorization, editing/reviewing of approved mechanisms (e.g., fraternity website or social media accounts), and staff time as necessary.

POLICY TYPE: *COUNCIL-MANAGEMENT DELEGATION*

POLICY TYPE: COUNCIL-MANAGEMENT DELEGATION

POLICY TITLE: GLOBAL GOVERNANCE – MANAGEMENT CONNECTION

Adopted 29 January 2010

Amended

The Council's sole official connection to the operational organization, its achievements and conduct will be through a CEO.

POLICY TYPE: COUNCIL-MANAGEMENT DELEGATION

POLICY TITLE: UNITY OF CONTROL

Adopted 29 January 2010

Amended 17 September 2017

Only officially passed motions of the Council, including making Ends or Executive Limitations, are binding on the CEO.

Accordingly:

1. Decisions or instructions of individual Council members, officers, or committees are not binding on the CEO except in rare instances when the Council has specifically authorized such exercise of authority.
2. In the case of Council members or committees requesting information or assistance from staff without Council authorization, the CEO can refuse such requests that require, in the CEO's opinion, a material amount of staff time or funds or is disruptive.

POLICY TYPE: COUNCIL-MANAGEMENT DELEGATION

POLICY TITLE: ACCOUNTABILITY OF THE CHIEF EXECUTIVE OFFICER

Adopted 29 January 2010

Amended 17 September 2017

The CEO is the Council's only link to the Executive Office and its operational achievement and conduct, so that all authority and accountability of staff, as far as the Council is concerned, is considered the authority and accountability of the CEO.

Accordingly:

1. The Council will never give instructions to persons who report directly or indirectly to the CEO without the CEO's involvement and approval of the request.
2. The Council will not evaluate, either formally or informally, any staff other than the CEO.
3. The Council will view the CEO's performance as identical to organizational performance, so that organizational accomplishment of Council-stated Ends and avoidance of Council-proscribed Means will be viewed as successful CEO performance.

POLICY TYPE: COUNCIL-MANAGEMENT DELEGATION

POLICY TITLE: DELEGATION TO THE CHIEF EXECUTIVE OFFICER

Adopted 29 January 2010

Amended

The Council will instruct the CEO through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.

Accordingly:

1. The Council will develop policies instructing the CEO to achieve specified results, for specified recipients, at a specified relationship between cost and results. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends issues as defined above are Means issues.
2. The Council will develop policies that limit the discretion the CEO may exercise in choosing the organizational Means. These limiting policies will describe those practices, activities, decisions, and circumstances that would be unacceptable to the Council, even if they were to be effective. These policies will be developed systematically from the broadest, most general level to more defined levels; they will be called Executive Limitations policies. The Council will never prescribe organizational Means to the CEO.
 - a. Below the global level, a single limitation at any given level does not limit the scope of any forgoing level.
 - b. Below the global level, the aggregate of limitations on a given level may embrace the scope of the foregoing level, but only if justified by the CEO to the Council's satisfaction.
3. As long as the CEO uses *any reasonable interpretation* of the Council's Ends and Executive Limitations policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities. Such decisions of the CEO shall have full force and authority as if decided by the Council.
4. The Council may change its Ends and Executive Limitations policies, thereby shifting the boundary between Council and CEO domains. By doing so, the Council changes the latitude of choice given to the CEO. But as long as any particular delegation is in place, the Council will respect and support the CEO's choices.

POLICY TYPE: COUNCIL-MANAGEMENT DELEGATION

POLICY TITLE: MONITORING CHIEF EXECUTIVE OFFICER PERFORMANCE

Adopted 29 January 2010

Amended 17 September 2017

Systematic and rigorous monitoring of the CEO's performance will be evaluated solely against the only expected CEO job outputs:

- (1) organizational accomplishment of any reasonable interpretation of Council policies on Ends;
 - a. Accomplishment on or progress towards Ends shall be demonstrated with quantifiable data and/or information.

- (2) and, organizational operation within the boundaries established in Council policies on Executive Limitations, reasonably interpreted.

POLICY TYPE: COUNCIL-MANAGEMENT DELEGATION

POLICY TITLE: AUDIT COMMITTEE

Adopted 9 March 2017

Amended 17 September 2017

The Grand Sage and the Grand Third Counselor will not forgo engaging the Audit Committee in reviewing the results from any financial audit or any business that is presented or reviewed by the auditors contracted by the Fraternity.

POLICY TYPE: *EXECUTIVE LIMITATIONS*

POLICY TYPE: *EXECUTIVE LIMITATIONS*

POLICY TITLE: *GLOBAL EXECUTIVE CONSTRAINTS*

Adopted 29 January 2010

Amended 19 July 2015

The CEO will not cause or allow any organizational practice, activity, decision, or circumstance which is either unlawful, imprudent, or in violation of commonly accepted business, accounting, and professional ethics and practices or can be reasonably considered politically motivated in nature or that are in conflict with the Fraternity's Constitution and Bylaws.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: GENERAL COUNSEL

Adopted 9 March 2017

Amended 17 September 2017

The Chief Executive Officer shall not fail to recommend a General Counsel to the Grand Council. The General Counsel will report to the Grand Council and all communication between the CEO and the General Counsel must be documented and transmitted to the Grand Council or its selected designee.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: CRISIS COMMUNICATION

Adopted 9 March 2017

Amended 17 September 2017

The CEO shall not fail to maintain a comprehensive crisis communication plan, including a description of how each level of local, regional, and international volunteers will be informed of incidents and when the information will be disseminated. The plan should ensure all volunteers speak with one voice in the matter.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL PLANNING/BUDGETING

Adopted 29 January 2010

Amended 2 February 2017

Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from the Grand Council's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

1. The CEO will not allow budgeting that:
 - a. Risks incurring those situations or conditions described as unacceptable in the Council policy "Financial Condition and Activities."
 - b. Omits credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
 - c. Provides less for Council prerogatives during the year than is set forth in the Council policy "Cost of Governance" policy.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: FINANCIAL CONDITION AND ACTIVITIES

Adopted 29 January 2010

Amended 17 September 2017

With respect to the actual, ongoing financial condition and activities, the CEO will not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from Grand Council priorities established in Ends policies.

The CEO will not:

1. Allow reserve funds to grow by less than 3% per annum, not including investment income.
2. Fail to explore and accept, wherever reasonably prudent and possible, sources of income alternative to pledge and initiate revenue.
3. Fail to maintain a reasonably prudent policy for expenses incurred on behalf of the Fraternity by paid staff and volunteers.
4. Allow any expense not reasonably related to achievement of Grand Council Ends policies.
5. Transfer, use, spend, or in any other way reduce the balances of designated reserve accounts by any amount equal to or greater than \$5,000 within a thirty-day period without prior approval by the Grand Council.
6. Incur debt in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 120 days.
7. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues within 30 days.
8. Allow payroll and related-debts to be settled in an untimely manner.
9. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
10. Purchase or dispose of real estate.
11. Allow receivables to be unpursued after a reasonable grace period.
12. Allow financial information to be published to any member without an executive summary describing significant or material changes in the overall financial condition or specific accounts where a reasonably prudent person may be expected to inquire.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: ASSET PROTECTION

Adopted 29 January 2010

Amended 17 September 2017

The CEO will not cause or allow corporate assets to be unprotected, inadequately maintained, or unnecessarily risked.

The CEO will not:

1. Allow Council members, staff, and the organization itself to be inadequately insured against theft, casualty, and liability losses.
2. Allow un-bonded personnel access to material amounts of funds.
3. Subject the Fraternity's Headquarters facility, including but not limited to all fixtures thereto, to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, the Council, or staff to claims of liability.
5. Make any purchase: a) wherein normally prudent protection has not been given against conflict of interest and/or b) wherein capital or major nonrecurring expenses would be incurred without having obtained comparative prices and quality.
6. Allow intellectual property, information, and files to be exposed to loss or significant damage.
7. Receive, process, or disburse funds under controls that are insufficient to meet the Council-appointed auditor's standards.
8. Compromise the independence of the Council's audit or other external monitoring or advice. Engaging parties already chosen or prohibited by the Council as consultants or advisers is unacceptable.
9. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating at any time, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.
10. Endanger the organization's public image, credibility, its relationships with host institutions, or its ability to accomplish Ends.
11. Create or purchase any subsidiary corporation.
12. Allow the history of the fraternity to be unrecorded or unarchived.

POLICY TYPE: *EXECUTIVE LIMITATIONS*

POLICY TITLE: *EMERGENCY CEO SUCCESSION*

Adopted 29 January 2010

Amended

In order to protect the Fraternity from sudden loss of CEO services, the CEO will have at least one other executive sufficiently familiar with Grand Council and CEO issues and processes to enable him to take over with reasonable proficiency as an interim successor.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: CONTINUING EDUCATION AND DEVELOPMENT

Adopted 9 March 2017

Amended

The CEO shall not forego continual education and development. The CEO will do this by:

1. Pursuing continuing education credits or attending nonprofit training classes on an annual basis.
2. Documenting and reporting to the Grand Council fulfillment of this limitation on an annual basis.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMPENSATION AND BENEFITS

Adopted 29 January 2010

Amended 17 September 2017

With respect to employment, compensation and benefits to employees, consultants, contract workers, and volunteers, the CEO will not:

1. Cause or allow jeopardy to the organization's fiscal integrity or to its public image.
2. Change his own compensation and benefits, except as his benefits are consistent with a package for all other employees.
3. Promise or imply permanent or guaranteed employment.
4. Create obligations over a longer term than revenues can be safely projected; in no event longer than one year and in all events subject to losses in revenue.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: STAFFING

Adopted 27 June 2017

Amended 17 September 2017

The CEO will not create or eliminate positions at the Executive Office without consulting the Grand Council for its approval and will not make significant or material changes to the fraternity's organizational chart without communicating such changes with the Grand Council.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: HIRING REQUIREMENTS

Adopted 6 January 2017

Amended

The CEO will not:

1. Hire or retain staff that live outside of an acceptable daily commuting distance from Fraternity Headquarters.
2. Fail to involve the Grand Council in the entire hiring process of an executive-level employee, including but not limited to the creation of the job description for the position, review of submitted applications, and giving final approval to hire the candidate.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: PAID STAFF EXPERIENCE

Adopted 29 January 2010

Amended 17 September 2017

With respect to the experience of paid Executive Office staff during their time of employment, the CEO will not cause or allow conditions that are unfair, undignified, disorganized, or unclear.

The CEO will not:

1. Operate without sufficient, written personnel rules which are clear and available.
2. Leave staff without an effective and unbiased method to deal with grievances.
3. Allow staff to be unprepared to deal with emergency situations.
4. Allow staff to be inadequately mentored, coached, or evaluated for performance and development.
5. Fail to follow generally accepted business practices and internal policies and procedures with respect to hiring and termination of personnel.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: EXECUTIVE OFFICE STAFF DEVELOPMENT

Adopted 9 March 2017

Amended 17 September 2017

The CEO shall not fail to ensure that the Executive Office has a continuous supply of talented base of potential staff members by:

1. Developing and maintaining a plan to ensure an on-going pipeline of potential Executive Office staff members.
2. The plan should include a process by which the Fraternity seeks out and maintains contact with future recruits.
3. Create a streamlined on-boarding and training program to ensure a uniform and efficient hiring process.
4. Maintain a database of potential candidates that could be further cultivated and groomed for a possible position should one become available.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: STAFF PERFORMANCE

Adopted 9 March 2017

Amended

The CEO shall not fail to develop a staff performance review process to be approved by the Grand Council. The review process shall include 360-degree reviews, professional development plans, cross-training plans, and succession planning at all levels. All plans and reviews shall be documented and kept for the duration of employment of each person.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: NORTH-AMERICAN INTERFRATERNITY CONFERENCE INVOLVEMENT

Adopted 9 March 2017

Amended 17 September 2017

The CEO shall not fail to:

1. Ensure that the Fraternity has an appropriate relationship with the North-American Interfraternity Conference (NIC). This includes:
 - a. Gathering information to evaluate how competitor fraternities leverage and utilize the NIC and acquiring a competitive market analysis of other fraternities.
2. Review the organization's involvement level with the NIC on an annual basis.
3. Evaluate other options for the organization outside of direct NIC involvement, but that may be facilitated by NIC membership.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: CONFERENCE ATTENDANCE ACCOUNTABILITY AND REPORTING

Adopted 9 March 2017

Amended 17 September 2017

The CEO shall not fail to:

1. Report to the Grand Council within two weeks of attending a professional conference concerning information gained from conference by both him and any Executive Office staff members in attendance.
2. Ensure that all Executive Office staff attending any conference submits a brief summary of which sessions they attended, why they were attended, and a discussion of outcomes and specific meetings/classes pertinent to the organization's programming and success.
3. Develop presentations from information gained at conferences for membership at international conferences.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: VOLUNTEER PERFORMANCE

Adopted 9 March 2014

Amended

The CEO shall not fail to monitor and report on volunteer performance, including the expectations of their position, their performance, the needs associated with that position, feedback on their performance, and removal of the volunteer when not living up to expectations.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: VOLUNTEER EXPERIENCE

Adopted 19 July 2015

Amended 17 September 2017

With respect to the experience of individuals while serving in an unpaid volunteer role, the CEO will not cause or allow conditions that are unfair, undignified, disorganized, or unclear.

The CEO will not:

1. Allow volunteers to be less than fully and comprehensively informed about their respective roles, responsibilities, and expectations.
2. Allow volunteers to be unclear as to the chain of command with respect to their roles.
3. Fail to provide volunteers the opportunity for training with respect to their roles.
4. Fail to develop an alumni training program to be implemented at all international Sigma Pi events to ensure that our alumni volunteers receive training on a regular basis.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: REGIONAL AND PROVINCE ALIGNMENT

Adopted 6 January 2017

Amended 17 September 2017

The CEO shall not:

1. Allow Regional Directors to have regions that are not geographically contiguous.
2. Fail to re-evaluate the clustering of chapters into regions and provinces on a yearly basis with input from the Executive Office staff and local alumni volunteers for final approval by the Grand Council.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: SMART GROWTH AND EXPANSION

Adopted 9 March 2017

Amended 17 September 2017

The CEO shall not fail to develop a robust plan for growing the organization's membership base, emphasizing the following characteristics:

1. Development of a network of alumni volunteers to support each expansion effort.
2. Evaluation and selection of potential growth opportunities through collection of data and indicators of both short and long-term success, including but not limited to: availability of local alumni support, host institution support, geographic considerations, housing opportunities, and student demographics.
3. Maintenance of a fiscally-sound and profitable expansion department or expansion staff by balancing the income and expenses of the department or staff to ensure that expansion efforts do not cost the Fraternity more money to operate than is generated from the effort
4. Outreach and development of relationships with stakeholders who can help growth and development of the expansion efforts, including host institution officials, potential alumni donors, and competitor fraternity staff members.
5. Continuous feedback and strategic-level planning provided by local and province-level volunteers on how to best grow the fraternity's footprint within their geographic areas.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: MEMBERSHIP EXPERIENCE

Adopted 29 January 2010

Amended 17 September 2017

With respect to interactions with members or those applying to be members, the CEO will not cause or allow conditions, procedures, or decisions that are unsafe, undignified, or unprofessional.

The CEO will not:

1. Elicit information from the membership for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting, or storing membership information that fail to protect against improper access to the material elicited.
3. Operate facilities without appropriate accessibility as allowed by local, state, and federal requirements and privacy.
4. Leave members uninformed of this policy, or without a way for members who believe they have not been accorded a reasonable interpretation of their protections under this policy to be heard.
5. Leave members uninformed about the fraternity and its rules and services.
6. Leave chapters without adequate levels of operational support and growth opportunities.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: CONFERENCE PLANNING

Adopted 6 January 2017

Amended

The CEO will not:

1. Propose conference dates and host sites to the Grand Council for approval fewer than one (1) calendar year before the event is to occur.
2. Develop curriculum and receive approval from the Grand Council fewer than six (6) months prior to the event occurring.
3. Fail to alert and receive approval from the Grand Council regarding any material change to the pre-approved curriculum.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: GRAND COUNCIL MEETING PREPARATION

Adopted 9 March 2017

Amended

The CEO shall not fail to plan for and have a minimum set of resources provided for each in-person Grand Council meeting, which may include but not be limited to:

- projector
- projection screen
- speakerphone
- paper and pens
- handouts and reports of topics to be presented
- flip charts
- markers and whiteboard (if feasible)

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMMUNICATION AND SUPPORT TO THE COUNCIL

Adopted 29 January 2010

Amended 17 September 2017

The CEO will not permit the Grand Council to be uninformed or unsupported in its work.

The CEO will not:

1. Withhold, impede or confound information relevant to the Council's informed accomplishment of its job.
 - a. Neglect to submit monitoring data required by the Council or the Executive Review Committee in a timely, accurate and understandable fashion, directly addressing provisions of Council policies being monitored, and including CEO interpretations consistent with the "Board-Management Delegation" policy "Delegation to the CEO," as well as relevant data.
 - b. Fail to provide the Governance Officer with all necessary financial and reporting documents as well as the appropriate CEO monitoring documents according to the currently accepted schedules.
 - c. Allow the Council to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policies, regardless of the Council's monitoring schedule.
 - d. Allow the Council to be without decision information required periodically by the Council or let the Council be unaware of relevant trends.
 - e. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision-preparation, and other.
 - f. Let the Council be unaware of any incidental information it requires including anticipated media coverage, threatened or pending lawsuits, and material internal changes, including staff changes.
 - g. Let the Council be unaware if, in the CEO's opinion, the Council is not in compliance with its own policies on "Governance Process" and "Council-CEO Linkage," particularly in the case of Council behavior that is detrimental to the working relationship between the Council and the CEO.
2. Withhold from the Council and its processes logistical and clerical assistance.

- a. Allow the Council to be deprived of a workable, user-friendly mechanism for official Council, officer, or committee communications.
 - b. Allow the Council to be deprived of support for its communication policies and mechanisms.
 - c. Allow the Council to be deprived of pleasant and efficient settings and arrangements for Council and committee meetings.
3. Impede the Council's holism, misrepresent its processes and role, or impede its lawful obligations.
 - a. Deal with the Council in a way that favors or privileges certain Council members over others except when (i) fulfilling individual requests for information or (ii) responding to officers or committees with respect to duties charged to them by the Council.
 - b. Allow the Council to do its work without addressing any necessary items on its agenda. Necessary items are those decisions delegated to the CEO yet are required by law, regulation, or contract to be Council-approved, along with applicable monitoring information.
4. Circulate a monthly dashboard showing the specific indicators approved by the Grand Council no later than the tenth day following the end of the month.
5. Maintain a detailed accounting of all headquarters facility costs, including monthly expenses, a capital replacement plan, occasional expenses, and an operations and maintenance plan for routine maintenance. This accounting shall be delivered to the Grand Council on a quarterly basis.
6. Circulate regional chapter and colony reports on a semi-annual basis.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMMUNICATION WITH MEMBERSHIP

Adopted 9 March 2017

Amended 5 January 2018

The CEO will not:

1. Communicate to the membership, or allow the Executive Office staff to communicate with the membership, using written or electronic means without prior approval of the Grand Council.
 - a. Above communication does not include operational or inter-organizational communication:
 - i. Operational and inter-organizational communication includes the following: social media posts regarding alumni club and individual alumni accomplishments, social media posts promoting chapter and undergraduate successes, calls for volunteers, Sigma Pi Fraternity job postings, and regular operational communication between Executive Office staff members and undergraduates.
2. Utilize any Fraternity record, including but not limited to any Fraternity-generated mailing list, membership record, or directory to promote partnerships with third party vendors without prior approval of the Grand Council.
3. Produce less than two printed *Emerald* magazines each year.
4. Produce an *Emerald* magazine without involving the Grand Council Communication Committee in the entire process, including the development of content, proofreading drafted materials, and receiving final approval from the Grand Council and the committee to send the publication to print.
5. Fail to circulate the *Emerald* to the Grand Council for editing at least four weeks prior to its planned publication.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: COMMUNICATION

Adopted 9 March 2017

Amended 17 September 2017

The CEO shall not fail to implement a robust communication plan in order to ensure that the membership base is well-informed.

1. Develop a social media plan incorporating the three major platforms (Facebook, Instagram, and Twitter) for the organization that will allow for a stronger presence in order to promote Sigma Pi, its programs, and its membership successes. As other social media platforms take shape, they should be incorporated into the plan.
2. Create a comprehensive calendar of all conferences and events, including dates that are more than one year in advance. Create a plan to identify opportunities to leverage attendance at the conference or event for all attendees, including but not limited to hosting alumni events/socials, Sigma Pi Educational Foundation events, planned donation drives, local volunteer outreach, and local chapter involvement.
3. Develop content to be sent out to membership electronically on a regular basis.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: SUPPORT FOR POLITICAL CAUSES OR ACTIVITIES

Adopted 26 June 2017

Amended

The CEO will not:

1. Impose or promote any programming or policy that can be reasonably considered politically-motivated in nature.
2. Permit any fraternity-sponsored communication medium to promote or discredit any political cause or activity.

POLICY TYPE: EXECUTIVE LIMITATIONS

POLICY TITLE: MAINTENANCE OF FRATERNITY RECORDS

Adopted 9 March 2017

Amended 17 September 2017

The CEO shall not fail to develop a comprehensive record-keeping plan that ensures institutional memory and eases transitions at both a local and international level.

1. The Fraternity shall maintain records on each chapter's performance over the course of time. Trends will be routinely explored and developed, including leading indicators for trouble or excellence. The trends will be summarized in easy to understand spreadsheets, tables, or other databases useful to the Grand Council, alumni volunteers, and general membership.
2. The Fraternity will develop a plan for a comprehensive database for the Fraternity to ensure records are memorialized, organized well, and easy to access. Data should be easily accessible and compiled to ensure that it can be examined for trends, ideas, and performance going back as far as possible for all operational aspects. Hard copy or paper records should be converted over time to digital formats.
3. Financial information of individual chapters for tax reporting purposes must be tracked.
4. All director-level employees must produce comprehensive reports for their specialized area on a biannual basis to be submitted to the Grand Council.

POLICY TYPE: *EXECUTIVE LIMITATIONS*

POLICY TITLE: *AUDIT COMMITTEE COMMUNICATION*

Adopted 9 March 2017

Amended

The CEO shall not fail to provide the audit committee with the quarterly financial results in a form and manner agreed upon by the Grand Sage and Grand Third Counselor within 30 days of the end of each quarter.

POLICY TYPE: *EXECUTIVE LIMITATIONS*

POLICY TITLE: *SIGMA PI EDUCATIONAL FOUNDATION COMMUNICATION*

Adopted 2 February 2017

Amended

The CEO shall not fail to engage, communicate and collaborate with the Sigma Pi Educational Foundation concerning matters of budgeting, fundraising, and strategic planning.

POLICY GOVERNANCE RESOURCES & REFERENCES

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- Brudney, J. L., & Nobbie, P. D. (2002). Training policy governance in nonprofit boards of directors: The views of trainer-consultants. *Nonprofit Management & Leadership*, 12(4), 387-408.
- Carver, J. (2006). *Boards that make a difference: A new design for leadership in nonprofit and public organizations*. San Francisco, CA: Jossey-Bass.
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- Walker, L. A. (2017). Boundary Management. <http://www.boundarymanagement.com/>
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