

Chapter Management Handbook



Delta Sigma Theta Sorority, Incorporated
1707 New Hampshire Avenue, NW
Washington, DC 20009



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Document Property Statement

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Message from our International President and Chair, National Board of Directors



My Dear Sorors,

I am pleased to share our revised and updated Chapter Management Handbook for Delta Sigma Theta Sorority. To ensure this document will meet the needs of our Chapters, our Scholarship and Standards Committee has solicited input from local chapter officers and other Delta leaders. This committee was very mindful of issues chapter leaders face when managing their Chapters. Thus, the document is a detailed review of the tools and guides that are needed to manage chapters efficiently and effectively.

Our hardworking local chapters are the lifeblood of our beloved sisterhood, and it is essential that we provide guidance and reference materials to make that job easier as you go about the business of Delta. May I suggest that your Executive Boards take the time — to go through this document as a team to facilitate a common understanding of chapter management.

This document is intentionally being provided as an online tool to give the creators the flexibility to provide "just-in-time" changes and revisions, as needed, so current information on chapter management and policies are more readily available to you. You will also find website links to Delta's reference materials embedded in this document. The impact of this action paves the way for ease of locating Delta's policies, procedures, and standard processes.

As the voice and face of Delta Sigma Theta Sorority in your service areas, my prayer is for your success, prosperity, and longevity as you actualize our vision of Moving Forward with Fortitude: Engaging Our Sisterhood, Empowering Our Communities, Elevating Our Impact. The challenge to the Scholarship and Standards Committee was to develop a comprehensive guide for leaders and members alike to work effectively for the success of our local chapters, for Sisterhood, Scholarship, Service, and Social Action! Thank you, my sisters, for your commitment and dedication to our sisterhood and adherence to our governing documents.

Yours in Delta,

Elsie Cooke-Holmes
International President
Chair, National Board of Directors
Delta Sigma Theta Sorority, Incorporated



Message from our National First Vice President and Chair, National Scholarship and Standards Committee



Greetings My Sisters,

I am pleased to announce that the 2023 revision of The Chapter Management Handbook is available as an electronic download to all members and chapters of Delta Sigma Theta Sorority, Inc. It can be downloaded from the Member Portal Section of the National Website as well as in the Delta App.

The Chapter Management Handbook becomes effective immediately and outlines the information and materials needed to guide your chapter in planning and implementing successful programs within your service area. Please utilize this comprehensive Handbook to assist in providing guidance and direction regarding policies, procedures, and standards of the Sorority.

Sorors, you are encouraged to frequently read and refer to your copy of the Chapter Management Handbook. This document should be your blueprint to understanding Delta whether you are an officer or are working to become a more “informed” Delta. Remember, the Chapter Management Handbook will refer to other governing documents which will complete and provide a better understanding of your Delta plan or program of action.

When a document is referenced: 1) Stop and re-read the section to which the document refers; 2) Retrieve your copy of the governing document referred to in the Chapter Management Handbook; and 3) Review both documents side by side. This review will reinforce your understanding of your blueprint for Delta.

Remember that every Delta Chapter should print at least one hard copy of the document and place the copy in a three-ring binder. This document in the binder should be placed on the ceremonial table during the ritualistic Chapter Meeting Opening Ceremony.

On behalf of the National Scholarship and Standards Committee, we are excited to provide you with this updated version of the Chapter Management Handbook!

Sisterly,

Pamela E. Smith
National First Vice President
Chair, National Scholarships and Standards



Mission Statement

Delta Sigma Theta Sorority, Incorporated is an organization of college educated women committed to the constructive development of its members and to public service with a primary focus on the Black community.

Code of Conduct

Delta Sigma Theta Sorority, Incorporated, a national service sorority, requires that its members exemplify and encourage high cultural, intellectual, and moral standards and that their actions exemplify the public and personal behaviors that reflect the ideals and principles espoused by the Sisterhood.

Delta Sigma Theta Sorority, Incorporated (“Delta”) has a zero - tolerance hazing policy. The policy expressly prohibits all acts and forms of hazing, before, during, and after the Membership Intake Process.

The Code of Conduct consists of two parts: the Code of Ethics, which states the types of conduct that the Sorority considers acceptable, and the Disciplinary Action Code, which sets forth the types of conduct that is unacceptable and the corresponding discipline to be imposed upon any individual or chapter that engages in prohibited conduct.

The principles of the Sorority’s *Constitution and Bylaws*, the Delta Oath, and other governing and guidance documents are embodied in the Code of Conduct which is embodied in *The Acknowledgement of Rights and Responsibilities of Members of Delta Sigma Theta Sorority Regarding Membership Intake Prohibitions (No Hazing Contract)*, and the *Notice to Applicant/Candidate/Pyramid Regarding Privileges and Responsibilities*.

Revisions to this Code of Conduct, including the sanctions and fines to be assessed under this Code, shall be made by the National Scholarship and Standards Committee, and approved by the National Board of Directors.



Code of Ethics

Believing in the worth and dignity of each human being, Delta expects each soror to recognize the supreme importance of the pursuit of truth, devotion to excellence, and commitment to social responsibility. Each soror is expected to live up to these ideals by embracing and adhering to the following ethical principles:

- Δ Each soror shall regard as primary the bond of Sisterhood and the giving of public service;
- Δ Each soror shall uphold the *Constitution and Bylaws* of Delta Sigma Theta Sorority, Incorporated;
- Δ Each soror shall maintain high standards of personal conduct;
- Δ Each soror shall support and promote the goals, objectives, and programs approved by Grand Chapter;
- Δ Each soror shall treat all persons with dignity and respect;
- Δ Each soror shall exhibit compassionate and courteous behavior toward all persons at all times;
- Δ Each soror shall refrain from making false or misleading statements about the Sorority to anyone;
- Δ Each soror shall recognize her personal responsibility to assist with and promote the development, improvement, and execution of programs designed to strengthen the Sisterhood;
- Δ Each soror shall uphold and support all persons impartially;
- Δ Each soror shall refrain from engaging in or tolerating any exploitation or disparaging of the Sorority;
- Δ Each soror shall refrain from using her membership in a manner that would be inconsistent with the Sorority's underlying principles;
- Δ Each soror shall maintain the confidentiality of all information deemed as such by the Sorority;
- Δ Each soror shall refrain from using the Sorority's property, including any derivative of its name, its symbols, and other trademarks and service marks, for personal and/or commercial use;
- Δ Each soror shall exercise sound business principles in conducting the Sorority's affairs;
- Δ Each soror shall refrain from engaging in illegal and unsisterly conduct (including any form of hazing); shall use her best efforts to protect the Sorority from any such conduct by anyone; and shall report any such conduct to the appropriate local, regional, or national officer;
- Δ Each soror shall support the Sorority's programs through the payment of all dues and fees approved by Grand Chapter; and
- Δ Each soror shall demonstrate her commitment to public service by participating with her local chapter or nationally.



Introduction

The Chapter Management Handbook is designed to meet the needs of both the newly initiated and experienced chapter members, elected chapter officers, elected and appointed chapter positions, committee chairs, and committee members.

The National Scholarship and Standards Committee has revised the Chapter Management Handbook with the intent of providing step-by-step guidance to navigate, plan, and execute chapter meetings and programs, and help members learn to work within our beloved sisterhood.

The Chapter Management Handbook is divided into sections with each section consisting of subtopics. The Table of Contents will guide you through the sections and subtopics and assist you in locating specific information found in the various sections. References are made to other documents for clarity and verification. To ensure alignment with other Sorority publications, the sections are arranged to provide guidance and directives on the national, regional, and chapter levels.

Throughout the year, the National Scholarship and Standards Committee and Delta leadership will provide updates to various processes and procedures that will enhance the efficiency and effectiveness of chapter operations. Please read, review, and share the latest policy and procedural changes affecting the chapter and/or chapter members regularly.

The regional director, regional representative, and regional member of the National Scholarship and Standards Committee are available to assist you with any questions or concerns you may have regarding any of the processes and procedures contained within this handbook.

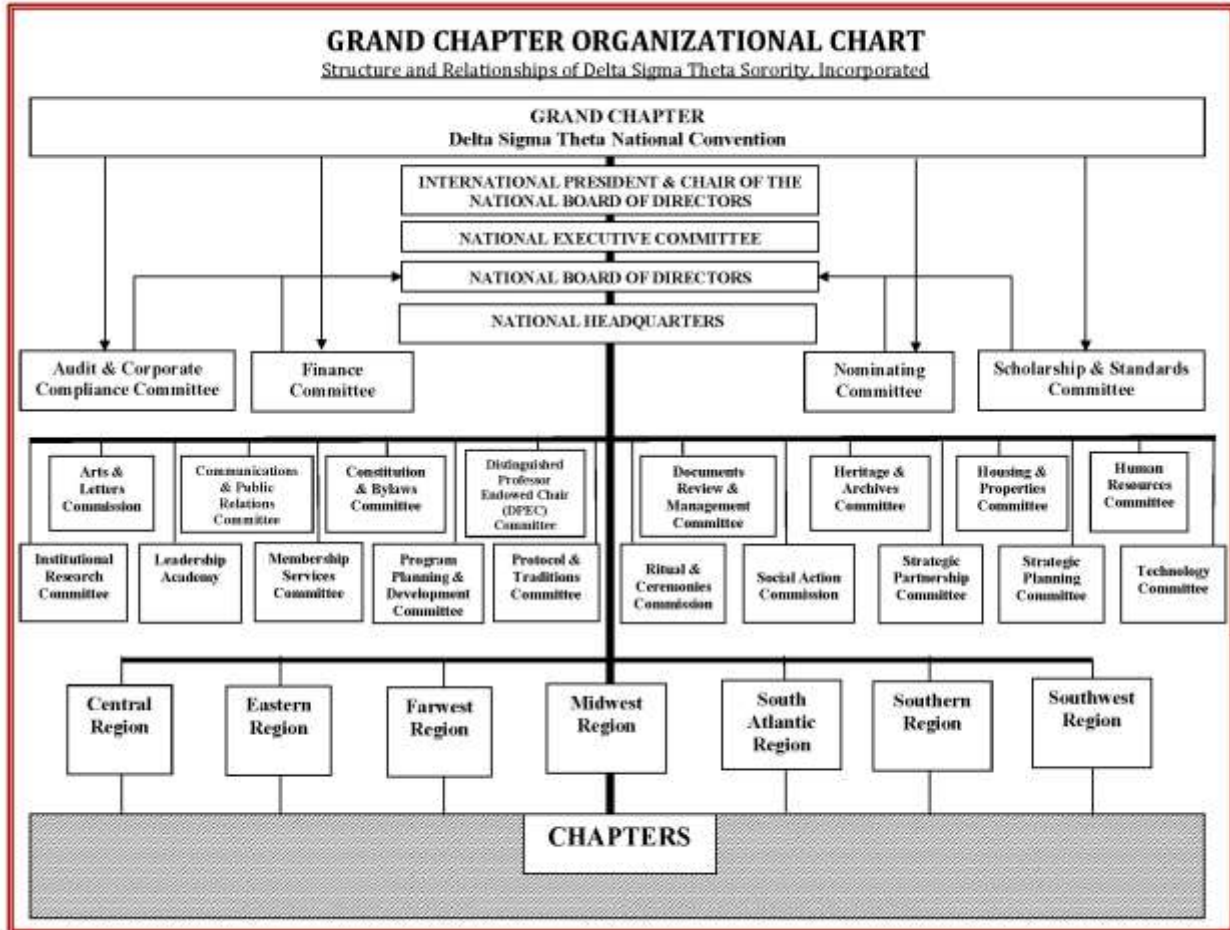
The constructive development of the members of Delta Sigma Theta Sorority, Incorporated, is one of the key elements of our mission statement, and the Chapter Management Handbook is designed to address this component.



Section I: National (Grand Chapter) Structure

GRAND CHAPTER ORGANIZATIONAL CHART

Structure and Relationships of Delta Sigma Theta Sorority, Incorporated





Organizational Framework

Delta Sigma Theta Sorority, Incorporated, is a national service sorority dedicated to a program of sharing membership skills and organizational services in the public interest.

Charter, Constitution, Bylaws

The Sorority derives the authority for its activities and operations from its Charter of Incorporation and its *Constitution and Bylaws*.

The Corporate Charter (also called *Certificate of Incorporation*, or *Articles of Association*) is a legal instrument that sets forth the name and object of the Sorority and other information needed for incorporating the Sorority under the laws of the state — or under federal law in the case of a few special types of organizations.

The *Constitution and Bylaws* are subject to amendment by Grand Chapter at its national convention. The highest policy-making body of the Sorority is the national convention assembly.

Parliamentary Authority

All matters not covered by the *Constitution and Bylaws*, Governing Documents, and Administrative Tools shall be governed by the current edition of *Robert's Rules of Order*, Newly Revised.

How Grand Chapter Policies are Made

Policies are established on the National level by Grand Chapter in convention and the National Board of Directors, in the interim between Conventions. The National Board of Directors also establishes standards and procedures, through its committees and commissions, for the management of Sorority affairs.

Development of policy begins with the recognition of some concrete need or problem. The request for a new policy or a change in a policy may originate with the local chapter (membership body), the National Board of Directors, a committee, a staff member, or any member. We must encourage a free flow of suggestions regarding policies and establish channels for expediting their consideration.

Once the need to establish a policy is identified, the next step is to refer the request to the appropriate national committee. The National Board of Directors then considers and acts on the committee's recommendation. When the Board is considering a policy that would result in a major change of consequence to the entire Grand Chapter, it seeks the vote of Grand Chapter at a national convention.

Policies and procedures

Once a policy or procedure is established, it should be made known to all concerned. Statements of policy or procedure should be in writing so:

- Consistent interpretation may be given to all;



- They may be readily available for reference; and
- They will not become obscure with the passage of time or the transition of officers.

Grand Chapter policies, standards, and procedures should be made available to the membership in some convenient form.

Grand Chapter

Grand Chapter consists of all sorors duly initiated by any chapter who are:

- Financial with Grand Chapter and a local chapter
- Members-at-large; or
- Exempt from payment as stated in the Bylaws

National Board of Directors

The National Board of Directors consists of:

- Elected National officers
- Elected regional officers
- National elected committee chairs
- Board-elected National committee and commission chairs recommended by the International President and Chair, National Board of Directors
- Immediate past National President

Regions

A region is a cluster of chapters in a geographical area that comprise an administrative unit in Grand Chapter. Each chapter is assigned to one of seven regions. The regional officers are the:

- Regional director
- Regional representative

National Headquarters Staff

National Headquarters' daily operations are directed by a National Executive Director appointed by the National Board of Directors. There are 11 departments and functions within National Headquarters supporting the Sorority's work.

Chapters

There are collegiate chapters and alumnae chapters. The chapter is the unit through which members of the Sorority work together to achieve its purpose.



Membership

The categories of membership are:

- Alumnae member
- Collegiate member
- Alumnae member-at-large
- Collegiate member-at-large
- Honorary member

Governing Documents and Other Tools/Resources

ALL members, chapters, regional and national officers, chairs, and committee members should have a copy of ALL the governing documents of the Sorority and should become familiar with each document.

Governing Documents

Corporate Charter and Articles of Incorporation

In order that it may avail itself of, and have the advantages emanating from corporate existence, the Sorority shall exist as an incorporated body under the laws of the Congress and subchapter 3 of the Code of Laws for the District of Columbia, as amended from time to time, said corporation has the power to carry on its business and activities within the District of Columbia, throughout the United States and its territories, and elsewhere.

For corporate purposes, the control and management of this corporation shall be vested in the International President and Chair, National Board of Directors, National First Vice President, National Second Vice President, National Secretary, and National Treasurer.

Constitution and Bylaws

The *Constitution and Bylaws* are the principal authority for the governance of the Sorority after the Corporate Charter. It is the fundamental law stating the purpose or object of the Sorority. It defines the structure, jurisdiction, membership eligibility, and constituent units (chapters/regions) and provides for the classification of membership, governance of the organization, and participation in the electoral process.

It may be amended by a two-thirds vote of the delegates assembled in the national convention. Upon the declaration of extenuating circumstances and to protect the best interests of the Sorority, as determined by the National Board of Directors; upon the recommendation of the International President and Chair, National Board of Directors the *Constitution* may also be amended by a two-thirds (2/3) vote of a virtual assembly of the voting delegates of Grand Chapter.

Notice of proposed amendments shall be submitted to chapters by January 31st before the convening of the national convention. This document is revised after each national convention per vote on the recommended revisions by the delegates in attendance. The *Constitution and Bylaws* are maintained by the *Constitution and Bylaws* Committee.



[Click here*](#) for the *Constitution and Bylaws*

Chapter Policies and procedures

A chapter's policies and procedures are a particularly important and unique document that comprises the fundamental rules defining the chapter. These policies and procedures are written and approved by the chapter. Well-written and effective policies and procedures allow chapters to meet constitutional requirements, work effectively, solve problems, make wise decisions, maintain control, and manage chapter affairs. They also help the chapter's presiding officer run effective and efficient meetings. [Click here*](#) for the policies and procedures template

Chapter Rules of Order Form

The chapter's Rules of Order define who the chapter is and provides a snapshot of the chapter structure. [Click here*](#) for the form

Robert's Rules of Order

The current edition of *Robert's Rules of Order, Newly Revised*, is the recognized authority on parliamentary procedure. When there is not an applicable section in the *Constitution and Bylaws*, the current edition of *Robert's Rules of Order, Newly Revised* becomes the ruling parliamentary authority.

*Please refer to the National Website in the Members Only portal if hyperlinks do not work properly.

Administrative Resources and Tools

ALL members, chapters, regional and national officers, chairs, and committee members should have a copy of ALL the administrative resources and tools of the Sorority and should become familiar with each document.

A-B-Cs of Parliamentary Procedure

The A-B-Cs of Parliamentary Procedure is a pocket guide to *Robert's Rules of Order* that outlines meeting agendas and the typical order of business; the five general types of motions; and procedures for proposing, discussing, and voting on motions. It also provides a clear, at-a-glance chart explaining the types of motions and the rules associated with them. The A-B-Cs of Parliamentary Procedure is maintained by the National Leadership Academy Committee.

Administrative Procedures for Membership Intake Manual (APMI)

This manual is the official procedural guide for the administration of the membership intake program from the initial to the ending stages. The Administrative Procedures for Membership Intake Manual is maintained by the National Scholarship and Standards Committee.

Advisor Supplement and Workbook

This supplement and workbook define and describe the roles, responsibilities, and relationships of the advisor to the collegiate chapter and others. The workbook also reviews areas of conflict and concerns using collaborative and effective means to define the best solutions. The Advisor Supplement & Workbook is maintained by the National Scholarship and Standards Committee and is provided to members who attend Advisors Training.



Chapter Management Handbook

This handbook is prepared for members and chapters to give guidance and direction in policies and procedures and the proper perspective to leadership needed to implement, strengthen, and coordinate activities of the local chapters. The National Scholarship and Standards Committee requires each chapter to have a copy of this handbook. The Chapter Management Handbook is maintained by the National Scholarship and Standards Committee.

Chapter Preparation Guide

This document is not meant to replace the Administrative Procedures for Membership Intake (APMI). The current APMI can be found on the National website. The information outlined in this guide provides a condensed version of steps to assist in navigating the preparatory actions for Membership Intake, as detailed in the (APMI). The purpose of this document is to assist chapters in achieving approval to move forward with membership intake by providing a concise reference of the necessary steps. The Chapter Preparation Guide is maintained by the National Scholarship and Standards Committee.

Code of Conduct

This document consists of two parts: The Code of Ethics, which states the type of conduct that the Sorority considers acceptable; and the Disciplinary Action Code, which sets forth the behaviors that the Sorority deems unacceptable. Revisions to this document shall be made by the National Scholarship and Standards Committee and approved by the National Board of Directors. [Click here*](#) to access the Code of Conduct

Delta Brand Style Guide

The Delta Brand Style Guide provides specific technical standards for you to use as we move toward consistent branding across the chapters. To achieve our goal of uniformity, the Delta Brand Style Guide details our official colors and suggests preferred fonts. It also includes the official graphic elements needed for use in official communications. [Click here*](#) to access the Delta Brand Style Guide

Delta Technology Guidelines (DTG)

The Delta Technology Guidelines (DTG) outlines Delta's guidelines for various aspects of the Internet including websites, email, social media, and the use of merchant accounts. It has been prepared in the interest of:

- Protecting Delta Sigma Theta Sorority, Inc. and minimizing potential legal liability;
- Providing a framework for regions, chapters, and individual sorors to communicate via the internet; and
- Assisting the organization in efficient and effective operation

**Please refer to the National Website in the Members Only portal if hyperlinks do not work properly.*



Delta has intellectual property interests in its symbols, ceremonies, and other materials which need protection from legal risks. Therefore, accurate, complete, and current information is critical to legal protection.

The DTG is maintained by the National Technology Committee and the National Scholarship and Standards Committee enforces guidelines. [Click here*](#) to access the DTG

Delta Writing Style Guide

The Delta Writing Style Guide is the official writing guide when national, regional, and chapter officers communicate across the globe about our illustrious sisterhood. It is used to ensure consistency in the Sorority's communications. It addresses writing related to Delta words and phrases and provides guidance from The Associated Press Stylebook, which sets industry standards for media professionals. The guide is for all Deltas and aims to facilitate consistent and correct communication. [Click here*](#) for the Delta Writing Style Guide

Emergency Response Toolkit

The vision of the Delta ERT is to assist the chapters in achieving sound preparedness planning and practices by developing guidelines and references necessary to aid chapter members in their individual and collective preparation, to receive expeditious and swift restoration following a natural and/or man-made disaster. [Click here*](#) to access the Emergency Response Toolkit

Fiscal Officers Manual

The Fiscal Officers Manual provides policies and procedures for the fiscal operations of local chapters. It should be used to assist chapters in developing and reviewing the local fiscal policy that ensures appropriate internal controls are in place to safeguard and account for the chapter's assets. The National Finance Committee is responsible for updating the Fiscal Officers Manual, and for training the chapter's fiscal officers. [Click here*](#) to access the Fiscal Officers Manual

Hybrid Meeting Guide

During the COVID-19 Pandemic, Grand Chapter of the Delta Sigma Theta Sorority, Incorporated ("Grand Chapter") transitioned to an all-virtual environment for programs, activities, and chapter meetings. The transition to virtual and hybrid conventions has opened new opportunities for Grand Chapter to consider other methods for conducting chapter meetings and activities. As an organization, guidelines (for chapter activities, meetings, and elections) have been created for conducting to ensure our virtual environment upholds and aligns with Grand Chapter.

The idea of allowing hybrid chapter meetings and events has been reviewed and chapters are permitted to use virtual meeting technology in addition to standard in-person meeting processes to conduct chapter meetings and chapter events. This "hybrid" meeting will utilize in-person chapter meeting guidelines as defined in your Chapter Management Handbook and the virtual meeting guidelines as defined in the Virtual Meeting Guide. A hybrid meeting is defined as a chapter meeting, committee meeting, or any other chapter event that combines both "live" in-person components with a "virtual" online component.

**Please refer to the National Website in the Members Only portal if hyperlinks do not work properly.*



This document outlines required and prohibited activities and best practices for hosting hybrid chapter meetings and events. [Click here*](#) to access the Hybrid Meeting Guide

Internal Audit Manual

The Internal Audit Manual provides policies and procedures for the audit of local chapters of Delta Sigma Theta Sorority, Incorporated. It should be used to assist chapters in conducting audits to ensure appropriate internal controls are in place to safeguard and account for the chapter's assets. [Click here*](#) to access the Internal Audit Manual

Investigation Manual

This manual, revised by the National Investigation Teams Task Force, is the official document to standardize the investigation process to ensure the quality and integrity of the process. The task force will train selected members on how to conduct investigations effectively and thoroughly. The Investigation Manual is maintained by the National Investigation Teams Task Force and is provided to certified investigators who attend Investigation Training.

Membership Intake Program (MIP)

This manual, revised by the National Scholarship and Standards Committee, details the various components and activities of the membership intake process. Objectives for each component are described so that every soror knows the “why of things.” Objectives help us to focus on the fundamental principles of our organization and guide our planning so that the basic principles of the intake program are always explicated. This Membership Intake Program is maintained by the National Scholarship and Standards Committee.

Officers Institute – Microlearning Modules

These modules developed by Leadership Academy, aid, and support the development of members who bear significant responsibility and accountability within Delta Sigma Theta Sorority, Inc. on the local level. The Officers Institute Microlearning Modules are maintained by the National Leadership Academy. ([Click here*](#)) to access the Microlearning Modules on the National Leadership Academy page

Protocol and Traditions Manual

This manual sets forth the practices and social interactions that form the basis for how we observe traditions, perform, and attend ritualistic ceremonies. The knowledge our Founders have passed onto the membership forms the basis of our traditions. The Protocol and Traditions Manual is maintained by the National Protocol and Traditions Committee. [Click here*](#) to access the latest Protocol and Traditions Manual

Pyramid Study Guide

The Pyramid Study Guide provides information on the history and traditions of Delta Sigma Theta Sorority, Inc., and prepares pyramids for membership in the organization. Mastery of the material contained therein will lead to successful completion of the Delta Achievement Test.

**Please refer to the National Website in the Members Only portal if hyperlinks do not work properly.*



The major goal of the Membership Intake Program is to gain from each initiate a commitment to the ideals, values, and public service mission of Delta Sigma Theta Sorority, Inc. By learning Delta's history and its proud traditions, a pyramid begins to internalize and develop an appreciation for the strong belief system that is the foundation for all that Deltas do in the name of the Founders and our fundamental principles. The acquisition of this "historic memory" means knowing how Delta Sigma Theta's history relates to the Black experience and cultivates pride in the achievements of Black people, women, and the Sorority. The Pyramid Study Guide is maintained by the National Scholarship and Standards Committee.

Reclamation Toolkit

The Reclamation Toolkit provides initiatives on how sorors and chapters can help bring back inactive sorors into membership. Reclamation should remain a priority for us all, and innovative, sustainable strategies are needed to invigorate and improve how we embrace membership in Delta Sigma Theta. Individual, chapter, regional, and national level initiatives are included, ensuring that each of us can use our voice to exceed our reclamation goals as we bring sorors back home. [Click here*](#) to access the Reclamation Toolkit

Risk Management Manual

The National Risk Management Subcommittee continues to provide training, tools, and information to successfully implement policies and guidelines as outlined in Delta's Risk Management Manual. Adopted in July 2010, the first manual states in the concluding section: "Delta's primary concern is for the safety and well-being of the participants in its youth initiatives. This objective can best be achieved when members adhere strictly to the policies outlined in this document and use good judgment." As Delta's youth initiatives grow and develop, the risk management policies and procedures are designed to help confront our society's many challenges. A comprehensive training course has been created to certify Risk Management Coordinators on the regional, state, and chapter levels to ensure implementation is unified and equitable. All Delta and Non-Delta volunteers must be cleared through a background screening process, interviewed, and appropriately trained to work with youth in any of Delta's youth initiatives. Youth participants and their parents/guardians receive a thorough orientation and agree to adhere to all the policies, as well. Anticipating and managing risk is an important aspect of Delta's youth programming. Thus, the Risk Management Subcommittee stands firmly by its motto: "In Delta Sigma Theta, Risk Management lowers our risk and protects our assets."

The Risk Management Manual is maintained by the National Program Planning and Development Committee. [Click here*](#) to access the Risk Management Manual

**Please refer to the National Website in the Members Only portal if hyperlinks do not work properly.*



Ritual

The Ritual is the official historic document that expresses in words and ceremonial actions the core meanings of our founding principles. For uniformity purposes, it provides the preparations, instructions, and illustrations for conducting well-planned, beautiful, and inspiring ceremonies. The Ritual is maintained by the National Ritual and Ceremonies Commission.

The Ritual is only available in a printed version and can be purchased in the restricted area under the National Website.

Social Action Election Organization Guide

The National Social Action Commission developed the Election Organizing Guide to assist chapters with developing election strategies, mobilization plans, and administering Get Out the Vote efforts. The National Social Action Commission wants chapters to continue to educate; raise awareness around systemic issues and policies that negatively impact our communities; mobilize by building community-based coalitions nimble enough to act; and get out the vote. This guide reaffirms our position on nonpartisan activity and includes election tactics, strategic approaches, and activities to assist you. [Click here*](#) to access the Election Organization Guide

State Statutes and Laws

Most current state criminal statutes specifically prohibit hazing and any willful action which recklessly or intentionally endangers the mental or physical health of a student. The sanctions which can be imposed under the statutes include fines with the possibility of imprisonment upon conviction. Forty-four (44) states have specific anti-hazing statutes as of January 2002. Although the remaining six (6) states do not (Alaska, Hawaii, Montana, New Mexico, South Dakota, and Wyoming), the actions that constitute hazing in most situations may be prosecuted under other criminal states such as simple/aggravated assault and reckless endangerment of another person statute. In most states, the consent of the person being hazed is not a defense to the charge of hazing.

Virtual Meeting Guide

The Virtual Meeting Guide, maintained by the National Technology Committee, outlines required and prohibited activities, and best practices for hosting chapter meetings and events virtually and suggests available vendors to consider. To comply with COVID-19 guidelines, chapters are permitted to use virtual meeting technology to conduct chapter meetings, chapter events, and chapter committee meetings via web conferences that use engagement features like annotation, chat, screen sharing, and polls for voting. Chapter events must be hosted via a chapter owned/maintained account, not a personal account. [Click here*](#) to access the Virtual Meeting Guide

**Please refer to the National Website in the Members Only portal if hyperlinks do not work properly.*



Who Speaks for Delta?

It is an established policy within Delta Sigma Theta Sorority, Inc. that the International President and Chair of the National Board of Directors speaks for Grand Chapter, or she may delegate the authority to a member.

Endorsements of issues and testimonies on behalf of legislation, **any social action**, national support of policy-making bodies, and other related activities are completely within the domain of the International President and Chair, National Board of Directors.

No one has the authority to speak for or make commitments on behalf of Delta Sigma Theta Sorority, Incorporated unless authorized by the International President and Chair, National Board of Directors. The regional director or her designee speaks for the region. The chapter president or her designee speaks for the chapter.

When members are present at national programs, interviewed by the media, or engaged in varied activities, each person can speak in terms of her role. **Sorors who violate these policies will be subject to appropriate disciplinary action.**

National Leadership and How it Serves Chapters

The volunteers, members, elected officers, and appointed and elected positions, along with salaried staff, work together to form the team that serves the chapters, which comprise Grand Chapter.

Each volunteer chairperson and her committee seek the most creative, effective, and cost-efficient manner of discharging her duties. Goals, objectives, action steps, timelines, responsible persons, and cost estimates are established. The continuity of each appointed national committee and national commission shall be provided by the retention of no more than one-fourth of the membership every six years.

The International President and Chair of the National Board of Directors shall appoint all national committees and national commissions members not otherwise provided by the *Constitution and Bylaws*, and such other national committees and national commissions as may be deemed necessary, from members.

All members of the National Board of Directors and the National Executive Committee are **volunteers and do not receive a salary, except the National Executive Director who serves as an ex-officio member of the National Board of Directors.** The Sorority defrays costs of travel, room, and board while these individuals are engaged in the approved business of the Sorority. These individuals perform a very meaningful and valuable service to the Sorority.

Professional staff members are assigned to each National Committee/Commission to provide support and technical assistance in attaining its goals. National Headquarters' daily operations are directed by an National Executive Director appointed by the National Board of Directors. The operating sub-management units of National Headquarters are:



- | | |
|------------------------------------|---|
| 1. Marketing and Communications | 7. Legal Affairs |
| 2. Customer Support Service Center | 8. MEOC (Maryland Educational Opportunity Center) |
| 3. Events | 9. Member Policies and procedures |
| 4. Facilities Management | 10. Programs |
| 5. Finance and Accounting | 11. Technology Services |
| 6. Human Resources | |

National Leadership Structure

National Officers

National Officers of Delta Sigma Theta Sorority, Incorporated derive their authority in three ways:

- Election to office by Grand Chapter in national convention;
- Recommended by the International President and Chair, National Board of Directors, and elected by the Board; or
- Appointment by the International President and Chair of the National Board of Directors.

The **elected** National Officers are:

- International President and Chair, National Board of Directors
- National First Vice President (Chair, Scholarship and Standards Committee)
- National Second Vice President
- National Secretary
- National Treasurer

The **appointed** National Positions are:

- National Chaplain
- Legal Advisor
- National Parliamentarian (For Convention Only)
- National Sergeant-at-Arms (For Convention Only)

National Officers serving in dual capacities:

- The International President and Chair, National Board of Directors serves as an ex officio member of all national committees, commissions, and board of directors of any related



organization of the Sorority; except the National Nominating Committee, National Audit and Corporate Compliance Committee, National Scholarship and Standards Committee, member of the Delta Research and Educational Foundation (DREF) Board, and D4 Women in Action.

- The National First Vice President serves as chairperson of the National Scholarship and Standards Committee.
- The National Second Vice President serves as a member of the National Scholarship and Standards Committee and DREF Board.
- The National Treasurer is a member of the National Finance Committee.

Executive Board Members serving in dual capacities:

- The National Board of Directors selects two of its members, one of whom must be a collegiate, to serve on the National Nominating Committee.
- The National Finance Committee Chairperson and the National Program Planning and Development Committee Chairperson are members of the Delta Research and Educational Foundation (DREF) Board.
- Members of the National Board of Directors may serve as liaisons to national committees/commissions.

National Board of Directors Structure

Elected National Board of Directors Positions:

- International President and Chair, National Board of Directors
- National First Vice President
- National Second Vice President
- National Secretary
- National Treasurer
- Chair of Finance
- National Audit and Corporate Compliance Committee
- Seven (7) Regional Directors
- Seven (7) Regional Representatives

National Elected Chairpersons:

- Chairperson National Finance Committee
- Chairperson National Audit and Corporate Compliance Committee
- Chairperson National Nominating Committee

National Board of Directors Member (voting) by Virtue of Office: Immediate Past National President

National Board Elected Chairpersons (Standing Committees, Commissions, and Subcommittees):

- Arts and Letters Commission (Co-Chairs)
- Communications and Public Relations



- Constitution and Bylaws (Co-Chairs)
- Distinguished Professor Endowed Chair
- Documents Review and Management
- Heritage and Archives
- Housing and Properties (Co-Chairs)
- Human Resources
- Institutional Research
- Leadership Academy
- Membership Services
- Program Planning and Development
- Protocol and Traditions (Co-Chairs)
- Ritual and Ceremonies Commission
- Social Action Commission (Co-Chairs)
- Strategic Partnership
- Strategic Planning
- Technology

Ex -Officio Board of Directors Members:

- National Chaplain
- President, Delta Research and Educational Foundation (DREF)
- Delta Sigma Theta National Executive Director
- President, D4 Women in Action

The International President and Chair, National Board of Directors may appoint Special Committees, Ad Hoc Commissions, and Task Forces as necessary to carry out the program mandates of Grand Chapter. The chairpersons of these committees/task forces may be ex officio members of the National Board of Directors but do not have voting privileges.

Alumnae, collegiate, and honorary members may be appointed to standing, special, and ad hoc committees, as well as task forces.

Undergraduate and University Affairs Taskforce

The Undergraduate and University Affairs Taskforce serves as the liaison between the University Greek Fraternity and Sorority-life professional (or equivalent university personnel) and National Headquarters regarding the sustainability of chapters. This Taskforce will work cooperatively and collaboratively with Regional Directors, National Scholarship and Standards Committee, headquarters, chapters, and college and university Greek-life advisors.

International President and Chair, National Board of Directors Advisory Teams:

- Investigations Support
- Financial Strategies



NOTE: Subcommittee Chair/Co-Chairs do not serve on the National Board of Directors but as the working committee members for the National Committee Chairs to which they are assigned. This is the current structure of those sub-committees.

- Leadership Academy (Four (4) Subcommittees)
 - Delta Professional and Leadership Development
 - Delta Fellows
 - Leadership DELTA
 - Delta PEARL

- Membership Services (Four (4) Subcommittees)
 - Membership Support Services
 - The Reclamation Project
 - Collegiate Connection
 - International Chapters Support

- Program Planning and Development (Six (6) Subcommittees)
 - Economic Development
 - Educational Development
 - International Awareness and Involvement
 - Physical and Mental Health
 - Risk Management
 - Emergency Response Team

- Social Action Commission (Co-Chairs)
 - Resolutions
 - Rapid Response Team
 - Delta Days at the National Capital (DDNC)
 - Delta Days at the United Nations (DDUN)
 - Political Advisory
 - Regional Liaisons
 - Redistricting

National Officers

National Elected Officers

International President and Chair, National Board of Directors

The International President and Chair, National Board of Directors is the highest elected official of Grand Chapter. She derives her authority from the *Constitution and Bylaws*, the national convention, and the National Board of Directors.

It is the duty of the International President and Chair, National Board of Directors to provide leadership and give administrative guidance and direction to the structure and programming of the Sorority.



It shall be the duty of the International President and Chair, National Board of Directors to:

1. serve as Chair of the National Board of Directors;
2. serve as Chair of the National Convention Committee;
3. preside over the National Convention;
4. enforce the *Constitution and Bylaws*; Code of Conduct, policies and procedures, and other governing documents of the Sorority;
5. annually establish a recommended pool comprised of members of the National Board of Directors to serve on appellate panels as assigned and adjudicate second level appeals pursuant to the disciplinary processes as outlined in the Chapter Management Handbook;
6. recommend to the National Board of Directors, for election, Chairs of National Standing Committees, and Commissions for membership on the National Board of Directors;
7. appoints members of National Committees, National Commissions, and national convention officers;
8. recommend to the National Board of Directors
 - a. the removal of any elected national or regional officers and appointed national or regional positions who fail to perform the duties of her office;
 - b. the removal of any Board Member that has been found to have violated the Code of Conduct;
9. perform such ceremonies of Grand Chapter as may be necessary and appropriate;
10. strengthen public relations and maintain cooperative relations with other organizations;
11. serve as ex officio member of all other national committees and commissions, except the National Nominating Committee, with whom she may meet at its request, and as an ex officio member of the National Scholarship and Standards Committee, provided that, she shall recuse herself from all disciplinary matters;
12. work with the National Executive Director to ensure the established policies of Grand Chapter and the National Board of Directors are executed;
13. stimulate growth and development of the organization;
14. exercise all powers and duties generally pertaining to the office of International President and Chair, National Board of Directors;
15. work with the regional directors in coordinating their efforts and maintaining unity in the Sorority's objectives and programs;
16. serve as ex officio member of the board of directors of any related organization of the Sorority; and
17. be responsible for a corporate report to the national convention which would include program status, financial status, and program projection.

National First Vice President

It shall be the duty of the National First Vice President to:

1. Serve as Chair of the Scholarship and Standards Committee;
2. Perform all the duties of the office of the International President and Chair, National Board of Directors in the absence, incapacitation, or at the request of the International President;
3. Oversee the establishment of chapters;
4. Coordinate the leadership transition meetings for both Grand Chapter and Regional Leadership;



5. Orient and provide ongoing training sessions for regional directors and regional representatives; and
6. Assist with the development and implementation of reclamation

National Second Vice President

It shall be the duty of the National Second Vice President to:

1. Work with officers and chapters in stimulating and strengthening collegiate participation in the life of the Sorority;
2. Serve as a liaison between collegiate and alumnae chapters to strengthen relationships and understanding;
3. Serve as a member of the Scholarship and Standards Committee; and
4. Perform all the duties of the office of the International President and Chair, National Board in the absence or at the request of the International President.

National Secretary

The National Secretary is the Corporate Secretary of Delta Sigma Theta Sorority, Incorporated and shall be responsible for the execution of duties typically associated with a corporate secretary. The National Secretary shall have charge of all Board records, the Sorority's official documents, and the seal of the Sorority.

All minutes and other records of the Board and of its Committees shall remain the property of the Sorority. The National Secretary shall be responsible for maintaining the confidentiality and security of such minutes and records and for reporting any breaches thereof to the Chair of the Board and the General Counsel-Chief Compliance Officer.

The National Secretary shall authenticate the actions of the Board before and with third parties, and deliver, as appropriate attestations of such actions of the Board as may be necessary to carry on the business of the Sorority or to give effect to the actions of the Board and Grand Chapter.

The National Secretary shall oversee and ensure the implementation, maintenance, accuracy and updating of the Sorority's policy management system.

It shall be the duty of the National Secretary to:

1. Prepare the agenda of all Board meetings at the direction of the International President and Chair, National Board of Directors;
2. Prepare the minutes of the National Board of Directors and Executive Committee meetings;
3. Ensure a copy of the minutes of each meeting of the Board is forwarded to its members and certify the same as a true copy when necessary;
4. Send notices of the National Board and Committee meetings to the members of the Board;
5. Maintain a central calendar for meetings, major events, and other activities;
6. Perform related duties assigned to the National Secretary by the Chair of the Board;
7. Certify actions of the National Board of Directors and Grand Chapter;



8. Affix the seal of the Sorority;
9. Authenticate the records of the sessions of the national convention not later than 180 days from the receipt of said Convention transcript and;
10. Provide a finalized report of the proceedings and actions from the National Board of Directors meetings to each member within 30-days of ratification by the National Board of Directors

National Treasurer

The National Treasurer shall possess one or more of the following credentials: Certified Public Accountant (CPA), Certified Internal Auditor (CIA), Certified Management Accountant (CMA), Certified Financial Planner (CFP), Chartered Financial Analyst (CFA) OR she has earned one of the following degrees: Master of Business Administration (MBA), Graduate degree or an undergraduate degree in finance, accounting or economics; OR five years current experience in the following industries: finance, budgeting, accounting, auditing, internal controls, and or asset management.

The National Treasurer shall also have demonstrated experience having served as a Chief Financial Officer (CFO) or as a member of a board finance committee for a comparable for-profit or non-profit organization.

It shall be the duty of the National Treasurer to:

1. Serve as a voting member of the National Finance Committee which reviews and recommends financial policy;
2. Receive and review the report of the CFO on monthly financial records and reconciliation reports of Grand Chapter monies;
3. Present a quarterly financial report to the National Board of Directors and the chapters;
4. Present a semi-annual financial report of all Grand Chapter monies to the National Board of Directors and advise the Board of the financial status of the Sorority;
5. Ensure the internal controls are adhered to and the financial policies are implemented;
6. Present an annual audited financial report to Grand Chapter;
7. Advise and counsel the National Board of Directors;
8. Advise the Board on strategies to stimulate economic growth and financial stability of Grand Chapter and chapters in consultation with the President and relevant committees and headquarters staff;
9. Ensure all fiscal information on Grand Chapter is compiled and disseminated to chapters to include such information as bonding, insurance, and investment; and
10. Ensure fines levied on chapters and individuals as a result of disciplinary measures are collected

National Appointed Positions

National Chaplain

It shall be the duty of the National Chaplain to:

1. Provide spiritual and inspirational guidance;



2. Lead the Sorority in its prayers, invocations, and spiritual messages, and in other capacities as required;
3. Recite and lead invocations and benedictions where such prayers are offered at the openings and closings of meetings and other events; and
4. Participate in Memorial Observances and Ecumenical Services.

National Parliamentarian (For Convention Only)

It shall be the duty of the National Parliamentarian to:

1. Serve in a consultative role;
2. Render parliamentary opinions to the International President and Chair, National Board of Directors, other officers, committee chairs, and delegates, upon request, as it relates to the actual transaction of business; and
3. Serve as an ex officio of the rules committee.

National Sergeant-at-Arms (For Convention Only)

It shall be the duty of the National Sergeant-at-Arms to:

1. Monitor the meeting rooms and doors to enforce order;
2. Check the credentials of delegates to deny entrance to unauthorized or improperly dressed persons;
3. Collect fines from voting or alternate delegates who are late or absent from a session;
4. Conduct the on-site meetings with the assistant sergeant-at-arms, assistants to the sergeant-at-arms and pages;
5. Direct the appropriate persons to the reserved areas;
6. Deliver motion sheets to the National Secretary;
7. Prepare and submit written reports of the chapters absent and paying fines for each session and attendance sheets of voting delegates; and
8. Serve as teller for the presiding officer, counting votes (by show of vote cards) when called upon to do so.

Other National Positions

The International President and Chair, National Board of Directors appoints other national positions as may be authorized by Grand Chapter *Constitution and Bylaws* and they shall exercise such duties as customarily pertaining to such positions unless otherwise specified.

National Board of Directors

In the interim of national conventions, the powers of Grand Chapter are vested in the National Board of Directors. The National Board of Directors consists of the elected national officers of Grand Chapter, the board-elected national positions, the chairs of standing committees and commissions, the Immediate Past National President, the elected regional officers, and any other chairs of a task force or ad hoc committee as appointed by the International President and Chair, National Board of



Directors. The Board deliberates on matters referred to it by the national convention, national committees, chapters, regions, and individuals. It recommends policy changes to Grand Chapter in the national convention and formulates objectives and goals. The duties of the National Board of Directors are delineated in the current edition of the *Constitution and Bylaws*.

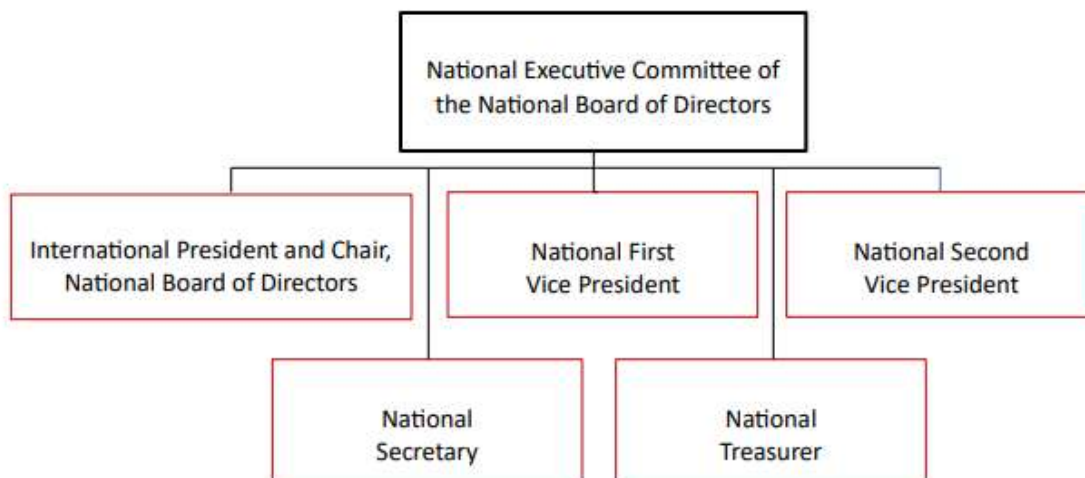
In addition to a belief in the purposes of the Sorority, members of the National Board of Directors should have the **following qualifications**:

1. Experience in and knowledge of Delta Sigma Theta Sorority, Inc., and the directions in which it should move;
2. Understanding of a particular field related to the organization's work or administration in other volunteer organizations;
3. Understanding of international, national, and regional trends and needs, their effect on the Sorority, and desirable National Board of Directors activities in relation to them;
4. Ability to establish and maintain good working relationships with other members, professional staff, and persons outside the organization;
5. Ability to speak effectively;
6. Ability to subordinate group identifications and individual interests to the needs of the organization as a whole;
7. Ability to weigh the implications and potential effects of decisions; and
8. Ability to give the time and energy required.

National Executive Committee

The National Executive Committee of the National Board of Directors shall consist of the elected national officers — the International President and Chair, National Board of Directors, National First Vice President, National Second Vice President, National Secretary, and National Treasurer.

The National Executive Committee shall meet quarterly or at the call of the International President and Chair, National Board of Directors, and facilitate action on Grand Chapter's policies and administrative matters in the interim of the National Board of Directors meetings. This is not a body that supersedes the National Board of Directors. Its decisions are subject to ratification by the National Board of Directors.



National Committees and Commissions

National committees and commissions are delegated to a specific area of the Sorority's work. In addition to qualifications designated by the *Constitution and Bylaws*, the International President and Chair, National Board of Directors considers the following when recommending members of committees/commissions:

- Specialized knowledge and experience within the area of the committee's responsibility, as related to the functions of the committee and/or experience in Delta Sigma Theta Sorority, Inc.;
- Ability to work in a committee, as well as on individual assignments;
- Ability to present her point of view, either verbally or in writing, with supportive thinking or data; and
- Understanding of the implications of cultural, social, and economic situations, both domestic and international, influencing the committee's area of responsibility

The principal duties of members of national committees/commissions are delineated in the current edition of the *Constitution and Bylaws*.

The International President and Chair, National Board of Directors appoints all national committees and national commissions not otherwise provided by the *Constitution and Bylaws* and such other national committees, national commissions, and task forces as may be deemed necessary by members.

The continuity of each appointed national committee and national commission shall be maintained by the retention of no more than one-fourth of the membership every six years.

The appointed national chairperson must have attended at least two (2) of the last three (3) national conventions and two (2) of the last three regional conferences, except where the appointed chairperson is a collegiate member.



National Elected Committees

National Finance Committee

The National Finance Committee is responsible for broad financial and investment oversight. The Board has the ultimate authority and accountability for financial oversight of the Sorority. In concert with advisors, the committee shall assist the Board in discharging fiduciary responsibilities relative to the oversight of all corporate financial, investment, and retirement financing matters. In fulfilling these responsibilities, the committee shall consider the operating conditions, the outlook for the Sorority, the need for liquidation, principal safety, and reasonable current income. The committee shall recommend for approval of the Board and assess the implementation of policies associated with finance.

The National Finance Committee consists of ten members: National Treasurer; a Chair; one member from each of the seven regions; and one collegiate member in accordance with the *Constitution and Bylaws*.

National Audit and Corporate Compliance Committee

The National Audit and Corporate Compliance Committee shall assist the Board in discharging oversight responsibilities relating to: the independence of members of the committee; the adequacy and integrity of the accounting, reporting, auditing, and financial practices and controls of the Sorority; the Sorority's compliance with legal and regulatory requirements; the independent accountants qualifications and independence, appointment and retention; the performance of the Sorority's independent accountants and internal auditors; and the oversight of the Sorority's corporate compliance and ethics program. The committee shall report to the Board. The committee shall recommend for approval of the Board, oversee, and assess the implementation of policies associated with audit and corporate compliance enterprise risk.

The National Audit and Corporate Compliance Committee consists of eight members: the Chair; five alumnae members and two collegiate members in accordance with the *Constitution and Bylaws*.

National Nominating Committee

The National Nominating Committee shall plan, administer, and assess the process to facilitate the election of the Sorority's national officers, regional officers, and elected committees. The committee shall develop and implement a process of announcing, identifying, recruiting, screening, defining qualifications in consultation with the National Board of Directors, and selecting candidates, and recommend all associated nomination and election policies, rules, and procedures for the approval of the Board. The committee shall assess the implementation of policies associated with the nomination process. The committee routinely reports to the Board and presents the slate of candidates to Grand Chapter.

The National Nominating Committee shall consist of nine members: one elected member from each region; one elected collegiate member; and an elected chair. All members shall be elected in accordance with the *Constitution and Bylaws*.



National Scholarship and Standards Committee

The National Scholarship and Standards Committee shall administer and enforce policies and procedures, which include the Sorority's scholarships program; the Code of Conduct; and the membership intake and chapter charter process. The committee shall also oversee and manage the transition, onboarding, and training of regional officers. Regarding the Code of Conduct, the committee shall utilize trained investigators to investigate alleged misconduct and improprieties, and adjudicate disputes by and among chapter committees, officers, and individual members. The committee shall administer and oversee policies and procedures that prescribe compliance by chapters and members. The committee also serves as an appellate body to review disciplinary actions by regional directors. The committee shall recommend for approval of the Board and assess the implementation of policies associated with scholarship and standards.

The National Scholarship and Standards Committee shall consist of ten members: the National First Vice President, who shall serve as the Chair; the National Second Vice President; and eight other members in accordance with ARTICLE IX - ELECTIONS AND VOTING, Section 1. national conventions and Section 2. regional conferences. One member shall be elected in each of the seven regions to serve for four years, and one collegiate member shall be elected by the national convention to serve for two years.

National Committees

Communications and Public Relations Committee

The Communications and Public Relations Committee shall promote the Sorority's mission, vision, values, and activities including programs, membership, volunteerism, events, and public policy and social change advocacy agenda. The committee shall also oversee the development, assessment, and implementation of the Sorority's strategic communication and marketing plans. The plans shall expand the Sorority's presence and influence, as well as enhance its image and credibility internally and externally. The committee shall recommend for approval of the Board, oversee, and assess policies associated with communications and public relations. The committee shall report to the Board.

The Communications and Public Relations Committee consists of members appointed by the International President and Chair, National Board of Directors. The chair shall be elected by the Board upon the recommendation of the International President.

Constitution and Bylaws Committee

The Constitution and Bylaws Committee shall be the steward the Sorority's *Constitution and Bylaws*, which includes educating members on the *Constitution and Bylaws*, interpreting and reviewing proposed amendments, and presenting such amendments to Grand Chapter. The committee shall periodically review and assess the *Constitution and Bylaws pursuant* to a best practice standard and recommend revisions as appropriate for consideration by Grand Chapter. The committee shall report



to the Board and recommend for the consideration of the Board policies associated with the *Constitution and Bylaws*.

The Constitution and Bylaws Committee consists of members appointed by the International President and Chair, National Board of Directors. The Chair shall be elected by the National Board of Directors upon the recommendation of the International President.

Distinguished Professor Endowed Chair Committee

The Distinguished Professor Endowed Chair Committee shall oversee the implementation of the Sorority's initiative to provide financial resources for faculty-led research of distinction at Historically Black Colleges and Universities (HBCUs). The Committee shall also recommend for approval of the Board, oversee, and assess the implementation of policies associated with the Distinguished Professor Endowed Chair. The committee shall report to the Board.

The Distinguished Professor Endowed Chair Committee (DPEC) consists of members appointed by the International President and Chair, National Board of Directors. The chair shall be elected by the Board upon the recommendation of the International President.

Documents Review and Management Committee

The Documents Review and Management Committee shall oversee, review, and maintain the Sorority's document management system. The Committee shall also recommend for approval of the Board, the establishment of standards and protocols for the approved use of all Delta documents primarily used by the membership. The Committee shall also recommend for approval of the Board, oversee, and assess the implementation of policies associated with document management. The committee shall report to the Board.

Document Review and Management Committee consists of members appointed by the International President and Chair, National Board of Directors. The chair shall be elected by the Board upon the recommendation of the International President.

Heritage and Archives Committee

Heritage and Archives Committee shall ensure that the Sorority's history is documented, collected, maintained, and shared in alignment with professional archival standards as promulgated by the Society of American Archivists. The committee shall also recommend for approval of the Board, oversee, and assess the implementation of policies associated with Heritage and Archives. The Committee shall report to the Board.

The Heritage and Archives Committee shall consist of members appointed by the International President and Chair, National Board of Directors. The chair shall be elected by the Board upon the recommendation of the International President.



Honorary Member Selection Committee

The Honorary Member Selection Committee is appointed at the request of the International President. The Committee is tasked with seeking nominations for Honorary Member candidates from members and chapters. The call for nominations is disseminated during the preceding year leading to the National Convention. The Honorary Member Selection Committee is also tasked with vetting submissions for consideration and vote by the National Board of Directors with final decisions made by the National President.

Housing and Properties Committee

The Housing and Properties Committee shall serve as an expert advisor and provide professional guidance to the Sorority. In fulfillment of the responsibility, the committee shall seek to inform the Sorority's real estate strategy and plans, mitigate risk, increase value, and maintain safety in the Sorority's properties and that of its affiliates. The committee shall also oversee and document chapter-foundation relationships relative to real estate ownership. The committee shall recommend for approval of the Board, oversee, and assess the implementation of policies associated with Housing and Properties and chapter-foundation relations. The committee shall report to the Board.

The Housing and Properties Committee shall consist of members appointed by the International President and Chair, National Board of Directors. The chair shall be elected by the Board upon the recommendation of the International President.

Human Resources Committee

The Human Resources Committee shall promote, monitor, review, and make recommendations to the Board concerning the Sorority's effort to be a "best place to work" employer. The committee assists the Board to fulfill its obligations as an employer overseeing the Sorority's compensation, human resources, and organizational development policies and practices as well as advises on major aspects of workforce planning, strategy, and investment to ensure workforce configuration and culture are optimally suited to the strategic needs of Sorority, and reflect the Sorority's values of equity, diversity, and inclusion. The committee shall recommend, oversee, and assess the implementation of policies associated with Human Resources.

The Human Resources Committee shall consist of members and a chair appointed by the International President and Chair, National Board of Directors. The chair shall be elected by the Board upon the recommendation of the International President.

Institutional Research Committee

The collection, analysis, interpretation, reporting, and dissemination of data and information to advise and inform the Sorority's strategy, planning, program, and policy formula and plans, evaluation processes, education needs of information producers, users, and consumers and steward the Sorority's data and information. The committee shall recommend for approval of the Board, oversee,



and assess the implementation of policies associated with institutional research. The committee shall report to the Board.

The Institutional Research Committee consists of members appointed by the International President and Chair, National Board of Directors. The chair shall be elected by the Board upon the recommendation of the International President.

Leadership Academy Committee

The Leadership Academy Committee shall oversee the implementation and assess the effectiveness of the Sorority's initiative to establish and maintain a leadership talent pipeline. In the fulfillment of this responsibility, the committee shall set a best-in-class standard in the development of programs, initiatives, and training that promote enhanced decision-making, team building, increase retention, and heightened engagement for the ongoing, voluntary, and self-motivated pursuit of knowledge and leadership skills for Sorors. The committee shall also recommend for approval of the Board, oversee, and assess the implementation of policies associated with the Leadership Academy. The committee shall report to the Board.

Leadership Academy shall consist of members appointed by the International President and Chair, National Board of Directors. The chair shall be elected by the Board upon the recommendation of the International President.

Membership Services Committee

The Membership Services Committee shall oversee the design and implementation of best-in-class member organization's service programs. In fulfillment of these responsibilities, the committee shall deploy every possible resource and data to inform member service strategies designed to increase and enhance member engagement, retention, and satisfaction. The committee shall also recommend for approval of the Board, oversee, and assess the implementation of policies associated with membership services. The committee shall report to the Board.

The Membership Services Committee consists of members appointed by the International President and Chair, National Board of Directors. The chair shall be elected by the Board upon the recommendation of the International President.

Program Planning and Development Committee

The Program and Planning Committee shall oversee the development, evaluation, and implementation of best-in-class sorority domestic and international program initiatives which are measurably impactful. The committee shall utilize the Sorority's Five Point Programmatic Thrust as the framework for the committee's strategic goals and objectives. The committee shall also recommend for approval of the Board, oversee, and assess the implementation of policies associated with program, planning and development. The committee shall report to the Board.

The Program Planning and Development Committee consists of members appointed by the International President and Chair, National Board of Directors. The chair shall be elected by the Board upon the recommendation of the International President.



Protocol and Traditions Committee

The Protocol and Traditions Committee shall designate and promulgate rules, customs, structure, and standards that codify the behaviors and arrangements which ensure the perpetuation of reverence and decorum in all sorority ceremonies. The committee shall also recommend for approval of the Board, oversee, and assess the implementation of policies associated with protocol and traditions. The committee shall report to the Board.

The Protocol and Traditions Committee consists of members appointed by the International President and Chair, National Board of Directors. The chair shall be elected by the Board upon the recommendation of the International President.

Strategic Partnership Committee

Delta's partnership mission is to connect and engage with our Charitable Partners, Corporate Partners and Sponsors, and Delta Sponsors to continue the legacy of global service that will empower our communities.

The Strategic Partnership Committee consists of members appointed by the International President and Chair, National Board of Directors. The chair shall be elected by the Board upon the recommendation of the International President.

Strategic Planning Committee

The Strategic Planning Committee shall propose and oversee the preparation, review, and update of the Sorority's Five-Year Strategic Plan. In concert with the Executive Committee, the committee shall submit plans for the approval of the Board. The committee shall recommend for approval of the Board, oversee, and assess the implementation of policies associated with strategic planning. The committee shall report to the Board.

The Strategic Planning Committee consists of members appointed by the International President and Chair, National Board of Directors. The chair shall be elected by the Board upon the recommendation of the International President.

Technology Committee

The Technology Committee shall provide expert advice to support the Sorority's objective to deploy best-in-class technology solutions in the efficient, effective, and strategic implementation of Grand Chapter programs and initiatives. The committee shall oversee the development of a five-year comprehensive technology plan, collaborate with the Finance Committee in the development of a corresponding five-year capital budget, and in concert with the Executive Committee recommend for approval by the Board. The committee shall also recommend for approval of the Board, oversee, and assess the implementation of policies associated with technology. The committee shall report to the Board.



The Technology Committee consists of members appointed by the International President and Chair, National Board of Directors. The chair shall be elected by the Board upon the recommendation of the International President.

(NOTE: Refer to the *Constitution and Bylaws* for the latest information regarding all National Elected and Board Elected Positions)

National Commissions

Arts and Letters Commission

The Arts and Letters Commission shall stimulate interest and educate chapters in the areas of arts and letters. The commission shall recommend and oversee the development and coordination of arts and letters programs and projects. The commission shall also recommend for approval of the Board, oversee, and assess the implementation of policies associated with arts and letters.

The Arts and Letters Commission consists of members appointed by the International President and Chair, National Board of Directors. The co-chairs shall be elected by the Board upon the recommendation of the International President. The Commission shall report to the Board.

Ritual and Ceremonies Commission

The Ritual and Ceremonies Commission shall review the Sorority's ceremonies and ritual activities and recommend revisions as appropriate for consideration by the Board. The commission shall present such Board-approved revisions to the membership. The Commission shall stimulate interest and educate local chapter members regarding Ritual and Ceremonies procedures. The Commission shall recommend for Board approval, oversee, and assess the implementation of policies associated with ritual and ceremonies.

The Ritual and Ceremonies Commission shall consist of Past International Presidents, alumnae, and collegiate members appointed by the International President and Chair, National Board of Directors. The co-chairs shall be elected by the Board upon the recommendation of the International President. The commission shall report to the Board.

Social Action Commission

The Social Action Commission shall promote, monitor, review, and recommend the Sorority's domestic and international agenda on public policy, legislation, resolutions, and demonstrative representation. The commission shall support the Sorority in the formulation, publication, and communication of positions, strategies, and activities to actualize the vision of the Founders of the Sorority, honor civic engagement, and participate in social change in perpetuity. The commission shall facilitate the resolutions process by receiving, reviewing, and recommending to the Board and Grand Chapter those resolutions which holistically represent Delta's public stance on domestic and international issues. The commission shall recommend for the consideration of the Board policies associated with social action.



The Social Action Commission shall consist of members appointed by the International President and Chair, National Board of Directors. The co-chairs shall be elected by the Board upon the recommendation of the International President. The Commission shall report to the Board.

Forums and workshops are frequently held and are an effective linkage to international, national, state, and local organizations networking around issues of mutual concern. Policy advocacy is an extraordinarily strong component of the organization's social action priorities. Members are encouraged to run for office and accept political appointments. Delta's membership includes U.S. presidential appointees, city council members, state legislators, judges, mayors, and school board members.

National Executive Office

This office provides overall executive direction and administration of headquarters operations, programs, services, and support to all National Officers, Committees and Commissions, Task Forces, and other groups in goal attainment. The National Executive Director participates in planning, developing, implementing, coordinating, budgeting, and monitoring all activities of the headquarters operation.

The Executive Office is led by the National Executive Director and includes the Director of Operations, Executive Assistant to the International President and Chair, National Board of Directors. This team provides staff support and assistance to the International President and Chair, National Board of Directors, National Nominating Committee, Institutional Research, Strategic Partnerships, and Strategic Planning.

National Headquarters Staff

The National Headquarters staff is comprised of salaried professionals who:

- Implement the policies and procedures and actions of Grand Chapter and National Executive Board;
- Maintain the headquarters property and master files;
- Discharge a variety of program activities; and
- Support functions with the elected and appointed committees, commissions, task forces, councils, and any other approved groups

The staff is employed to execute the business of the Sorority. The daily management of National Headquarters is directed by the National Executive Director. The National Headquarters Staff members are assigned to the various committees, commissions, and task forces to provide specific technical assistance and staff support and for purposes of continuity from the committee to its successor and other components of National Headquarters and chapters.

The staff is responsible for:

- Assisting with implementing programs agreed upon by the Sorority; and



- Working with all national and regional leadership

The National Executive Director and staff members are delegated responsibilities related to specific committees, and in this role, they participate in national committee meetings. The Executive Staff members also meet with the National Board of Directors.

The duties of the Headquarters staff are to:

- Coordinate the activities and programs of the Sorority;
- Be responsible for the management and operation of the National Office; Work with committee chairpersons on their assignments as outlined in the *Constitution and Bylaws*;
- Work with national officers in their relationship with local chapters;
- Evaluate and make recommendations to the National Board of Directors for improvement of Sorority structure and programs;
- Ensure that the office routine, procedures, and schedules are organized in such a manner as will assure effective administration;
- Work with the Housing and Properties Committee to recommend policies for the use and maintenance of the building and equipment, to ensure that the building is appropriately used and effectively managed;
- Strengthen and keep alert to every opportunity for using the channels of the Sorority for the reclamation of members;
- Support the national convention/regional conferences as authorized by the National Board of Directors;
- Be responsible for the media coverage and other publicity of the Sorority's purpose, objectives, policies, and programs, to its members;
- Be responsible for the publication of the Delta Journal and Newsletter and such other publications as needed and approved;
- Administer the budget of the National Headquarters in line with approved financial policies and issue orders for disbursement of Grand Chapter funds;
- Submit in writing to the National Board of Directors, reports on the work of the Sorority in pursuit of its objectives;
- Be responsible for ordering Sorority jewelry for members and keeping on file contracts with the jeweler;
- Facilitate effective representation of Delta Sigma Theta Sorority, Inc. with other national organizations;
- Receive and deposit all funds sent to Grand Chapter and issue reports on same to the International President and Chair, National Board of Directors, and National Treasurer;
- Serve as a clearing house and coordinator for all Delta activities; and
- Perform all other such duties as assigned by the National Executive Director, International President and Chair, National Board of Directors, and/or the National Board of Directors.

Executive Office

The Executive Office provides overall executive direction and administration of headquarters operations, programs, services, and support to all National Officers, Committees/Commissions, Task Forces, and other groups in goal attainment. The National Executive Director participates in planning,



developing, implementing, coordinating, budgeting, and monitoring all activities of the headquarters operation.

The National Executive Director provides executive leadership and oversight of National Headquarters operations, programs, and services. In addition, she provides support to all levels of the organization in attaining their stated goals: National Board of Directors and National Committees, Commissions, and Task Forces, and intervention, as appropriate, with chapters and members. The National Executive Director is accountable for being the team leader and chief collaborator in managing and evaluating the activities of National Headquarters operations, focusing on the integrity of our data, and using it as a requirement in mainstreaming ongoing processes and initiatives.

The office provides staff support and assistance to the International President and Chair, National Board of Directors, National Nominating Committee, Institutional Research, Strategic Partnership, and Strategic Planning.

Customer Support Service Center

The Customer Support Service Center (CSSC) was created in the Fall of 2019 to serve as our customers' first point of interaction with National Headquarters. The department stands ever ready to provide high-level professionalism and customer service to meet the needs of all the Sorority's customers: members, chapters, vendors, and the public. It is the newest department to join the Headquarters team. As the eyes and ears of National Headquarters, the department embodies team spirit, internally and externally, with all Headquarters departments and while working with the Sorority's regional, and national leadership.

CSSC provides support to the National Secretary, National Protocol and Traditions Committee, National Ritual and Ceremonies Commission, and National Honorary Member Selection Committee.

Events Department

The Events Department provides support for regional conferences and national conventions specifically as well as the National Board of Directors Meetings, National Committee Meetings, Delta Days at the Nation's Capital (DDNC), Delta Days at the United Nations (DDUN), national summits, symposiums, and special events as approved by the Sorority.

The Events Department is responsible for the following:

- Executive meetings and conferences;
- National convention and regional conferences, inclusive of agenda development and publication;
- Exhibit Halls Management;
- Acquisition of meeting, event, and programming space;
- Overall coordination of meeting, event, and programming logistics;
- Primary liaison with outsourced vendors for event planning;
- Audio visual, production, decorator vendor management;
- Coordination of events with the Customer Service Support Center and the Technology Services Department;



- Coordinates activity with the Executive Assistant to the International President and Chair; and National Board of Directors, and National Executive Director.

Facilities Management Department

The Facilities Management Department is responsible for National Headquarters' real estate properties. The department manages the day-to-day operations that deal with maintenance and ensures that the facilities follow Federal and District of Columbia regulations. Ensures that the communication bridge between the membership and the appropriate person or department is facilitated promptly.

Other duties of Facilities Management include:

- Building management including negotiating/oversight of maintenance contracts;
- Building upkeep;
- Management of outsourced facilities contract workers (i.e., cleaning company, snow removal, landscaper, utilities maintenance and repair);
- Oversight and manage of the storage units; and
- Inventory Control Process.

The Property Management Department provides staff support and assistance to the National Housing and Properties Committee.

Finance Department

The Finance Department is responsible for implementing the online processing and receipt of dues, chapter fees, and regional conference and national convention registration fees. This department is responsible for the annual compilation and filing of the Annual Financial Report and Federal Income Tax Group Return Authorization form, the bonding and liability insurance data due from each chapter, and assists the financial officers with the compilation and dissemination of all financial information to chapters.

The department receives, invests, reports, and provides accurate accounting for the funds of Grand Chapter. It provides an accounting for cash receipts, cash payments, and cash balances; disburses funds in accordance with the policies and procedures of the organization; conducts functions of internal audit and control; manages accounts payable and accounts receivable; monitors inventory levels; and collects fines levied.

The department provides staff support and assistance to the National Treasurer, National Finance Committee, and the National Audit and Corporate Compliance Committee.

Human Resources Department

The Human Resources Department is responsible for the following:



- Management of hiring process – recruitment, interview pre-screening, interview process background checks, etc.;
- Management of annual performance appraisals and disciplinary action;
- Employee Relations and Ombudsman;
- Human Resource files and legal compliance records retention;
- Payroll and Benefits Management (annual enrollment, medical leave, accommodation requests, salary payroll, bonuses, merits, salary market data, salary structures, etc.);
- Intermittent Audit and Reconciliation of the Leave System;
- New Employee Orientation and Onboarding and Offboarding;
- Verification of Employment;
- Subject Matter Expert for Employee Handbook and Head Quarter governing policies;
- Job titles and descriptions;
- Headquarters training professional development plan;
- Employee Feedback and Engagement (employee surveys, exit interviews, staff activities, etc.); and
- Staff support and assistance to the Human Resources Committee.

Legal Department

The Legal Department provides strategic legal advice, leads complex initiatives, and ensures legal compliance while optimizing business objectives. The practice spans several areas that include corporate governance and compliance, contract management, finance, real estate, policy development, labor and employment matters, litigation, events (including conventions and conferences), membership, technology, and intellectual property management serving over fifty-three (53) clients (which include the National Executive Committee and the Board of Directors, National Committees and Tasks Force, National Headquarters departments and staff, the seven regions, and collegiate and alumnae chapters worldwide presenting programs), as well as the management of Delta's commercial licensing and partnership initiatives with major colleges & universities, non-profit and other NPHC organizations, and Fortune 500 companies. Legal also routinely takes aggressive action against those infringing upon Delta's intellectual property assets.

The department provides staff support and assistance to the Legal Counsel and National Board of Directors.

Marketing and Communications Department

The Marketing and Communications Department is responsible for advancing the mission of Delta Sigma Theta Sorority, Inc. through a strategic communications plan to inform members, media, and the public about the initiative's programs, and special events administered by the Sorority. The department strives to promote, protect, and preserve the legacy of Delta Sigma Theta Sorority, Inc. through the following:

- Managing member communications;
- Writing for and producing Grand Chapter publications;
- Creating and coordinating content for Delta Sigma Theta's website, marketing materials, and social media channels;



- Protecting Sorority’s brand standards;
- Supporting the Communications and Public Relations Committee, along with other Sorority leadership in relation to strategic communications needs; and
- Supporting the National Heritage and Archives Committee in its efforts to preserve the history and legacy of Delta Sigma Theta Sorority, Inc.

Maryland Educational Opportunity Center

The Maryland Educational Opportunity Center (MEOC), a federal TRIO program, is one of 124 Educational Opportunity Centers in the country. MEOC is a community-based program that provides free counseling, information, and technical assistance to adults and youths interested in pursuing college or other postsecondary schools. Since 1968, MEOC (formerly Direct Search for Talent) has helped thousands of participants who have enrolled in schools and have been awarded millions of dollars in financial aid. Headquartered in Baltimore City, MEOC administers the Educational Opportunity Center grant in the City of Baltimore and Howard County community, as approved for funding through Delta Sigma Theta Sorority, Inc.

Membership Policies and Procedures Department

The Member Policies and Procedures (MPP) Department is responsible for the oversight and administration of member activities to ensure they align with the Sorority’s tenets and governance documents. Whenever necessary the department supports the executive leadership, regional directors, and assigned committees to provide guidance, recommendations, resources, and tools to successfully achieve the organization’s overarching goals and objectives. MPP supports the following committees: Scholarship and Standards, Investigations Taskforce, Undergraduate and University Affairs Taskforce, and *Constitution and Bylaws*.

Overview of departmental tasks and responsibilities:

- Administrative processing of Membership Intake
- Disciplinary Action Review
- Member Renouncement
- Chapter Chartering
- Service area amendments
- Scholarship and Seed Grant Program Administration
- Committee liaison
- Collaboration with internal and external stakeholders
- Leverage software and internal systems for process improvement

Programs Department

The Programs Department is responsible for the following:

- Implementation of Executive Board Commissions and Committee initiatives;
- Chapter demographics reports in the Member Portal Reporting Hub;
- Chapter/Soror Leadership Development and Training;
- Coordination with the Events Planning Department for Delta Days in the Nation’s Capital and



- Delta Days at the United Nations; and
- Support Programmatic Risk Management policies, procedures, and process implementation.

The department provides staff support and assistance to the following: Arts and Letters Commission, Social Action Commission, Program Planning and Development, Leadership Academy, Membership Services, and Distinguished Professor Endowed Chair Committee.

Technology Services Department

The Technology Services Department delivers digital solutions that enable Delta Sigma Theta Sorority, Inc. operations and programming. The Technology Services Department supports the organization through responsive, collaborative, and innovative technology solutions, services, and products that are secure and effectively managed.

The department is responsible for the following:

- Website Operations and Maintenance
- Network Operations and Maintenance
- System Operations and Maintenance
- Service Desk Request Management
- Service Desk Incident Management
- Asset Management (Software and Hardware)
- Mobile Device Management
- Voice, Video, and Conferencing
- System Solutions
- Project Management and Training
- Information Security and Protection Program

The department serves as a liaison to the National Technology Committee. See the table below for email contact information.

Department Contact Information

Soror or Chapter Inquiries	Department	E-mail
General soror and Chapter Related Inquiries (including Member Portal and Red Zone questions)	Customer Service	customerservice@deltasigmatheta.org
Membership Intake Chapter Payment Activities	Finance Department	mifees@deltasigmatheta.org
Non-Membership Intake Chapter Payment Activities (Transmittal Submissions for Dues, Chapter Fees, Event-	Finance Department	finance@deltasigmatheta.org



Related Revenues, or Online Store Sales Related Transactions)		
Chapter Bank Account, State and Country Structure, Tax, and Other Finance Matters	Finance Department	finance_inquiries@deltasigmatheta.org
Soror Disciplinary Action	Membership Policies and procedures	mpp@deltasigmatheta.org
Sorority Communications and Emails	Communications	informz@deltasigmatheta.org
Chapter Demographic and Program Reporting Forms; Special DST Programming Concerns	Programs	programsdept@deltasigmatheta.org
Suppliers and Licensed Vendors Inquiries		
	Department	E-mail
Vendor Certification and Licensing Policy; and Exhibit Trade Show (Internet, Social Media, In-Store, etc.)	Executive Office	ip@deltasigmatheta.org
Accounts Payable	Finance	accountspayable@deltasigmatheta.org
Other General Inquiries		
	Department	E-mail
Becoming A Member	Membership Policies and procedures	mpp@deltasigmatheta.org
Employment Opportunities	Human Resources	Humanresourcesnhq@deltasigmatheta.org
Media and Speaking Requests	Communications	media@deltasigmatheta.org



Becoming a Sponsor	Strategic Partnership Committee	strategicpartnerships@deltasigmatheta.org
Ethics and Compliance Hotline	Legal Affairs	hotline@deltasigmatheta.org
Reporting Trademark Violations	Legal Affairs	enforcement@deltasigmatheta.org
Inquiries from University and College Representatives	Undergraduate and University Affairs Taskforce	universityaffairs@deltasigmatheta.org
National Executive Director	Office of the National Executive Director	executivedirector@deltasigmatheta.org
International President and Chair of the Board of Directors	Office of the President	nationalpresident@deltasigmatheta.org

National Convention

The national convention is Grand Chapter assembled. Grand Chapter is assembled to initiate, approve, and project activities and policies for Delta Sigma Theta Sorority, Incorporated. Grand Chapter is assembled in national convention, to amend the *Constitution and Bylaws*, elect the national officers of Grand Chapter, and control the operation of the Sorority. A meeting of Grand Chapter may occur remotely if an in-person meeting is not feasible. Such a meeting must be recommended by the International President and Chair, National Board of Directors, and approved by a majority of the National Board of Directors. The formal actions of Grand Chapter in national convention are binding upon every officer, committee, chapter, and member of the Sorority.

Each chapter must have one voting delegate in attendance at the national convention. Voting delegates, representing local chapters, by their power to elect national officers determine who shall act for Grand Chapter in the interim between national conventions.

Following their election or appointment, the national officers and other elected and appointed members of the National Board of Directors must report their stewardship at the national convention. The report shall be in writing and may be verbally highlighted in accord with the adopted convention agenda. Grand Chapter may be called upon to ratify actions of the National Board of Directors.



The national convention is also a policy-making body that studies proposals for expanding programs; and through delegates, interprets programs to the chapters they represent. The convention delegates are particularly competent to examine and analyze existing national programs to determine how they can best be implemented in their local communities. For this reason, the national convention frequently functions as a large study group.

The national convention provides an opportunity to expand the Sorority's vision by consulting, with outstanding experts, in addressing various questions and concerns affecting the lives of women and other community constituents. These specialists bring to the convention the results of years of research and detailed attention to the subject under discussion. Through discussion, the delegates gain information and insight which can be used to develop chapter programs.

The role of the national convention in the Sorority can be surmised as follows:

- To provide authority for the activities of Delta Sigma Theta Sorority, Inc., by:
 - Adopting revisions to the *Constitution and Bylaws* of the Sorority;
 - Adopting programs and policies and procedures for the national body; and
 - Taking action required by the *Constitution and Bylaws* of Grand Chapter such as chapter and individual discipline, approval of reports, adoption of recommendations, etc.
- To select the officers and committee chairpersons/members as called for in the *Constitution and Bylaws*;
- To provide an enriching experience for delegates through the exchange of information and study of the program of the Sorority;
- To afford delegates a rich experience in which to transact business and share in an opportunity for cultural and social growth; and
- To interpret the program of the Sorority to the national and international communities

National Officers elected at the national convention include:

- International President and Chair, National Board of Directors
- National First Vice President
- National Second Vice President
- National Secretary
- National Treasurer

Also elected at the national convention, as outlined in the *Constitution and Bylaws*, are:

- The chairperson and one collegiate member of the National Nominating Committee
- Chairperson, and members (one collegiate) of the National Finance Committee
- Chairperson, and members (two collegiates) of the National Audit and Corporate Compliance Committee
- One collegiate member of the National Scholarship and Standards Committee

The close of the national convention concludes one biennium and opens another.



Who Can Attend the National Convention?

All sorors duly initiated or inducted may attend who are:

- Financial both with Grand Chapter and in a local chapter, or are members-at-large; and
- Officially registered for convention

Each chapter must be represented at the national convention. Delegates from each chapter must arrive at the national convention on the date indicated and with a focus on the business of Delta Sigma Theta Sorority, Inc.

The three categories of registered delegates are:

1. **Voting Delegate:** Each chapter must be represented by one official voting delegate at the national convention. Being the voting delegate is one of the duties of the chapter president. She must be present and in her seat at all business sessions or represented by the registered alternate delegate from her chapter.
2. **Alternate Delegate:** Each chapter should be represented by one official alternate delegate at the national convention. The registered alternate delegate is the only person who may occupy the seat of the delegate and vote in her absence.
3. **Non-voting Delegate:** Any member who pays the convention registration fee may attend the convention as a non-voting delegate. She may participate in discussions from the floor, serve on a convention committee and accept leadership assignments. She cannot make motions, second motions, offer amendments to motions, or vote.

The voting delegate is the official representative of the chapter and is responsible for the report of the convention program and proceedings to her chapter. Delegations from chapters may take part in the creation of the report. If this is the plan, the voting and non-voting delegates should plan from the beginning the procedures they will use in preparation for the convention report.

Throughout the convention, it will be important to communicate regarding candidates running for national offices, to attend and engage at plenary and open sessions, and to participate in workshops that provide information about policy changes and new program initiatives.

It is helpful to stay connected with chapter members on-site by knowing the location of each other's hotel rooms and/or knowing cell phone numbers. It is also useful for the chapter to plan one meal or meeting to caucus regarding candidates for office. When the delegation comes to the convention and functions as a team, there can be no doubt that we are a sisterhood, with each soror being recognized for her contributions to our corporate life.

Any chapter that will not be represented at a national convention or regional conference must complete the **"Request Form for Excused Absence from National Convention/Regional Conference."** This electronic form will be made available to chapter presidents during the registration period. The electronic form must be completed at least six weeks before the convention or conference. National Headquarters forwards the request to the regional director for her approval or disapproval. After the regional director's assessment, the request is then forwarded to the National Secretary for final action. The National Secretary will notify the chapter president, the appropriate regional director, and National Headquarters of her decision.



Section II: National Programs

National Programs

Five-Point Programmatic Thrust

Chapters are encouraged to develop programs in multiple areas of the five-point programmatic thrust. However, due to the size of the chapter, available resources, and the needs of the community, reasonable adjustments may be made that will allow chapters to limit the number of programs developed for each thrust. For example, if your alumnae chapter size is 40 members, the chapter may choose to do active programming for Educational Development and Physical and Mental health while donating to the International Awareness and Involvement Sustainability Plan.

Program development and implementation in Delta Sigma Theta Sorority, Inc. begins with cooperative communication between several committees and commissions. Those committees and commissions with direct responsibilities for program development and implementation include members of the Program Planning and Development Committee, Social Action Commission, and Arts and Letters Commission.

Each elected International President and Chair, National Board of Directors of the Sorority can develop signature programming during her tenure in office. This signature programming developed by the International President and Chair, National Board of Directors is usually introduced to Grand Chapter shortly after the election and implemented by the chapters thereafter.

The national programmatic thrust will be articulated for each biennium; however, some programs and initiatives are continually addressed around our **Five-Point Programmatic Thrust and additional work in Emergency Response and Risk Management.**



Some national programs that the Sorority promotes are presented here.



Economic Development Committee

In the interest of the Black community's personal, family, and organizational fiscal wellness, the Economic Development subcommittee of the National Program Planning and Development Committee works with sorors and Delta's collaborative partners to design, implement, and champion programs that align with the 10 elements of Financial Fortitude that focus on factors that are critical to our community's financial health and well-being: Goal Setting, Financial Planning, Budgeting, Debt Management, Savings and Investments, Retirement Planning, Homeownership, Insurance, Estate Planning, and Entrepreneurship.

dfree® Financial Freedom Movement

Delta Sigma Theta entered a formal partnership with the dfree® Financial Freedom Movement in 2017. The dfree® 12-step program includes free online educational and financial planning tools. Delta Sigma Theta was the first Greek-letter organization to launch dfree™, with active participation in all programs.

dfree® Young Money focuses on the economic and financial planning needs of young people ages 12-27, both sorors and non-sorors. The dfree® Young Money curriculum includes information on financial goal setting, saving, and investing, budgeting, financial risk, borrowing, and credit. Delta Sigma Theta is the first Greek-lettered organization to implement the dfree® Young Money program. All chapters can access the 6-week course posted in the National Program Planning and Development section of the National website. Chapters are encouraged to incorporate the dfree® Young Money curriculum into Delta Academy, EMBODI, GEMS, collegiate programs, and programs for young professionals.

Educational Resources for Youth Programs

At the request of the National Program Planning and Development Education Development Chair, the committee developed three educational modules that focus on financial literacy for Delta Academy, GEMS, and EMOBDI Youth Program Participants.

1. dfree® Young Money: dfree® Young Money focuses on the economic and financial planning needs of young people ages 12-27, including sorors and community members. The dfree™ Young Money curriculum includes information on financial goal setting, saving, and investing, budgeting, financial risk, borrowing, and credit.
2. My Next Move--Journey to Become A Personal Financial Advisor: In this unit, youth program participants explore the path to a career as a Personal Financial Advisor, also called Certified Financial Planner (CFP), Financial Advisor, Financial Planner, or Portfolio Manager.
3. MONEY HABIT\$: In this unit, youth program participants explore how spending, saving, and values impact their finances.

Delta Red Pages Online Business Directory

The inaugural Delta Red Pages Business Directory was launched during the 54th National Convention in July 2019. It was designed as an interactive tool to allow soror business owners to participate in a self-funded entrepreneurship project--an effort that aligns with the Financial Fortitude elements. Additionally, the Delta Red Pages serve as a reclamation and retention tool that also enhances



awareness of Delta/women-owned businesses and nonprofits. An added benefit to soror business owners is the opportunity to reach members across the globe and for members to support women-owned businesses, thereby recycling dollars within the Black community.

Delta Red Tank (Women's Small Business Entrepreneurship Program)

To promote Delta Sigma Theta Women's Small Business Entrepreneurship program, the committee developed a proposal to collaborate with corporate allies to implement a business pitch competition. Sorority members who are aspiring and active entrepreneurs were invited to pitch their innovative business concepts, products, and services to potential sponsors to secure funds and mentoring to help them promote and implement their business plans.

Educational Development

The Educational Development Subcommittee of the National Program Planning and Development Committee provides resources for youth programming initiatives. These resources include the curriculum manuals for the Dr. Betty Shabazz Delta Academy, Dr. Jeanne L. Noble Delta GEMS, EMBODI programs, and the Keeping PACE manual for the caregivers of our youth. Chapters are encouraged to adapt the curriculum content to their youth and caregivers' needs and to recommend to this committee any additional content or activities that may benefit all chapters.

In addition to youth programming and caregiver support, the committee provides an opportunity for 50 youths nominated by their local chapters to participate in the Presidential Youth Conference held during each national convention. Also, during the national convention, awards are presented to chapters that have been selected as recipients of the Exemplary Youth Programming Awards.

Finally, this committee supports and receives support from several of our Sorority's strategic partners as well as the other subcommittees of the National Program Planning and Development Committee. Without support and collaboration, the youth programming initiatives could not be accomplished.

We desire that each chapter of our Sorority have sorors who can lead our young ladies and gentlemen in service and scholarship.

Programs and Curriculum Manuals

The National Educational Development Subcommittee is primarily charged with providing curriculum content to youth groups and their parents/guardians in our service areas. The Delta Academy and Delta GEMS manuals are revised in even years, and the EMBODI and Keeping PACE manuals are revised in odd years. Beginning in 2017, all manuals were revised with the following consistent format based upon the Sorority's Five-Point Programmatic Thrust, as well as Risk Management and Emergency Response:

- **Economic Development:** An important component of the Sorority's economic emphasis has been on personal financial planning and management of assets. Thus, there are units on Money Habits, Money Management, and Career Exploration in Financial Planning.
- **Educational Development:** Delta chapters conduct programs/projects designed to address the need for excellence in education. The Educational Development units include Leadership, Coding, Emergency Response, and Social Media Awareness.
- **International Awareness and Involvement:** Through international projects, Delta women have been able to broaden their knowledge and understanding of nations other than their own,



increase interest in international affairs, and aid in developing a greater appreciation for people of different backgrounds and cultures. There are units on: Pen Pals and Delta Programs throughout the World.

- Physical and Mental Health: Delta’s work in prevention and wellness translates into health education programs, health fairs, and the provision of health care services for those in need. The units in this section are: Anti-bullying, Mental Health Wellness, Resilience, Character Development, and Alcohol and Drugs.
- Political Awareness and Involvement: The Founders participation in the Suffrage March for Women to Vote in March 1913 signaled the first act of political awareness and involvement. Through social action, the members of the Sorority, and their respective communities gain greater appreciation of their potential for influence in their communities. Social Action, Juvenile Justice and Human Trafficking are a few units in this thrust.

The Dr. Betty Shabazz Delta Academy

The first manual, *Catching the Dreams of Tomorrow, Preparing Young Women for the 21st Century*, was created in 1996 under the leadership of 21st International President, Marcia L. Fudge. The manual was created out of an urgent sense that bold action was needed to save our young females (ages 11-14) from the perils of academic failure, low self-esteem, and crippled futures. Our current manual, ***Embracing Girl Power on Purpose****, provides an opportunity for local chapters to enrich and enhance the education that our young teens receive in public schools across the nation. Specifically, we augment their scholarship in math, science, and technology, and their opportunities to provide service in the form of leadership through service learning defined as the cultivation and maintenance of relationships. The *Embracing Girl Power on Purpose* manual was the first one developed based on Delta’s Five-Point Programmatic Thrust, providing a wide range of issues for Academy girls to explore, and should be used to guide the youth leaders as they present programming to our young ladies. Of course, adaptation of the manual to benefit local needs is always encouraged.

The Dr. Betty Shabazz Delta Academy has taken many forms. In some chapters, the Academies are after-school or Saturday programs; others are weekly or biweekly throughout the school year; and still other programs occur monthly. At a minimum, chapters plan and implement varied activities based on the needs of the early adolescents in their areas.

**Title subject to change*

Dr. Jeanne L. Noble Delta GEMS

The Dr. Jeanne L. Noble Delta GEMS: ***Growing and Empowering Myself Successfully***, was a natural outgrowth and expansion for the continuation of the highly successful Dr. Betty Shabazz Delta Academy. The Dr. Jeanne L. Noble Delta GEMS was created in 2004 under the leadership of Dr. Louise A. Rice, 23rd National President, to empower the dreams of African American at-risk adolescent girls aged 15-18. Delta GEMS provides the framework to actualize those dreams through the performance of specific tasks that develop a “CAN DO” attitude. The goals for Delta GEMS are:

- To instill the need to excel academically;
- To provide tools that enable girls to sharpen and enhance their skills to achieve high levels of academic success;



- To assist girls in proper goal setting and planning for their futures in high school and beyond and;
- To create compassionate, caring, and community-minded young women by actively involving them in service learning and community service opportunities.

The current curriculum manual for this program, GEMS: Jewels in Our Galaxy*, is also aligned with Delta’s Five-Point Programmatic Thrust, and the framework offers a road map for:

- College and career planning through activities that provide opportunities for self-reflection and individual growth;
- Mental health awareness as it especially impacts suicide and feelings of isolation;
- Financial planning;
- Service learning; and
- Current issues and trends affecting young ladies, and more

**Title subject to change*

EMBODI

The **Empowering Males to Build Opportunities for Developing Independence** program and manual is designed to refocus the efforts of Delta Sigma Theta Sorority, Incorporated with the support and action of other major organizations on the plight of African American males aged 11-18 years old. EMBODI was created as a signature program under the leadership of Cynthia M. A. Butler-McIntyre, 24th National President. Both informal and empirical data suggest that most African American males continue to be in crisis and are not reaching their fullest potential academically, socially, and emotionally. EMBODI is designed to address these issues through dialogue and recommendations for change and action. EMBODI addresses issues related to STEM education, culture, self- efficacy, leadership, physical and mental health, healthy lifestyle choices, character, ethics, relationships, college readiness, fiscal management, civic engagement, and service learning.

The curriculum manual for EMBODI, ***Transforming Today’s Young Males into Tomorrow’s Leaders****, is also aligned with the Sorority’s Five-Point Programmatic Thrust and exposes participants to a myriad of relevant and relatable topics, such as “College and Career Preparation,” “Mental Health,” “Juvenile Justice,” “Black Cultural Development” and emerging technologies such as coding and robotics.

**Title subject to change*

Parent Curriculum Manual

Keeping P.A.C.E.: A parent guide for keeping Pride, Advocacy, Choice, and Engagement, was first published in 2021 to assist our parents and guardians in better understanding our Delta youth programs – Delta Academy, Delta GEMS, and EMBODI – and to equip them with the necessary tools to be better engaged in the growth and development of their youth. The curriculum in this manual is organized to promote “Pride,” “Advocacy,” “Choice,” and “Engagement” among our youth’s caregivers.

Many of the topical units match the units in our youth manuals, such as Rescue 911 and Juvenile Justice, and can therefore be offered in tandem with the student programs when appropriate. Other units are not directly connected to the youth manuals, such as tools and resources that promote



family and community engagement. Discussion among parents/guardians is promoted by the facilitation of active participation by posing questions, emphasizing good practices, and gently providing and correcting information when necessary.

Presidential Youth Conference and Exemplary Youth Programming Awards

The National Educational Development Subcommittee offers opportunities for local chapters to submit applications for youth to attend the Presidential Youth Conference (PYC) and to apply for the Exemplary Youth Programming Awards, both of which occur during the national convention.

The PYC is scheduled for 3 days and affords 50 youth and their parents/ chaperones engaging in workshops and activities reflective of the host city's theme. The selected youth are required to read a book selected by the committee to discuss during the PYC. Recognized national and/or local leaders are also a part of the schedule to share experiences and, if accessible, youth visit an HBCU (Historically Black Colleges and Universities) or predominately Black graduate institution to raise awareness and expectations of a college education. A culminating activity includes youth participation/planning and a gift presented to each participant.

Chapters have amazing programs for our youth and each biennium they can apply to be recognized for their exemplary programming. Each region will have up to four (4) winners. Chapters receive information via Informz on how to nominate youth for the PYC and their exemplary programs, usually by April/May of each year.

Strategic Partnerships and Other Collaborations

In keeping with the Sorority's overall commitment to partner with other organizations and continue the legacy of global services that will empower our communities, the Educational Development Subcommittee is supportive of organizations whose mission is to educate, update and validate our members on current strategies and data-driven tools for success. Our partnership with DREF's DTEC-TAG program for teacher efficacy is one example.

Additionally, many chapters partner with other Divine 9 sororities and fraternities to enhance our youth programs. Others incorporate relevant strategies, data-driven content, and activities from Delta's corporate and charitable partners with guidance from Delta's Strategic Partnership Committee. The guidance from the Strategic Partnership Task Force is crucial to ensure that the policies outlined in the respective Memorandum of Understanding (MOU) follow the established guidelines.

International Awareness and Involvement

Through the *International Awareness and Involvement (IAI)* programmatic thrust, Delta Sigma Theta Sorority, Inc. harnesses its vast potential to impact strategically the plight of people living across the diaspora. International Awareness and Involvement will continue to move forward in this 21st century

by strengthening our Awareness and Involvement in Africa and Haiti. Throughout the years, the Sorority has continued to use its non-governmental organization (NGO) status to impact the lives of women and girls across the globe. The six (6) primary focus areas include:





- IAI Sustainability Plan
- Memorandum of Understanding for all Projects
- IAI Webinars
- World AIDS Day
- IAI Newsletter
- IAI Mission Trips

Projects in South Africa

Johannesburg

Adelaide Tambo School for The Physically Challenged 2002

The Adelaide Tambo School, formerly known as JC Merkin School, was established in 1980. Its purpose is to provide education to disadvantaged scholars with physical, mental, and learning disabilities from grades 1st – 12th for day scholars and boarders. Tambo strives to achieve their purpose by providing a secured, open, dynamic, and caring center of learning that is responsive to the needs of its learners and the community they serve. Located in White – City, Jabavu, in Soweto, the school currently has 400 students.

Eswatini

Delta House located in Vashti Village 2002- Orphanage for Children of AIDS Victims

Dedicated in 2002, the Delta House is a home for children who became orphans due to the HIV/AIDS pandemic. It is in what is now known as Vashti Village, in Mbabane, Eswatini along with two similar structures. Built to accommodate 12 children per structure and a housemother, the home was made possible with funds contributed by Delta sorors at the 45th and 46th National Conventions held in Chicago (2000) and Atlanta (2002) respectfully. Situated in a picturesque valley, an expansive vegetable garden flourishes behind the Delta House where residents (most of whom are adolescents) grow some of their food. The village is still a work in progress with an office complex, conference center, church, and apartments envisioned for the future.

Durban

Training Resources in Early Education (TREE) 1984

Training and Resources in Early Education (TREE) is a non-profit organization that specializes in Early Childhood Development, for children 0-4 years. TREE assists adults from small, disadvantaged communities to provide South Africa's children with access to Early Childhood Development programs that promote and solidify children's holistic development, support, health, and welfare in line with their rights and needs.

TREE focuses on training women who are influential in a child's life, a teacher, mother, caregiver, or guardian, with improved skills to bring up a child and educate them with the few resources available to them. TREE makes handmade, quality wooden toys – the profits from each toy sold go back into the community they work with – making children the center of all that is done with TREE.

Projects in Kenya

Thika



Mary Help of the Sick Mission Hospital - Maternal Hospital 1969

Nothing is more precious than the gift of life and there is nothing more miraculous than the birth of a child, bringing new life into being. Prenatal care and safe birth deliveries are practices often taken for granted in America. Yet, adequate prenatal and maternity care is seldom experienced by women in our ancestral homeland of Africa. Realizing this critical health issue, in 1955, Delta Sigma Theta Sorority, Inc. began making plans and laying the groundwork to establish a maternity hospital in the east African country of Kenya. The plans for a facility came to fruition in the early 1960s when Delta Sigma Theta Sorority, Inc. made a major donation to help finance the construction of the Thika Maternity Hospital in Thika, Kenya, which is now named Mary Help of the Sick Mission Hospital. The first hospital to open after Kenya gained its independence, Mary Help of the Sick Mission Hospital continues to be operated by the missionary sisters of the Holy Rosary.

The hospital provides affordable prenatal and postnatal care, nutritional education, child immunization, and family planning. It gives prenatal care, including lab work and blood work, blood tests, and examinations to more than 200 women daily. The hospital also has a special care nursery for babies after delivery. They do not turn away any patients if they cannot afford the medical expense. The hospital additionally serves as an educational institution for midwives and nurses. Over 66 students are trained annually.

In 2019, the 26th National President, Beverly E. Smith led a delegation of sorors to include the Executive Committee, representation from the National Executive Board, International Awareness and Involvement Subcommittee and National Program Planning and Development, staff, and other members to Thika, Kenya to commemorate 50 years of uninterrupted service and re-energize our international efforts. Delta participated in the ribbon-cutting ceremony with the blessings of donations which included 100 hospital beds and cabinets, six birthing beds, medical supplies, and scrubs for the maternity ward. During the celebration in the hospital lobby, Delta had the unveiling of pictures of our 14th National President Frankie Muse Freeman, Esq. and the 26th National President, Beverly E. Smith.

In 2022, Mary Help of the Sick Mission Hospital had the official Ribbon Cutting Ceremony for the New Surgical Theater (Maternity Operating Room). Delta donated funds for the Surgical Theater and supplies! During this ceremony, Delta had the picture unveiling of our 27th National Cheryl A. Hickmon, which is placed at the entry of the Surgical Theater.

Mary Help of the Sick Mission Hospital stated, “... Delta, you have taken us to another level where we can serve our people without any hesitation...”

Machakos

I Can Fly High School 2013

I CAN FLY International Girls boarding school is in Machakos, Kenya. The school supports youth in marginalized and under-resourced communities so they will have increased access to educational resources that promote early learning and development; empower the teachers to provide knowledge and skills that lead to improved quality of life and supply a sustainable rescue and resource center. I CAN FLY International has three dorms for their boarders. The school’s annual enrollment is approximately 200.



The school also has a Rescue Mission to protect girls who have become victims of human-trafficking, female genital mutilation, child marriage, abandonment/orphans, and extreme poverty. The Rescue Mission also provides counseling and resources for these girls in an undisclosed location until they are ready to transition to the main campus.

In 2022, the school was ranked #1 for best overall academic performance in the Kalama Sub-County of Kenya.

Muindi Mbinga Boys Secondary School

Muindi Mbingu Boys Secondary School is in the Machakos Town constituency in Ngelani. The school is part of the Machakos district in the Eastern province of Kenya. The school's sponsorship is listed as Central Government/Deb and the Institution Type is classified as Ordinary. Delta provides clean water, water tanks, supplies, and scholarships. This Secondary School in Kenya has an enrollment of 369, with a Student/Teacher ratio of 26:4, and a total of 14 teachers.

Project in Haiti

Delta Sigma Theta School Elementary School (Cherette, Haiti) 2013

Delta Sigma Theta Sorority, Inc., in collaboration with Water in Education International opened the Delta Sigma Theta Sorority, Inc. Elementary School on The Cynthia M. A. Butler-McIntyre Campus in Chérette, Haiti June 15, 2013. The Water and Education International Student Collaboration for Haiti Outreach Opportunities for Learning (WEI SCHOOL) Project was established to provide an adequate school facility to include clean water for school children in Haiti. It is the first of many initiatives to alleviate some of the challenges in obtaining a quality education in Haiti. The remote village of Chérette is located 96 miles southwest of Port-au-Prince. The school has about 300 students from Pre-K to 6th grade. Delta and Water and Educational International have joint efforts to bring change in Cherette through the power of education. They support clean water, school tuition, lunch programs, school uniforms, school supplies, and funds to pay teachers and staff.

Haiti is a country located in the Caribbean Sea that has ongoing natural disasters due to earthquakes and tropical storms as recent as 2021 destroying the city of Cherette and the school. Delta partnered with DREF – “Give to Haiti Event” providing the staff, students, and their families with food and clean water during such unprecedented times.

Donations for all Projects (individual and chapter) should be sent to:

**Delta Sigma Theta Sorority, Inc.
Finance Department
c/o IAI Sustainability Plan Fund
1707 New Hampshire Avenue, NW
Washington, DC 20009**



Physical and Mental Health

DeltaCare: Mental Health Matters

As an organization of predominantly African American women, Delta Sigma Theta Sorority, Inc. is uniquely positioned to impact not only the well-being of its members but also the families and communities we serve. The **DeltaCare** initiative was conceived during the biennium of the 26th National President, Beverly Smith, as an internal wellness initiative under the programmatic thrust of Physical and Mental Health. With the guidance of International President, Elsie Cooke-Holmes, **DeltaCare** has expanded to focus on Mental Health and Wellness. Programming at the national level is focused on creating and conducting mental health modules that address mental health self-care, grief and loss, suicide prevention and intervention, postpartum depression, faith, diversity within the sisterhood, body image, and relationship violence. These modules are made available to chapters to present to members and the community.

The Physical and Mental Health Committee provides real-time resources, workshops, and group discussions for collegiates experiencing emotional distress on their college campuses as well as training for advisors. Establishing a national consortium of mental health professionals to help educate chapter members and collegiates in identifying local resources will be essential. Mental Health/Wellness and Charitable Partners' Toolkits posted on the national website to aid chapters in the service delivery around **Mental Health/Wellness** for their chapters and in the African American community. Work with charitable partners has been streamlined to support one or two activities to allow for more impactful work for the chapter-level Physical and Mental Health Chair and members. The Sorority will continue the **DeltaCare** mantra - "When Delta is Well, All is Well."

Physical and Mental Health Charitable Partners:

- American Cancer Society (Relay for Life)
- American Diabetes Association
- American Heart Association (Go **Red**-February)
- Good Health Wins (5-Year Long-COVID/Health Equity, seed grants to chapters)
- March of Dimes (NICU Homecoming and Walk)
- St. Jude Children's Research Hospital (Walk-Run)
- All of Us (DREF-June 2022)

Political Awareness and Involvement

Please see [Social Action](#).

Two additional subcommittees carry out their work under the National Program Planning and Development committee. Each chapter is responsible for implementing its important work throughout the Sorority.



Emergency Response

Delta Emergency Response Team (ERT) Vision & Goals



The vision of the Delta ERT is to assist the chapters in achieving sound preparedness planning and practices by developing guidelines and references necessary to aid chapter members in their individual and collective preparation, to receive expeditious and swift restoration following a disaster.

- Increase awareness about emergency preparedness activities
- Provide steps for early response and efficient recovery
- Provide resource support and guidance for Sorority members and the communities impacted by natural or man-made disasters
- Provide structured and systematic training for the membership's Readiness, Response, and Recovery efforts
- Provide effective and immediate communication strategies to facilitate and aid in preparedness and response

As Delta Sigma Theta Sorority, Inc.'s presence and brand increases worldwide, it is paramount especially now that sorors are always aware of the importance of their surroundings, during family gatherings, shopping, worshiping, severe weather, chapter meetings, conferences, and conventions.

Delta Sigma Theta Sorority, Inc. is the first Greek organization to have an Emergency Response Team Task Force, the first in history to receive an invitation to a formal meeting at the Department of Homeland Security/FEMA Headquarters, and the first community-based organization inducted into the Hall of Fame for International Women in Emergency Management. The ERT committee works tirelessly to provide structured and systematic training for the Sorority membership's readiness, response, and recovery efforts. The committee monitors all Sorority events onsite for safety and security from any natural or man-made events.

The Delta Emergency Response Team was developed by our 24th National President, Cynthia Butler-McIntyre after she experienced and witnessed sorors impacted by Hurricane Katrina in New Orleans in 2005. Soror Butler-McIntyre convened a committee and disaster relief fund to assist with recovery. Our 25th National President, Dr. Paulette C. Walker, saw the need to expand ERT and elevated the Delta ERT to a Task Force, and established an ERT position in each chapter. Beverly E. Smith, 26th National President restructured ERT into a sub-committee under the Sorority's (National) Program, Planning, and Development Committee. ERT has come a long way and tirelessly continues unsung and behind the scenes to make strides in assisting Deltas globally, both collegiate and alumnae to be *Delta Ready, by preparing for, responding to, and recovering from natural or man-made disasters.*

The Sorority accepted the charge to provide tools, training, instruction, guidance, and operational support to meet the sorority's safety vision. The goal is to increase the safety and security awareness for sorors, their families, and the communities we all serve to increase the importance of and execution of sound preparedness, planning, and standard practices.



E.R.T. (Emergency Response Team) Campaign

- E-Emergency Plan: for individual members to ensure personal and family safety
- R-RED Envelope: should be part of all members traveling itinerary at each Delta event. Should a soror be in distress, the envelope contains medical and personal information for assistance
- T- Ticket: Sorors select a “Soror On Site” for each Cluster, Conference, and Convention using the buddy system for safety at major events

Delta ERT Compliance

- Chapter presidents will appoint an ERT Coordinator to plan, oversee and monitor emergency response at chapter meetings and local events.
- Chapter president will approve the Emergency Response Plan (ERP) submitted by the ERT Coordinator with details for safety, security, evacuation, or shelter-in-place procedures should there be an emergency in the meeting location.

Delta Emergency Response Plan (ERP)

Delta Emergency Response Plan is a written document used to help facilitate and organize emergency actions during emergencies. The Delta ERP is a well-developed plan, which includes proper training, that results in fewer and less severe injuries during emergencies. Each chapter designates trained sorors who can supervise and coordinate activities to ensure a safe and successful evacuation.

The ERT Tool Kit contains all deliverable forms for reporting situational awareness and emergency management engagement for the International President, National Executive Board and Program, Planning and Development Co-Chairs, and Regional Director awareness. Sorors may apply for disaster assistance through DREF using the DREF DISASTER RELIEF FUND APPLICATION included in the tool kit.

National Risk Management



The National Risk Management Subcommittee continues to provide training, tools, and information to successfully implement policies and guidelines as outlined in Delta’s Risk Management Manual. Adopted in July 2010, the first manual states in the concluding section: “Delta’s primary concern is for the safety and well-being of the participants in its youth initiatives. This objective can best be achieved when members adhere strictly to the policies outlined in

this document *and* use good judgment.” As Delta’s youth initiatives grow and develop, the risk management policies and procedures are designed to help confront our society’s many challenges. Comprehensive volunteer training has been created to certify Risk Management Coordinators on the regional, state, and chapter levels to ensure implementation is unified. All Delta and Non-Delta volunteers must be cleared through a background screening process, interviewed, and appropriately trained to work with youth in any of Delta’s youth initiatives. Youth participants and their parents/guardians receive a thorough orientation and agree to adhere to all the policies, as well.



Anticipating and managing risk is an important aspect of Delta’s youth programming. Thus, the Risk Management Subcommittee stands firmly by its motto:

“In Delta Sigma Theta, Risk Management lowers our risk and protects our assets.”

We appreciate this opportunity to work with our regional and state Risk Management Coordinators, who support our Chapter Risk Management Coordinators. The National Risk Management Subcommittee welcomes constructive feedback to keep the manual updated, modify procedures, and review the policies for relevancy.

All the tools and resources are located on Delta’s website on the national committees' page under the Program Planning and Development section.

Social Action Commission

Under the auspices of the Social Action Commission, Delta Sigma Theta Sorority, Inc. continues to advance initiatives that address both emerging and perennial issues such as:

- Voter Registration and Voter Education Programs
- Combating Voter Suppression and Passage of Voting Rights Legislation
- Repeal of Felony Disenfranchisement Laws
- Access to Quality and Affordable Health Care
- Financial Literacy/Economic Empowerment/Reducing or Elimination of Student Loan Debt
- Census and Redistricting
- Support for HBCUs and Higher Education/Adequate Funding for Public Schools
- Increase Political Awareness and Involvement/Holding Elective and Appointed Office at all levels of government
- Advancing Gender Equality and Pay Equity
- Racial Profiling and Reimagining Public Safety

Delta Days at the Nation’s Capital

In 1989, the Social Action Commission instituted Delta Days at the Nation’s Capital (DDNC), an annual legislative conference to increase members’ awareness and involvement in the national public policy-making process. The Commission continued to develop and expand the conference, and since 2003 now includes an Annual Collegiate Forum, which provides a platform to focus on issues that directly impact the undergraduate members of the Sorority.

The activities of DDNC in both the legislative conference and collegiate forum, include panel discussions and workshops on political and public policy issues that impact the African American community conducted by Deltas and other subject matter experts. Skills development sessions such as Social Action Network Training, How to Advocate Effectively, and How to Monitor and Track Legislation are presented annually during the conference. The attendees, who come from all geographical regions of the country, can meet with their individual U.S. Congressional legislators and or their legislators’ staff to discuss pertinent issues that are impacting citizens of the participants’ states. In addition, members are encouraged to conduct Delta Days at the state and local levels by



holding Delta Days at their respective state capitols, city halls, county councils, school boards, etc., in states and cities across the country.

Delta Days at the United Nations

On March 27, 2003, Delta Sigma Theta Sorority, Inc. received Non-Governmental Organization (NGO) Special Consultative Status with the Economic and Social Council (ECOSOC) at the United Nations (UN). Delta was granted the NGO special consultative status because of its volunteer services and humanitarian efforts performed to address issues of communities including those of African descent worldwide. In a special presentation, with more than 150 Deltas from across the country present at the UN, the Sorority gained the ability for its representatives to attend regular briefings and disseminate information on UN activities to its members and the community at large. Since 2003, again under the auspices of the Social Action Commission, the Sorority has held an annual meeting at the United Nations, which has now grown into a two-day conference.

Delta Days at the United Nations (DDUN) is held each year during the Commission on the Status of Women and Girls (CSW), which is the UN's annual session designed to address issues that impact women and girls globally. DDUN activities consist of greetings from the permanent representative to the UN of our host country, the presidents of our international chapters, panel discussions as well as participation in sessions presented by our international partners or like-minded national and international organizations.

The Social Action Commission endeavors to keep the membership of the Sorority informed about one of the most important constitutional rights—the right to vote. As a result, the commission prepares a voter election guide for both presidential and off-year elections to provide members with up-to-date information on any changes in voting laws across the country.



Section III: Scholarships, Grants, Awards, and Financial Aid

National Financial Aid and Special Scholarship Programs

Annually, sorors may complete an application obtained from National Headquarters for financial aid/regular scholarships to complete undergraduate and graduate studies. Persons requesting applications must include their member number in the request to identify that they are a Delta otherwise, the request will not be honored. These awards are available for sophomores, juniors, graduating seniors, and college graduates who are pursuing advanced degrees. Financial aid awards/regular scholarships will be paid upon confirmation of registration in a college or university for the summer or for a regular term of the fiscal year for which the aid is awarded. Sorors do not have to be financial with Delta to qualify to be awarded a financial aid/regular scholarship.

Annually, sorors may complete an application obtained from National Headquarters for special scholarships as set forth below. Persons requesting applications must include their member number in the request to identify that they are a Delta otherwise, the request will not be honored. To be considered for a Special Scholarship, sorors must be members of Delta Sigma Theta Sorority, Inc. Special Scholarships will be paid upon confirmation of registration in a college or university for summer or for a regular term of the fiscal year for which the aid is awarded.

Special Scholarships

The below-listed scholarships are for **Members Only**:

- “The Julia Bumry Jones Scholarship” in memory of Soror Jones for graduate study related to the area of Communications
- “The Juliette Derricotte Scholarship” in memory of Soror Derricotte for graduate study related to the area of Social Group Work
- “The Sadie T.M. Alexander Scholarship” in memory of Soror Alexander for graduate study related to the area of Law
- “The Myra Davis Hemmings Scholarship” in memory of Soror Hemmings for graduate study related to the area of Arts – Performing or Creative
- “The Bertha Pitts Campbell Scholarship” in memory of Soror Campbell for study in Education for graduate and undergraduate study
- The Vashti Turley Murphy Scholarship” in memory of Soror Murphy for Master or Doctoral study in the Ministry

Special Scholarship applicants will automatically be considered for **Financial Aid and Regular Scholarships** if they do not receive a scholarship award in the special category in which the applicant applied.



Delta Sigma Theta Sorority, Inc. strongly encourages sorors (financial and non-financial) to apply for Financial Aid as appropriate.

Financial aid for collegiate study and individual grants for graduate and professional study, as well as Special Scholarships (amount depends upon budget allocations) are awarded based on academic excellence, evidence of need, the quality of the application, and letters of recommendation.

NOTE: An applicant can only receive financial aid and/or a special scholarship for no more than two years. If an applicant previously applied or submits an additional application, applicants must use current/updated information (i.e., new proposed educational plan, new recommendation letters).

Chapter Innovative Seed Grant Award

The Chapter Innovative Seed Grant Award is distributed annually to chapters that have innovative programs to implement during the upcoming fiscal year. The applications are reviewed by the National Scholarship and Standards Committee during its spring meeting and chapters are notified of the funding status of their proposal following that meeting.

When completing the application, please be mindful of the completion of information; innovativeness of the program; potential benefit to the participants; and appropriateness of the budget. Estimate the involvement of the chapter membership, target group(s), and other participants from the community; as well as the long-range and/or immediate benefits to the target group(s). It is imperative to state the program's/project's objective; describe the needs that the program/project is designed to address; describe the plan of action and timeline; and evaluate the effectiveness of the program/project.

Chapters are eligible to receive one seed grant per year. The application should: (a) provide an engaging and insightful overview; (b) state a vivid and adequate explanation of the program; and (c) provide clear and well-defined information. Chapters are not permitted to use pre-existing programs or programs related to national initiatives (i.e., Delta GEMS, EMBODI, Financial Fortitude, etc.). They are deemed ineligible submissions.

Chapters receiving seed grants must submit a report to:

ScholarshipandSeedgrants@DeltaSigmaTheta.org on or before April 1, of the year following the award, outlining how the funds were utilized in the program and quantitative information detailing how the program impacted the community.

NOTE: If a final report is not submitted, the chapter will be ineligible to receive future grants.

Scholarship Requirements

- A completed Application for Financial Aid and/or Special Scholarship;
- An official transcript;
- Undergraduate sorors must submit a transcript from the current degree-granting institution;
- First-year graduate sorors must submit a transcript from the last degree-granting institution;
- Graduate sorors must submit a transcript from the current degree-granting institution;



- A letter of recommendation from each person listed as a reference; and
- A copy of any other enclosures deemed pertinent.



Section IV: DREF, Housing, and Properties

Delta Research and Educational Foundation (DREF)

The Delta Research and Educational Foundation (DREF) was established by action of the national convention in 1967 as Delta Sigma Theta Sorority, Inc.'s charitable, 501 (c)(3) non-profit entity. DREF is governed by a volunteer Board of Directors and its administrative office is managed by a professional staff based in Washington, D.C.

DREF Mission

Incorporated in the District of Columbia, DREF's mission is to identify issues affecting Black women, their families, and communities of the African Diaspora, nationally and globally, and to create solutions through research, programming, and funding in support of charitable and educational programs of Delta Sigma Theta Sorority, Inc., and other collaborative organizations.

The mission of DREF is implemented through:

- Fund development;
- Community Empowerment Grantmaking and program partnerships;
- Charitable Engagement Service for Delta chapters;
- Community-based project support; and
- The Center for Research on African American Women (Research and public dialogue on socioeconomic policy and other topical issues and publication of *PHILLIS: The Journal for Research on African American Women*)

2023 marks the 56th anniversary of DREF, positioning it to meet 21st-century challenges with the same unwavering spirit and dedication that the Sorority originally envisioned. DREF's charge to realize social and economic empowerment for generations of African American women continues as its guiding principle. Throughout its decades of service, DREF has conducted charitable and educational programming that upholds its founding mission.

Whether Delta-inspired national collaborations, local Delta chapter initiatives, or DREF original programming, the Foundation aims to *Create Possibilities and Improve Lives* of African American women and their families with program emphasis in the following areas: Civic Engagement, Education, Financial Literacy, Health, and International Awareness. DREF maximizes the effectiveness of its financial resources while heightening community awareness, and offering impactful experiences to the people it serves. The resource-leveraging strategy expands DREF's programmatic reach and broadens the base of concern and involvement on issues affecting its constituents' lives.



The DREF Charitable Engagement Service

DREF manages donor funds for about 300 chapters of the Sorority through the Foundation's Charitable Engagement Service. The Charitable Engagement Service provides vital support to Delta chapters for their fundraising campaigns which include:

- Receiving charitable donations on behalf of chapters;
- Providing technical assistance on fundraising efforts (special events, direct solicitation, Third Party Grants;
- Managing Scholarship Funds;
- Facilitating Workplace Giving; and
- Other programs.

To establish a donor fund at DREF or to learn more about the Charitable Engagement Service, please visit the DREF website (www.deltafoundation.net) to review the policies and procedures. The DREF website also contains presentations from Webinars presented using the Charitable Engagement Service. Moreover, all documents and forms needed to conduct business with DREF can be found under the Charitable Engagement Documents tab on the website. Chapters using the DREF Charitable Engagement Service are asked to include it as part of the End-of-Year transition of officers meeting or as an agenda item at your chapter retreat. Chapters are required to complete the **Fund Change Request Form** when local officers change (e.g., Chapter President, Treasurer, Financial Secretary, or DREF liaison).

Delta Members and DREF

Delta members have a distinct opportunity to make the Sorority's Foundation strong financially and vibrant with opportunities. As a 501 (c) (3) non-profit organization, donations made payable to DREF are tax-deductible, according to the Internal Revenue Service Code. There are many ways that you can lend support to DREF: 1) as a financial contributor, 2) volunteer, and/or 3) collaborative program partner. Delta members and chapters are currently welcomed to engage in three DREF signature programs: 1) The Delta Teacher Efficacy Campaign and Teachers Advocating to lead Great change (DTEC-TAG) supported by the Bill & Melinda Gates Foundation 2) DREF Research Matters for *All of Us* funded by the National Institutes of Health, 3) Project IMPACT: A Diabetes Prevention initiative presented in collaboration with the American Pharmacists Association Foundation.

Ways to Contribute Funds to DREF

1. Mail a contribution check or money order to the DREF Office (1703 New Hampshire Ave., NW, Washington, DC 20009).
2. Set up a Payroll Deduction and Matching Gifts (where applicable); inquire at your employer's Human Resources/Personnel Office.



3. Use the Combined Federal Campaign (CFC) and State Campaigns. Inquire at your federal or state employer's Human Resources and Personnel Office. **The DREF CFC Number is 11213.**
4. Donate in honor of or in memory of an individual.
5. Make a chapter donation. Chapters are encouraged to make an annual donation to DREF.
6. Support one or more of DREF's annual fundraisers: 1) The Annual Giving Tuesday Day of Philanthropy which occurs on the Tuesday following Thanksgiving, 2) End-of-Year Charitable Donation, 3) Special Event Fundraiser, 4) Mother's Day Roses & Violets Campaign.

The DREF Legacy

You are invited to have an integral role in preserving the legacy of DREF by making a distinctive contribution that involves estate planning, i.e., a bequest (wills, IRA, stocks, and bonds, life insurance policy, memorial gift, other), sponsor a program, form a Giving Circle, or establish a scholarship or charitable fund. Contact the DREF staff to discuss legacy giving.

Stay Connected to Our Foundation

To stay informed about our program endeavors, fundraising activities, and the Charitable Engagement Service, please follow DREF on social media and visit our website regularly (www.deltafoundation.net).



Regional Officers

Regional Elected Officers

Regional Director

An officer elected by the delegates at regional conferences within a given geographical area, the regional director is responsible for managing the region and helping develop each chapter in her region. Regional directors must attend annual training sessions to become knowledgeable on the policies, procedures, and programs of the Sorority.

It shall be the duty and responsibilities of the regional director to:

- Enforce the *Constitution and Bylaws*, the Operating Agreement, the Code of Conduct, policies and procedures, and other governing documents of the Sorority within her Region;
- Stimulate growth and development in the region, encourage the chapters in the achievement of national program goals, and provide regional correspondence and communications with chapters in the region through email, letters, newsletters, or other appropriate means;
- Assist and advise the chapters in the region;
- Approve, assist, monitor, or remove chapter advisor(s) as warranted and prescribed in ARTICLE III - CHAPTERS, Section 1. ESTABLISHMENT AND MAINTENANCE, B. Collegiate Chapter Advisors;
- Investigate applications for the establishment of new chapters and such pre-initiation of collegiate groups as may be necessary before the establishment of chapters, make recommendations regarding the same to the National Scholarship and Standards Committee, and perform the ceremonies related to the establishment of new chapters. International charter requests will be directed to the National First Vice President and the regional designation determined by the International President and Chair, National Board of Directors;
- Review all required documentation, investigate any alleged violations, and approve the chapter's compliance with the Membership Intake Program of the Sorority;
- Enforce compliance with the Membership Intake Program of the Sorority;
- Report to the National Board of Directors and the regional conference, in conjunction with the regional representative, on the activities of the office;
- Serve as presiding officer at meetings of the regional conference;
- Appoint a Regional Secretary, Regional Journalist, and Regional Program Planning and Development Coordinator. In addition, the regional director, in consultation with the regional representative, shall appoint State or Country Coordinator(s) for each state, including the District of Columbia and each international country in the region within 60 days following her election, to serve for the biennium;
- Appoint a Sergeant(s)-at-Arms, Parliamentarian(s), Chaplain(s), Timekeeper(s), committees, and others in accordance with the regional conference planning guide, to serve at the time of the regional conference; and
- Submit reports to the National Scholarship and Standards Committee as requested.



Regional Representative

The regional representative is an officer elected by the delegates at regional conference, who must be a collegiate at the time of her election. She is responsible to the region and the International President and Chair, National Board of Directors, and Grand Chapter.

It shall be the duty and responsibilities of the regional representative to:

- Assist the regional director with duties as assigned;
- Appoint a state facilitator(s) or country facilitator(s), in consultation with the regional director, for each state, including the District of Columbia and each international country in the region within 60 days following her election, to serve for the biennium;
- Participate in the decision-making on all disciplinary actions;
- Stimulate growth and development in the region, encourage the chapters in the achievement of national program goals, and provide regional correspondence and communications with chapters in the region through email, letters, newsletters, or other appropriate means;
- Assist and confer with the National Second Vice President in strengthening the life of the Sorority;
- Submit reports to the National Scholarship and Standards Committee as requested; and
- Serve as the Regional Social Action Co-Coordinator.

Regional Appointed Positions

Regional Secretary

The regional secretary is appointed by the regional director and can be an alumnae or collegiate soror.

It shall be the duty and responsibilities of the regional secretary to:

- Assist the regional director with duties as assigned;
- Provide copies of the minutes to the chapters in the region for regional leadership meetings; and
- Serve as a member of the regional leadership team.

Regional Journalist

The regional journalist is appointed by the regional director.

It shall be the duty and responsibilities of the regional journalist to:

- Act as a liaison between the region and National Communications and Public Relations Committee;
- Receive information from chapters for publishing in the regional newsletter;
- Prepare information for articles being submitted by the regional director to any city/state newspapers or magazines;
- Write articles concerning the region;
- Publish the journal, newsletter, or newspaper for the region in which she serves; and



- Serve as a member of the regional leadership team.

Regional Program Planning and Development Coordinator

The regional Program Planning and Development coordinator is appointed by the regional director.

It shall be the duty and responsibilities of the regional Program Planning and Development coordinator to:

- Receive information from chapters in the region regarding their program activities and initiatives;
- Keep a regional calendar with the dates and activities of the chapters for informational purposes and coordination;
- Be a resource person for chapters concerning National Programs and ideas from local chapters;
- Assist in the preparation of a major report at the regional conference regarding the programs and activities in the region;
- Be a liaison between the region and the National Program Planning and Development Committee regarding programs and projects; and
- Serve as a member of the regional leadership team.

Regional Social Action Coordinator

The regional social action chair will develop and implement a strategy that encourages effective advocacy at the regional, state, and local level. In developing the strategy, the chair will incorporate the goals and objectives of the National Social Action Commission, including encouraging regional participation in Delta Days at the Nation’s Capital.

The duties and objectives of the regional social action coordinators include:

- Collaborate with chapters on their social action initiatives;
- Identify outreach to state and local officials, provide background on issues of concern to chapter service areas, and develop linkages with legislators’ local offices;
- Plan “Delta Days” at the state capital, city hall, county commissions, and other local governmental bodies such as school boards;
- Educate chapters on current legislative issues impacting local communities;
- Provide a monthly report to the regional director indicating the committee’s goals and objectives, and
- Serve as a member of the regional leadership team.

Regional Risk Management Coordinator

The regional risk management coordinator will develop and implement a strategy to provide knowledgeable counsel to chapter risk management coordinators in the region as they seek to follow Grand Chapter’s risk management guidelines. The coordinator will maintain a record of risk management concerns and barriers to the implementation of the guidelines and provide a report to the regional director.



It shall be the duty and responsibilities of the regional risk management coordinator to:

- Be thoroughly informed on Grand Chapter risk management guidelines;
- Collaborate with the National Program Planning and Development Committee on clarification of major implementation issues for chapters;
- Provide feedback to the regional director on major areas of concern;
- Provide positive, proactive advice to chapters on risk management implementation and collaborate with the National Program Planning and Development Committee on risk management presentations at regional and cluster meetings;
- Develop a recognition program for chapters that have taken innovative approaches toward risk management; and
- Serve as a member of the regional leadership team.

Regional Membership Intake Coordinator

The regional membership intake coordinator provides support to regional director and chapters in all matters related to membership intake to ensure consistency, accountability, and compliance with the requirements of the membership intake process contained in the Administrative Procedures for Membership Intake. She is also a member of the regional leadership team.

Other Regional Positions

State Coordinator

State coordinators are alumnae members appointed by the regional director in consultation with the regional representative.

It shall be the duty and responsibilities of the state coordinator to:

- Assist the regional director and chapter presidents with planning state meetings;
- Prepare written reports of state meetings and submit them to the regional director within two weeks following the meeting;
- Forward any concerns and issues addressed by chapters and individual members to the regional director and the regional representatives;
- Aid with the planning and coordination of the following:
 - Statewide Activities;
 - Mock Conventions;
 - Statewide Founders Days;
 - Delta Days at the State Capitol; and
 - Reclamation Activities.
- Inform regional officers of training needs in their area;
- Assist with the establishment of chapters;
- Assist with the implementation of regional conferences;
- Assist regional officers with regional communications;
- Travel at the request of the regional director; and
- Serve as member (s) of the regional leadership team



To be eligible to serve, a member must:

- Be an active member of an alumnae chapter;
- Have attended at least one regional conference and one national convention in the past five years;
- Be knowledgeable about the organizational structure of the Sorority and Grand Chapter's *Constitution and Bylaws*;
- Have effective communication skills; and
- Have demonstrated leadership skills in the chapter, state, and/or region

State Facilitator

State facilitators are collegiate members appointed by the regional representative, in consultation with the regional director.

It shall be the duty and responsibilities of the state facilitator to:

- Assist the regional representative with duties as assigned, including activities to promote collegiate/alumnae relationships;
- Assist the state coordinators with duties as assigned;
 - Aid with planning and coordination of Statewide Activities, Statewide Founders Days, and Delta Days at the State Capitol; and
- Serve as members of the regional leadership team.

Regional Elected Members to National Committees

National Nominating Committee

During the regional conference cycle, each region elects one member to the National Nominating Committee to represent that region. She is responsible for representing the region in the committee's deliberations in preparing a slate for consideration at the national convention. She is not eligible for national/regional elected office during her tenure on the committee. The committee shall develop and implement a process of announcing, identifying, recruiting, screening, and selecting candidates, and recommend all associated nomination and election policies, rules, and procedures for the approval of the Board. The committee shall assess the implementation of policies associated with the nomination process.

National Scholarship and Standards Committee

Each region elects one member of the Scholarship and Standards Committee to serve a four-year term. In fulfillment of the Board's fiduciary responsibilities, the National Scholarship and Standards Committee shall administer and enforce policies and procedures, which includes the Sorority's scholarships program; the Code of Conduct; and the membership intake and chapter charter process. The committee shall also oversee and manage the transition, onboarding, and training of regional officers. Regarding the Code of Conduct, the committee shall investigate alleged misconduct and



improprieties, and adjudicate disputes by and among chapter committees, officers, and individual members. The committee shall administer and oversee policies and procedures that prescribe compliance by chapters and members. The committee also serves as an appellate body to review disciplinary actions by regional directors. The committee shall recommend for approval of the Board and assess the implementation of policies associated with scholarship and standards.

The National Scholarship and Standards Committee shall consist of ten members: the National First Vice President, who shall serve as the Chair; the National Second Vice President; and eight other members in accordance with ARTICLE IX - ELECTIONS AND VOTING, Section 1. NATIONAL CONVENTIONS and Section 2. REGIONAL CONFERENCES. One member shall be elected in each of the seven regions to serve for four years, and one collegiate member elected by the national convention to serve for two years.

National Finance Committee

The National Finance Committee shall consist of ten members: The National Treasurer; a chair; one member from each of the seven regions; and one collegiate member in accordance with *Constitution and Bylaws*. Their duties are delineated in the current edition of the *Constitution and Bylaws*.

In fulfillment of the Board's fiduciary responsibilities, the finance committee is responsible for broad financial and investment oversight. The Board has the ultimate authority and accountability for financial oversight of the Sorority. In concert with advisors, the committee shall assist the Board in discharging fiduciary responsibilities relative to the oversight of all corporate financial, investment, and retirement financing matters. In fulfilling these responsibilities, the committee shall consider the operating conditions, the outlook for the Sorority, the need for liquidation, principal safety, and reasonable current income. The committee shall recommend for approval of the Board and assess the implementation of policies associated with finance.

The members of the National Finance Committee must meet the following criteria:

- Alumnae members must have earned one of the following designations: Certified Public Accountant (CPA), Certified Internal Auditor (CIA), Certified Management Accountant (CMA), Certified Financial Planner (CFP), Chartered Financial Analyst (CFA), or
- Earned one of the following degrees: Master of Business Administration (MBA), a graduate degree or an undergraduate degree in finance, accounting, or economics, or
- Five years of current experience in the following industries: finance, budgeting, accounting, auditing, internal controls, and or asset management, and has served as a fiscal officer of a local chapter or member of the National Finance Committee.

The collegiate member must hold a major in accounting, finance, business administration, or any other related subject area in the list of majors.

Regional Nominating Committee

A chair and four committee members of the regional nominating committee shall be elected at each regional conference for one two-year term, and they are not eligible for re-election. One of the



committee members shall be a collegiate member. These members are not eligible for national/regional elective office or positions during their tenure on the committee.

It shall be the duty and responsibilities of the regional nominating committee to:

- Solicit and receive nominations from chapters and members of persons to serve in elected regional offices and on committees;
- Select, for consideration of the regional conference, candidates for election to regional elected offices and committees;
- Distribute to the chapters, by April 1 before the regional conference, the names of candidates to be presented at the regional conference;
- Report the names of candidates for the regional conference at a session before the final session; and
- Consult with the National Nominating Committee Chair.

Their duties are delineated in the current edition of the *Constitution and Bylaws*.

Regional Conferences

Each of the seven regions of Delta Sigma Theta Sorority, Inc., holds a regional conference in the year when the national convention does not meet. Regional conferences are generally held every two years. They are working conferences held to review and implement Delta programs and projects.

The major purposes of the regional conference are to:

- Share with chapters the process for implementing Grand Chapter policies, procedures, and programs;
- Execute Grand Chapter policies, procedures, and programs for chapters and members of the Sorority;
- Address such matters as referred to the conference by the national convention, International President and Chair, National Board of Directors; and
- Consider internal chapter concerns, allowing for more effective participation from local chapter members.

The business of the regional conference shall consist of:

- Such matters as are referred to the conference by the national convention;
- Such matters as are referred to the conference by the National Board of Directors;
- Recommendations to the National Board of Directors for Grand Chapter programs;
- Interpretation of Grand Chapter policies and programs to chapters of the Sorority;
- Internal development workshops and training leading to more effective participation of members in the chapters of the Sorority; and
- Election of regional directors, regional representatives, and such other officers as may be authorized by *Constitution and Bylaws*.



Regional Conference Leadership Team

The regional conference leadership team is as follows:

- International President and Chair, National Board of Directors
- Regional Director
- Regional Representative
- National Executive Committee
- National Executive Director
- Department Directors
- National Committee Chairperson(s) and Members
- State Coordinators
- State Facilitators
- Regional Journalist
- Regional Program Planning & Development Chair/Coordinator
- Chair, Regional Nominating Committee
- Members, Regional Nominating Committee
- Regional Conference Coordinator(s)
- Host chapter president(s) and Conference Committee Chairpersons
- Parliamentarian(s)
- Sergeant-at-Arms
- Assistant Sergeant-at-Arms
- Assistant to the Sergeant-at-Arms
- Pages
- Timekeeper(s)
- Chaplain(s)
- Regional Secretary
- Regional Choir Director, Choir and Other Musicians

International President and Chair, National Board of Directors

The International President and Chair, National Board of Directors:

- Works with the regional director; and
- Addresses the delegates at the Opening Plenary or the Sisterhood Luncheon of each regional conference.

Regional Director

The regional director:

- Serves as chair and presiding officer of the regional conference;
- Works with a variety of supporting roles (volunteers and staff) to conduct the conference;
- Appoints positions that are crucial to the effective functioning of plenary sessions; and
- Calls the regional conference to order and presides, along with the regional representative.



Regional Representative

The regional representative:

- Works closely with the regional director as a partner in planning the regional conference;
- Presides over the Collegiate Day Activities;
- Coordinates the step show or variety show; and
- Presides during the Report of the Nominating Committee, Meet the Candidates, and the Election Plenary.

Regional Secretary

The regional secretary has the responsibility for:

- Seating the delegates at the Opening Plenary;
- Receiving and reviewing (as a matter of record) the completed motion sheets turned in by the voting delegates;
- Receiving, by the close of Plenary I, the names of the deceased sorors that do not appear in the memorial program (said names are to be alphabetized by chapter and incorporated with the other names read by the Regional Secretary during the Memorial Observance); and
- Assisting the presiding officer in any other way when called upon to do so.

Parliamentarian

The regional director appoints the regional conference parliamentarian. Upon request, the parliamentarian serves as a consultant who advises regional officers, International President and Chair, National Board of Directors and other officers, committee chairpersons, and delegates on matters related to the actual transaction of business. During any meeting, the parliamentarian's role is purely an advisory and consultative one. According to parliamentary law, only the chair can rule on questions of the order or answer parliamentary inquiries.

The parliamentarian has the responsibility for:

- Attending all plenary sessions;
- Sitting next to the presiding officer; and
- Serving as an ex officio member of the Rules Committee.

Timekeeper

The timekeeper is responsible for assisting the presiding officer at all plenary sessions.

The timekeeper has the responsibility for:

- Helping enforce the adopted rules on the length of time a member may speak on any one issue or motion;
- Monitoring the time as approved in the conference's general rules and as adopted by the conference;
- Monitoring the time of candidates' speeches during the "Meet the Candidates" forum (plenary



- session) to ensure equity in time for each candidate; and
- Monitoring time as approved in the rules of the conference, and she serves as an ex-officio member of the Rules Committee.

Choir Director/Choir and Other Musicians

The choir director coordinates all music for the regional conference, including:

The choir director has the responsibility for:

- The choir and other appointed musicians (pianist, instrumentalists, etc.), are under her direction and have the major responsibility for providing all music for the conference;
- Facilitation of music during ritualistic ceremonies, plenary sessions, special programs, and any other event/activity as requested by the regional director.

Chaplain

The chaplain is responsible for leading the conference in its prayers, invocations, spiritual messages, and other capacities as required.

The chaplain has the responsibility for:

- Reciting and leading invocations and benedictions where such prayers are offered at the opening and closing of meetings or other events;
- Taking a major role in the Memorial Observance and the Ecumenical Service; and
- Promoting proper respect for the different religious beliefs/practices of all sorors should be observed.

Sergeant-at-Arms, Assistant Sergeant-at-Arms, Assistants to the Sergeant-at-Arms and Pages

The sergeant-at-arms (SAA), assistant sergeant-at-arms, and assistants to the sergeant-at-arms has the responsibility of:

- Conducting the on-site meeting of assistants to the sergeant-at-arms;
- Coordinating and working with the assistant sergeant-at-arms, assistants to the sergeant-at-arms, and pages;
- Monitoring the meeting rooms and the doors to enforce order; checking the credentials of the delegates; denying entrance to unauthorized and improperly dressed persons; collecting fines at the door from voting delegates who are late or absent from a session without being excused or replaced by their Alternates;
- Directing to the reserved areas: alternate delegates and Delta Dears; National Board of Directors and National Committee Members who are not seated on the dais; alternate parliamentarians; timekeepers; secretaries; chaplains; protocol committee chair and members; properties committee chair and members; and other national convention committee members;



- Ensuring the delivery of the motion sheets; and
- Preparing and submitting written reports of the chapters absent from plenary sessions and paying fines for those sessions; and daily attendance sheets of those members who are serving (these reports will be prepared by the sergeant-at-arms and the assistant sergeant-at-arms)

Assistant Sergeant-at-Arms

The assistant sergeant-at-arms is responsible for coordinating the activities and on-site meetings of the ages.

Assistants to the Sergeant-at-Arms

The assistants to the sergeant-at-arms work directly with the SAA (sergeant-at-arms) to assist as needed.

Pages

The pages have the responsibility for:

- Serving as floor attendants who service the regional officers, International President and Chair, National Board of Directors, other officers, the delegates, and the sergeant-at-arms and assistants;
- Assisting with checking attendance;
- Collecting and delivering the motion sheets;
- Delivering messages;
- Running errands;
- Performing any other tasks as assigned; and
- Working under the direction of the sergeant-at-arms through the assistant sergeant-at-arms and can be identified by the red ribbons they wear with the word “PAGE” therein.

Other Conference Participants

- Honorary Members
- Officers Emerita
- Corporate Officers and Executive Committee
- Past National Presidents
- Other Past National Officers
- National Headquarters Staff
- Speakers and Panelists

Who Can Attend the Regional Conference?

Each chapter must be represented by a voting delegate at the regional conference. The three categories of registered delegates are:

- **Voting Delegate:** Each chapter must be represented by one official voting delegate at the



regional conference. She must be present and in her seat at all business sessions or represented by the registered alternate delegate from her chapter.

- **Alternate Delegate:** Each chapter should be represented by one official alternate delegate at the regional conference. The registered alternate delegate is the only person who may take the seat of the delegate and vote in her absence.
- **Non-voting Delegate:** Any member who pays the conference fee may attend as a non-voting delegate. She may participate in discussions from the floor, carry committee responsibility and accept leadership assignments.

NOTE: Voting and alternate delegates, designated by and representing the chapter, must be duly certified by the chapter president.

Request for Excused Absence

Any chapter that will not be represented at the regional conference must complete the “**Request Form for Excused Absence from National Convention/Regional Conference.**” This electronic form will be made available to chapter presidents during the regional conference registration period. The electronic form must be completed at least six weeks before the conference. National Headquarters forwards the request to the regional director for her approval or disapproval. After the regional director’s assessment, the request is then forwarded to the National Secretary for final action. The National Secretary will notify the chapter president, the appropriate regional director, and National Headquarters of her decision.



Section VI: Chapter Structure

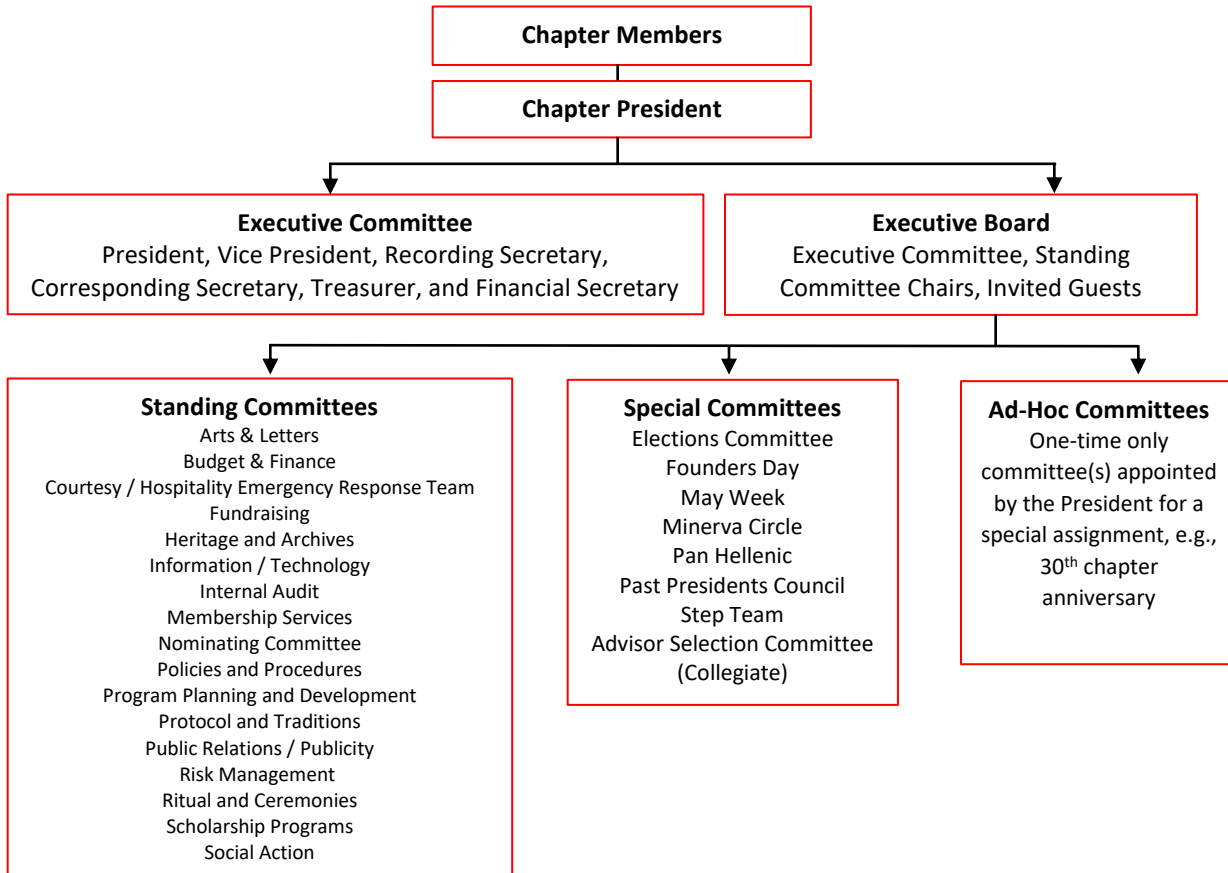
Chapter Organizational Framework

In Delta Sigma Theta Sorority, Inc., chapters are the lifeline of the Sorority as it is chapters that put into operation the programs, policies, and procedures of the Sorority. It is the chapter’s policies, procedures, plans, programs, and structure that establish the roles and responsibilities of the chapter officers and members.

While the authority to direct and control the chapter’s programs rests with the chapter leadership, it is the chapter’s membership through its involvement in/on various committees who create and implement the chapter’s programs.

Chapters within Delta Sigma Theta Sorority, Inc. operate in a manner that may be considered top-down/bottom-up. The chapter officers and committee chairs set the tone and theme for the chapter, and then rely on the committees to develop and implement the actual plans.

Chapter Structure Organizational Chart





Responsibility of the Chapter to Grand Chapter

All activities on the national level in the Sorority conducted by its officers, committees, and staff are done on behalf of Grand Chapter. Each chapter is responsible for sharing in the successful operation of Grand Chapter. Consequently, though national officers are charged with directing, coordinating, and controlling programs of the Sorority, each chapter contributes to the process by the direction, coordination, and control that it exercises by cooperating for the benefit of Grand Chapter.

The most valued way of cooperating is to report regularly to National Headquarters in accordance with the procedure and special requests. Adhering to these reporting requirements permits National Headquarters to remain apprised of the chapter's progress or its concerns. Consistent communication enables headquarters to highlight chapter successes with other chapters or to recognize and deal with chapter problems.

Equally important is the chapter's participation in national meetings. Chapters participate in the decision-making process by attending national conventions, regional conferences, and other meetings which may be called from time to time. The impact of Delta Sigma Theta Sorority, Inc. as a national organization and its projection as a public service sorority is dependent upon the collective contributions of its chapters across the organization as they facilitate national programs or initiatives. While national officers are charged with directing, coordinating, and controlling the programs of the Sorority, it is the individual chapter that carries out the process for the benefit of Grand Chapter.

At national conventions, the membership body plays a key role in the determination of policies. It becomes involved in policy making in the following ways:

- It gives guidance and direction to the National Board of Directors on proposed new policies;
- It may, on its own initiative, request the Board to consider the feasibility of some new plan or change in direction; and
- It establishes basic structural policies through its power to amend the *Constitution and Bylaws*.

Responsibility of the Chapter to the Chapter Members

For a chapter to grow, it is important to provide well-planned programs with proper balance so that it will interest all members. To carry out its purpose, the chapter must occupy an important place in the lives of its members and must assume certain responsibilities to:

- Provide vital programs which are beneficial, challenging, and varied enough to appeal to the different interest and age groups in the chapter;
- Ensure an atmosphere that promotes sisterhood and friendliness at meetings;
- Promote opportunities for learning and active participation in purposeful programs whether service, educational, and/or social;
- Begin and end meetings on time;
- Inform the membership of current and relevant information and activities;
- Provide each member with the appropriate copies of chapter documents (e.g., calendar, minutes, roster, financial reports, budgets, Rules of Order form, and Policies and procedures);



- Encourage participation in every part of the meeting;
- Listen to and seek clarity from members;
- Plan the time, place, and frequency of meetings so that they are convenient for most chapter members;
- Have a friendly and relaxed relationship between the officers and members; and
- Evaluate and change programs when conditions warrant.

A chapter should develop and encourage its members to:

- Schedule and implement an annual chapter retreat;
- Plan and execute activities for bonding and collaboration;
- Plan and execute means for conflict management and resolution;
- Develop and implement an ongoing education program (e.g., DID workshops, speakers);
- Encourage talent development through appropriately scheduled activities;
- Establish a means to keep all chapter members informed about internal and external concerns about the Sorority, the chapter, and the community;
- Identify and implement strategies for the reclamation and retention of members;
- Network with other chapters; and
- Network with appropriate agencies, organizations, and other institutions.

Encourage members to:

- Attend regional conferences and national conventions;
- Attend regional and state meetings;
- Network with other chapters;
- Network with appropriate agencies, organizations, and other institutions;
- Wear official Sorority jewelry properly; and
- Wear Delta paraphernalia in good taste.

A chapter must maintain accurate protocol management. The chapter must:

- Perform ceremonies according to the Ritual;
- Sing all official Delta songs as written;
- Identify signs, symbols, and secrets of the Sorority;
- Explain procedures for courtesies afforded members of the Sorority;
- Outline proper decorum for public and closed programs;
- Schedule and execute the Founders Day program annually during January, February, or March.

Responsibility of the Member to the Chapter

The chapter is as successful as the members make it. All members are responsible for making the chapter effective. A member assumes an obligation to take part in the activities and to support the chapter. There are many ways of giving help to a chapter. A member may offer her home for a special occasion or may donate food or contribute to the costs of the meeting or special events. She may give



extra help with ticket-selling for a fundraising event, even if she cannot attend every meeting or chair a committee.

Often meetings fall short of what they might accomplish because of the false notion that the sole responsibility rests with the chair. It is only when each member shares the responsibility for moving the business on that the group will operate effectively and in a truly democratic and sisterly fashion.

Sorors should arrive on time and stay throughout the meeting. They should speak up when they have something to contribute, stick to the point and listen attentively when others are speaking, and respect and consider the view of others. Members should request further information or a study if they feel that the chapter has insufficient data on which to decide. They, as well as the chair, can help clarify a point, encourage others to express their views, summarize and integrate ideas. Whether or not the final decisions are feasible is as much the member's responsibility as the chair's.

Chapter Member Definitions

Collegiate Member

A member of Delta Sigma Theta Sorority, Inc., who is enrolled in a college or university housing a chapter of the Sorority, and who is pursuing work leading to an initial baccalaureate degree or its equivalent, shall be a member in that chapter if she pays national and local dues through that chapter and meets the minimum cumulative grade point average requirement specified in the *Constitution and Bylaws*.

Alumnae Member

A member of Delta Sigma Theta Sorority, Inc., who is not enrolled at a college or university in a program leading to an initial baccalaureate degree, may join an alumnae chapter in the city in which she resides upon the payment of national and local dues through that chapter. In communities in which there are two or more alumnae chapters, a soror may select the chapter of her membership. If the soror has not completed her initial baccalaureate degree and has returned to an educational institution to complete the requirements for the said degree, she has the option of joining the collegiate chapter, provided she has not paid dues to an alumnae chapter.

Chapter Member Role

Ideally, every member of the chapter will be actively involved in some responsibility during the year. Members of the Sorority must behave responsibly as they receive the reports of officers and committees. During the chapter meetings, all questions and comments should be addressed to the presiding officer. Suggestions should be constructive and should lead to a solution to any problem. Sorors should not needlessly prolong a meeting. In a sisterhood such as Delta Sigma Theta Sorority, Inc., differences of opinion are respected; however, it is important to be able to differ without bitterness. Deliberate contentiousness must be avoided. In any democratic organization, the majority must rule when all have had an opportunity to place their opinions before the body.



Each of us gives leadership. Whether this leadership will be constructive depends upon the way we operate in the situation. We must respect the rights of others, have compassion for their limitations, and understand each other's needs. Each soror must be willing to submerge herself in the whole and yet be able to provide leadership when it is required. Leadership is participation and hopefully, every member of Delta Sigma Theta Sorority, Inc. is a participating member with a contribution to make to the Sorority.

An effective chapter member should:

- Be loyal to Delta Sigma Theta Sorority, Inc.
- Respect the chapter's leadership.
- Attend meetings regularly.
- Pay dues promptly.
- Mark the calendar, so meeting dates are not forgotten.
- Be willing to serve when asked.
- Be fair to all, interested in all, and never become involved in a clique.
- Be interested in the discussion or activity's purpose, rather than in the participant's personality.

Chapter Member Responsibilities

Every chapter member should be involved actively in some capacity during the fiscal year. During the meetings, members should behave consistently with the Sorority's Nine Cardinal Virtues and, be responsible and respectful as they receive the reports of officers and committees.

During chapter meetings, members should:

- Address all questions and comments to the presiding officer/ chapter president; and
- Make constructive suggestions that lead to a solution to the problem.

Every member of Delta Sigma Theta Sorority, Inc. is expected to make a productive contribution to the life and welfare of the chapter by:

- Being loyal to Delta Sigma Theta Sorority, Inc. and its officers;
- Attending meetings regularly;
- Paying dues promptly;
- Making herself available, and being willing to serve;
- Participating in and supporting chapter programs and activities;
- Focusing on the purpose of the discussion or activity;
- Requesting clarity if additional data is needed to make an informed decision;
- Respecting the rights of others and being fair to all;
- Respecting differences of opinion; differing without bitterness; and, agreeing to disagree; and
- Understanding her limitations and having compassion for the limitations of others.



Section VII: Chapter Officers Roles and Responsibilities

Nominations and Elections

Each year the National Scholarship and Standards Committee facilitates a Nominations and Elections webinar for chapters because they recognize the importance of nominations and elections on the local chapter level. The goal of the webinar is to assist chapters in understanding the nominating and elections process, including processes, roles, and responsibilities of committee chairs and members. The process should be outlined in the chapter's policies and procedures.

Chapter presidents, chairs, and members of the Nominating Committee and the Elections Committee, as well as chapter members, may go to www.deltasigmatheta.org, Membership Center, Member Portals, Grand Chapter, National Committees and click on the Scholarship and Standards Committee, to find and download the *Chapter Nominations & Elections Presentation* ([Click here*](#) for the link to the web page)

**Please refer to the National Website in the Members Only portal if hyperlinks do not work properly.*

Elected Officers

The bylaws in a progressive organization should include a provision for elected officers. Delta Sigma Theta Sorority, Inc. has determined the number of officers, their duties, how they are elected, and the term of office. There are also provisions and procedures for how these officers can be removed from office.

These officers are elected from within each chapter by the chapter's membership. When members become officers, they shall retain all the rights they had as regular members: the right to make motions, to debate, and to vote. However, a member serving as chapter president must remain impartial. For this reason, rules exist that govern when the president can make a motion, participate in debate, and vote.

When electing officers, the membership should consider the qualifications and reliability of the people being considered for office. Those elected officers need to seriously consider the obligations and duties of that office before accepting the position. If, during the term, an officer realizes that she cannot keep up with the demands of the office, the officer should seek help with her duties or resign. If the officer resigns, all documents entrusted to her must be returned at the same time as the officer's resignation letter.

The following individuals are considered elected officers/positions in Delta Sigma Theta Sorority, Inc.: president, vice president(s), recording secretary, corresponding secretary, treasurer, financial



secretary, assistant treasurer, and assistant financial secretary. **Note that the assistant treasurer and the assistant financial secretary are not members of the Executive Committee.**

Chapter President

The president of a chapter of Delta Sigma Theta Sorority, Inc. is more than a presiding officer. She is the leader of the chapter.

To maximize chapter effectiveness and member engagement, a leader in Delta Sigma Theta Sorority, Inc. must focus on carrying out the chapter's business and providing an environment that fosters sisterhood. The general duties of the office of the president focus primarily on managing and conducting the business components of the chapter. Successful chapter operations depend upon the effective and efficient fulfillment of these responsibilities. It is analogous to addressing the task and orientation aspects of the office.

The president will engage and encourage more members by:

- Being respectful of time; starting and ending meetings on time;
- Valuing relationships with other officers and members;
- Demonstrating genuine care for the well-being of members;
- Providing positive feedback and praise;
- Being transparent regarding the chapter's plans and activities; and
- Creating an atmosphere of honesty and trust.

As the leader of the chapter, she is responsible for its efficient fiduciary and managerial functioning. Along with the other fiscal officers, the chapter president must be covered by general bonding insurance.

When selecting the chapter's leadership team, the chapter president needs to use the best member for the position based on the member's skills and talents, going beyond personal friends and those friendly to the administration. A diversity of ideas, ages, years in Delta, and relationships will assist the chapter president in the generation of ideas that represent the make-up of the chapter.

As a leader, the chapter president also plays a key role in motivating chapter members to engage in the chapter's meetings and other activities. It is important to project a positive attitude regarding the chapter's initiatives and the abilities that each member brings to the group.

To motivate chapter members, the president should present clear goals, maintain open communications, provide positive feedback to officers and members, and celebrate success. Chapter members should feel a part of the whole. Therefore, chapter presidents should not just engage their supporters and those who are considered "yes" members; rather, chapter presidents should value the opinions of opponents, as well as encouragers. Chapter presidents should listen with understanding and without judgment, as the chapter members share their ideas and concerns and raise questions. Chapter presidents' goals are not always to answer or defend. It may be to hear, observe, and then seek the best resolution.



As the leader, the chapter president also must be willing to admit mistakes, apologize, and then move forward. The chapter president's goal is to empower the members so that they buy into the national vision and then accept it as their vision for the chapter. Delta Sigma Theta Sorority, Inc. is both a business, which is the reason for the word "Incorporated," and a sisterhood, which is the reason for the word sorority in our name. We cannot take either for granted if we plan to survive, thrive, and move forward.

There must be open and consistent communication between the chapter president, the other chapter officers, committee chairs, and the chapter members. In addition, the chapter president must maintain open and consistent communication with the regional leadership.

Chapter President Roles and Responsibilities

The chapter president is an elected officer.

It shall be the duty and responsibilities of the chapter president to:

1. Provide leadership and give administrative guidance and direction to the structure and programming of the chapter;
2. Represent the chapter in an official capacity;
3. Serve as chapter voting delegate for national conventions and regional conferences and report Grand Chapter updates back to the body at the first business meeting after the national convention or regional conference;
4. Ensure that the chapter follows the order of succession as outlined in the Policies and procedures in the event the president and first vice-president are unable to serve as delegate and/or alternate to national convention or regional conference;
5. Oversee chapter operations;
6. Oversee and adhere to the responsibilities of the president in the current Fiscal Officers Manual;
7. Lead ritualistic services and ceremonies;
8. Appoint all chairs, co-chairs, and committee members unless designated by election or the chapter's Policies and procedures;
9. Fill vacancies according to the "Filling Vacancies" section in the chapter's Policies and procedures;
10. Ensure corporate accountability reports are completed and submitted, and that chapter compliance is met by established deadlines;
11. Review and approve all chapter communications, publications, etc.;
12. Submit a copy of correspondence (National Headquarters, regional, state, and local) to appropriate committees;
13. Serve as chair of the Executive Committee (EC) and Executive Board (EB);
14. Sign all contracts for the chapter;
15. Conduct a transition meeting involving incoming and outgoing elected officers, elected committee chairs, and members;



16. Ensure the chapter operates under an approved budget;
17. Serve as one of three persons authorized to sign all purchase orders (POs), reimbursement vouchers, and checks (except her own check);
18. Serve as a member of the Budget and Finance Committee;
19. Serve as ex officio member of chapter committees, except the Elections Committee (when she is a candidate), Nominating Committee, and Internal Audit Committee;
20. Serve as a member of the Minerva Circle by virtue of position;
21. Review the Internal Audit report before the Internal Audit Chair submitting in the Red Zone by the due dates;
22. Complete and sign and ensure that all fiscal officers have completed and signed the Acceptance of Fiduciary Responsibility Form and keep them for as long as they are in that office and she is President, as well as following Compliance instructions in the Member Portal;
23. Vote only in matters of secret ballot and/or to break a tie vote; and
24. Perform other duties as noted in the Chapter Management Handbook, the Fiscal Officers Manual, and as directed by Grand Chapter.

Duties of the Presiding Officer

The presiding officer at the local level is the chapter president (or her designee).

The following are the duties generally understood to be those of the president, whether enumerated in the chapter's Policies and procedures:

1. To open the meetings at the time the meeting is officially scheduled to start by taking the chair and calling the members to order;
2. To ascertain at the beginning and throughout the meeting, though she need not announce, that a quorum is present;
3. To announce the business before the chapter in the correct order;
4. To state and put to vote all motions in order, unless the wording is not clear enough to permit a statement of the motion;
5. To initiate general consent when appropriate;
6. To assign the floor to members by announcing their names (that is, "recognizing" them);
7. To enforce all rules, including rules of debate;
8. To maintain order and decorum;
9. To respond to parliamentary inquiries, points of order, and any other motions that require action by the chair;
10. To maintain her impartiality;
11. To try to alternate between pros and cons when conducting a debate on a motion;
12. To declare the chapter meeting recessed or adjourned;
13. To have at hand the Delta Sigma Theta *Constitution and Bylaws*, the chapter's Rules of Order and the chapter's Policies and procedures; and
14. To authenticate by her signature, when necessary, any documents relevant to the chapter.



While presiding, the chair should normally be seated unless such a position would obstruct her view of the members. She should, however, stand when calling a meeting to order, when putting a motion to vote, when explaining her reasons for a ruling, or when declaring a meeting recessed or adjourned. The presiding officer should refer to herself as "the chair," instead of using terms such as "I" or "me."

Rules regarding the chair's participation in debate and voting often require some detail. The chair cannot take part in debates or interrupt members who are not violating a rule.

Therefore, the presiding officer must not comment on motions during debate unless she first vacates the chair, although she may respond to factual questions without vacating the chair.

If she vacates the chair, she should not return to it until the assembly has disposed of the main motion. A presiding officer should rarely, if ever, vacate the chair to take part in a debate. The unfortunate habit many presiding officers have of constantly speaking on questions before the assembly— even interrupting the member who has the floor, without vacating the chair—is unjustified and cannot be condemned strongly enough. Likewise, the presiding officer should vacate the chair if a motion refers to her alone or expresses an opinion regarding her and others. (This rule does not prevent her from presiding over an election in which she is a candidate.)

The presiding officer may vote if:

- The vote is by secret ballot along with and at the same time as all the other members; or
- The vote will break a tie or change the results of the vote. If there is a tie vote, the presiding officer may vote in the affirmative or negative, causing a change in the outcome.

The presiding officer should be familiar with parliamentary rules and set an example of conformity to them.

Vice President(s)

The vice president(s) is an elected officer. The chapter vice president(s) plays a critical role in the success of a chapter. The vice president(s) should have the same leadership skills as the president. In addition to her responsibility for serving in the place of the president in her absence or at her request, the vice president of chapters of Delta Sigma Theta Sorority, Inc. is usually given the responsibility for membership, including reclamation and/or program planning, and development activities as outlined in the chapter's policies and procedures.

Large chapters may have more than one vice president. For instance, large chapters may have a vice president for membership services and a vice president for program, planning, and development. Under no circumstances should a chapter have a vice president for finance because that is the role of the chapter treasurer.

If the vice president is responsible for reclamation, she is responsible for supporting, educating, and developing the chapter membership, reaching out to inactive sorors, and assisting collegiate sorors with transitioning into the alumnae chapter. This may solely be her responsibility, or she may have a



membership committee.

Likewise, when the vice president is responsible for program, planning, and development, she may serve as the chair of the Program Planning and Development Committee.

Duties of the Vice President

It shall be the duty and responsibilities of the vice president(s) to:

1. Perform all duties of the office of president, except for the fiscal and Minerva Circle duties, at the request of, in the absence of, or upon the resignation or incapacitation of the president;
2. Serve as an alternate delegate to national convention and/or regional conference; reports Grand Chapter updates back to the body at the first business meeting after national convention or regional conference in conjunction with the chapter president;
3. Follow the order of succession as delineated in the policies and procedures in the event the president and first vice president are unable to serve as delegate and/or alternate to national convention or regional conference;
4. Serve as chair of a standing committee (e.g., Program Planning and Development Committee, Membership Services Committee, Risk Management Coordinator, Scholarship Committee);
5. Assist the president in appointing program chairpersons;
6. Serve as a member of the Executive Committee and Executive Board;
7. Serve as a member of the Budget and Finance Committee; and
8. Perform other duties as noted in the Chapter Management Handbook and as directed by Grand Chapter.

Order of Succession

The order of succession, in the absence of the chapter president, must be delineated in the chapter's Policies and procedures. In the absence of the president:

- The vice president assumes the role of the president except for the president's fiduciary responsibilities. The vice president does not sign checks or vouchers on behalf of the president.
- The order of succession is used in determining which vice president serves if there is more than one vice president. For example, the first vice president presides in the absence of the president. The second vice president would preside in the absence of the President and first vice president.
- The chapter recording secretary shall call the meeting to order and preside until the immediate election of a chairperson pro tem if the president and the vice president(s) are absent.

In chapters where the standing and special committees report to the various vice presidents, the finance (or Budget and Finance), Internal Audit, Elections, and Nominating Committees shall not report to the vice president.



- The finance (or Budget and Finance) committee reports to the treasurer. If the chair is the treasurer (per chapter Policies and procedures) the committee reports to the chapter president and the Executive Board.
- The Internal Audit and the Nominating Committees report to the chapter president and the Executive Board.
- The Elections Committee, which is a special committee, reports to the chapter.
- The Minerva Circle reports to the chapter.

Note: The vice president for membership services is **NOT** automatically the Leader of the Minerva Circle. If the chapter's Policies and procedures state that the vice president shall serve as the Leader of the Minerva Circle, then the vice president has been elected to serve as the Leader of the Minerva Circle and shall assume those responsibilities.

Secretaries (Recording and Corresponding)

Large chapters with a great deal of business may separate the functions of the secretary into two offices. It is permissible to have a recording secretary, who is responsible for taking the minutes; and a corresponding secretary, who sends and receives all the official correspondence of the chapter. (Please note the financial secretary is a fiscal officer and is listed in a separate section.) The chapter should make certain that the activity warrants this separation of functions. In large chapters, these officers may have assistants that are either appointed or elected.

Recording Secretary

The recording secretary is an elected officer. The secretary is the recording officer of the chapter and the custodian of its records, except those specifically assigned to others, such as the treasurer's books.

It shall be the duty and responsibility of the recording secretary to:

1. Record accurate minutes of all chapter business meetings, Executive Board, special and called meetings;
2. Ensure minutes of previous Executive Board or chapter meetings are presented to the president within two weeks following the meeting;
3. Distribute copies of previous minutes to members of the current Executive Board, chapter members, or if applicable posted in the Members Only section of the chapter's website;
4. Be responsible for accurate records of attendance at the chapter and Executive Board meetings;
5. Record all chapter votes;
6. Obtain, maintain, and secure all minutes and committee reports in a permanent media of record;
7. Ensure the chapter adheres to document retention policies;
8. Serve as the custodian of all the chapter's records; and
9. Perform other duties as noted in the Chapter Management Handbook and as directed



by Grand Chapter.

The recording secretary needs to possess exceptional listening skills. Below are some key pointers to keep in mind:

- Determine how to best summarize what is being presented;
- Make effective use of silence to make more complete notes;
- Record the proceedings without judgment or bias;
- Record the action even if you do not like it or disagree with it;
- Focus on key ideas to help you keep track of the discussion;
- Listen to understand—problem-solving comes later; and
- Exhibit active listening body language.

Assistant Recording Secretary

If the chapter is large enough to support an assistant recording secretary, the position is elected. This position serves as a member of the Executive Board. The assistant recording secretary's responsibility is to assist the recording secretary.

Corresponding Secretary

The corresponding secretary is an elected officer. The corresponding secretary is responsible for all the chapter's incoming and outgoing correspondence. The corresponding secretary receives mail and sends out mail on behalf of the chapter. The mail the corresponding secretary receives does not belong to her— she receives it on behalf of the chapter. The corresponding secretary receives and gives unopened mail to the chapter president including bank statements.

The corresponding secretary DOES NOT OPEN THE BANK STATEMENT. This is the chapter president's responsibility. The chapter president opens, reviews, and signs the bank statement before distributing it to the chapter treasurer.

The corresponding secretary never sends out mail unless authorized by the chapter president. Each chapter should rent a local post office box to receive mail. Chapter presidents are encouraged to sign up for US Post Office (USPS) Informed Delivery in support of managing and keeping awareness of correspondence provided via postal mail.

The corresponding secretary should pick up the mail regularly from the chapter post office box; however, under certain circumstances, a designated chapter member may check the post office box and then give the mail to her.

It shall be the duty and responsibilities of the corresponding secretary to:

1. Assist the president with the official correspondence of the chapter;



2. Read correspondences to membership;
3. Send meeting notices to membership;
4. Pick up the mail weekly from the chapter's post office box and make the president aware of all incoming correspondence;
5. Provide a log of national, regional, state, and local correspondence at Executive Board meetings and to members at business meetings;
6. Send the written notice, at the direction of the president, at least ten (10) days before: the election of chapter officers; election of committee chairs and members; vote to proceed or not to proceed with membership intake; and voting on the acceptance of applicants into the Sorority. Written notice may include email, USPS, or other appropriate forms of communication deemed acceptable by the regional director;
7. Obtain, maintain, and secure all yearly correspondence in a permanent file/folder; and
8. Perform other duties as noted in the Chapter Management Handbook and as directed by Grand Chapter.

Assistant Corresponding Secretary

If the chapter is large enough to support an assistant corresponding secretary, the position is elected. This position serves as a member of the Executive Board. The assistant corresponding secretary's responsibility is to assist the corresponding secretary.

Treasurer and Assistant Treasurer

The treasurer is an elected officer. The treasurer must adhere to the fiscal policies outlined in the Fiscal Officers Manual.

Treasurer

It shall be the duty and responsibility of the treasurer to:

1. Adhere to the responsibilities of the treasurer in the Fiscal Officers Manual;
2. Monitor expenditures of the chapter budget;
3. Be one of three persons authorized to sign all purchase orders (POs), reimbursement vouchers, and checks (except her own check);
4. Disburse all outgoing funds, such as purchase orders (POs), chapter member reimbursements, and committee expenses;
5. Serve as the keeper of chapter funds and accounts for all income and expenditures;
6. Prepare a written and verbal report for presentation at each monthly Executive Board and chapter meeting of the written bank reconciliation. This report will reflect an exact statement of income, disbursements, and summary ledger monthly;
7. Balance monthly bank statements and merchant and/or electronic payment system accounts;
8. Serve as chair or member of the Budget and Finance Committee;
9. Disburse and process chapter expense vouchers for reimbursement;
10. Work closely with the financial secretary to ensure all financial records are accurate;
11. Deposit all funds within two (2) business days of receipt by the financial secretary;



12. Notify individuals and the financial secretary of checks returned by the bank for insufficient funds and the charge for each returned check;
13. Ensure the bookkeeping policies are followed as outlined in the current Fiscal Officers Manual;
14. Transact all financial business in Executive Board or sorority meetings (including writing checks), or special business meetings at the request of the president;
15. Check relevant budgets before issuing checks;
16. Ensure the voucher process is used for the disbursement of funds;
17. Retain copies of all expense receipts along with reimbursement vouchers submitted for payment;
18. Turn over financial records to the Internal Audit Committee two weeks after the fiscal year closes or at the request of the Internal Audit Chair;
19. Ensure all fiscal officers are bonded;
20. Complete and sign the Acceptance of Fiduciary Responsibility Form; and
21. Perform other duties as noted in the Fiscal Officers Manual, Chapter Management Handbook, and as directed by Grand Chapter.

Assistant Treasurer

If the chapter is large enough to support an assistant treasurer, the position must be bonded. The assistant treasurer must adhere to the fiscal policies outlined in the Fiscal Officers Manual.

It shall be the duty and responsibilities of the assistant treasurer to:

1. Assist treasurer with all duties except signing checks, depositing funds, and managing dues;
2. Serve as a member of the Executive Board and Budget and Finance Committee;
3. Complete and sign the Acceptance of Fiduciary Responsibility Form; and
4. Perform other duties as noted in the Chapter Management Handbook, the Fiscal Officers Manual, and as directed by Grand Chapter.

Financial Secretary and Assistant Financial Secretary

The financial secretary is an elected officer. The financial secretary must adhere to the fiscal policies outlined in the Fiscal Officers Manual.

Financial Secretary

It shall be the duty and responsibilities of the financial secretary to:

1. Adhere to the responsibilities of the financial secretary role in the Fiscal Officers Manual;
2. Receive, issues receipts for, and keeps records of all income and related funds to the chapter;
3. Coordinate with the treasurer to ensure that all receipts for funds collected are deposited within two (2) business days;
4. Sign bank checks as one of three authorized officers. The position does not sign her own check;



5. Assist the treasurer in the preparation of Grand Chapter dues payments and annual financial report;
6. Prepare a written and verbal report for presentation at each monthly Executive Board and chapter meeting. This report will reflect a summary of all income received for the period excluding interest;
7. Notify the corresponding secretary and president to alert members via chapter correspondence regarding the amount and deadline for dues collection;
8. Serve as a member of the Budget and Finance Committee;
9. Serve as a member of the Minerva Circle;
10. Notify the chapter president regarding any lapse of eligibility of chapter officers, appointed/elected positions, committee chairs, and committee members;
11. Transact all business in Executive Board or sorority meetings (including writing checks), or special business meetings at the request of the President;
12. Prepare the roster of financial chapter members;
13. Complete and sign the Acceptance of Fiduciary Responsibility Form;
14. Turn over financial records to the Internal Audit Committee two weeks after the fiscal year closes or at the request of the Internal Audit Chair;
15. Provide the sergeant-at-arms with a list of financial chapter members before the beginning of each meeting; and
16. Perform other duties as noted in the Chapter Management Handbook and as directed by Grand Chapter.

Assistant Financial Secretary

If the chapter is large enough to support an assistant financial secretary, the position must be bonded and may assist with all duties except signing checks, depositing funds, entering information in the Red Zone, and managing accounts.

The assistant financial secretary must adhere to the fiscal policies outlined in the Fiscal Officers Manual.

It shall be the duty and responsibility of the assistant financial secretary to:

1. Perform all duties of the office of Financial Secretary except for signing checks and Minerva Circle duties, at the request of, in the absence of, or upon the resignation or incapacitation of the financial secretary;
2. Serve as a member of the Budget and Finance Committee;
3. Complete and signs the Acceptance of Fiduciary Responsibility Form; and
4. Perform other duties as noted in the Fiscal Officers Manual, Chapter Management Handbook, and as directed by Grand Chapter.



Chapter Elected Positions

Elected Positions (Chairs and Committee Members)

Nominating Committee Chair and Members, Internal Audit Chair, and Minerva Circle

Nominating Committee Chair and Members

The Nominating Committee Chair and members are elected as positions by the chapter. The only exception is in chapters that are on Special Dispensation.

The chair and members of the Nominating Committee follow the guidance below:

- The committee will consist of one (1) Chair and no more than 8 members.
- Members of the Nominating Committee will be elected by a majority vote of the members present and voting at the time of chapter elections in April or May.
- The committee will solicit and receive nominations from chapter members for all elected officers and positions, including the Minerva Circle, Delta of the Year, and other special chapter Awards/Recognitions to create a slate of candidates.
- The chair and the members of the Nominating Committee serve only one (1) term and cannot be a candidate for any elected office while serving on the Nominating Committee.

Note: The chair and members of the Nominating Committee are ineligible to run for office while serving on the committee. The chair and members of the chapter's Nominating Committee must resign before the call for nominations to be eligible to run for an office, position, or chapter award.

Note: The chair and members of the Nominating Committee cannot serve consecutive terms.

Internal Audit Committee Chair

The Internal Audit Committee Chair is elected during the chapter election of officers. However, the Audit Committee members are appointed by the chapter president unless otherwise designated in the chapter's Policies and Procedures and Rules of Order form.

It shall be the duty and responsibility of the Internal Audit Chair to:

- Audit the chapter's records on a quarterly and annual basis in accordance with the procedures listed in the Internal Audit Manual;
- Establish a schedule for the year as to when the audit will be completed and when records will be collected;
- Collect the required financial records from the financial officers in accordance with the schedule recommended by the National Internal Audit Committee;
- Complete and submits the quarterly Internal Audit Report and Annual Internal Audit Report (IAR-1) on-line in the Red Zone in accordance with the Internal Audit Manual; and
- Perform other duties as noted in the Internal Audit Manual and as directed by Grand Chapter.



In addition, the Internal Audit Chair should follow the guidelines below:

- Return the financial records to the fiscal officers as soon as possible, but before the next scheduled Executive Board meeting.
- Discuss a draft of the audit report with the fiscal officers before the audit report is finalized.
- Provide the detailed audit report to the recording secretary and make it available for review at the Executive Board and chapter meetings.
- Make a report to the chapter of the summary audit findings and recommendations for improvements, if any.
- Coordinate with the treasurer to provide the financial records to a CPA for the external review or audit, if the services of a CPA are required.
- Review the CPA's report with the president and financial officers, then the Executive Board, and finally the chapter.
- Complete the Annual Internal Audit Report (IAR-1) in the Red Zone and upload the documents obtained from the CPA and the signature pages (signed by the audit committee members) into the Red Zone by the required deadlines outlined in the internal audit manual.

NOTE: The Nominating Committee Chair and members, and the Internal Audit Committee Chair ARE NOT OFFICERS of the chapter; they are elected committee chairs or elected members of a committee and therefore are listed as holding elected positions on the Rules of Order form and in the chapter's Policies and Procedures.

Minerva Circle

The **Minerva Circle** is elected. The chapter president, financial secretary, and technology chair serve by virtue of their positions. The Leader of the Minerva Circle may or may not be a chapter vice president, and therefore she may be elected at the time the Minerva Circle is elected if she is not the chapter vice president. The duties and responsibilities of the Minerva Circle are detailed in the Administrative Procedures for Membership Intake.

Members are eligible to serve on this committee according to the criteria established in the Administrative Procedures for Membership Intake and are required to adhere to the following:

1. Plan, coordinate, and facilitate the intake process of new members for the chapter;
2. Be responsible for carrying out the duties as described in the Membership Intake Program of Delta Sigma Theta Sorority, Inc.; and
3. Adhere strictly to all procedures as outlined in the Administrative Procedures for Membership Intake.



Other Elected or Appointed Chapter Positions

Requirements for Appointment of Chapter Officers and Positions

It is important to note that the chapter president can only appoint chapter members to elected offices and positions when the office or position is vacant (1) due to a member not being elected during the chapter elections or (2) because of an unexpected vacancy.

In either scenario, the office or position would be filled according to the chapter's Policies and Procedures for filling vacancies. **Only chapter members who meet the eligibility requirements for elected offices or positions as described in the chapter's Policies and Procedures can be appointed to fill the vacancies.**

If the chapter president cannot fill the vacant office or position due to a lack of eligible members or a lack of qualified members willing to serve, she shall contact the regional director and request approval for special dispensation to make an appointment.

Note: Members are encouraged to attend regional conferences and national conventions to prepare to serve in key chapter positions.

Historian

The chapter historian is an appointed position. This must be specified in the chapter's Policies and Procedures and Rules of Order form.

It shall be the duty and responsibility of the historian to:

1. Maintain an annual summary of all chapter activities in a compiled scrapbook, including photographs, news clippings, programs, and other artifacts, as necessary;
2. Submit a written chronicle of the year's chapter activities to the chapter at the end of each fiscal year;
3. Maintain a list of chapter awards, certificates, etc.;
4. Ensure that pictures are taken at all chapter activities, national conventions, and regional conferences;
5. Display the chapter scrapbook and other applicable items as requested and on special chapter occasions throughout the sorority year; and
6. Serve as chair of Heritage and Archives.

Journalist

The chapter journalist is an appointed position. This must be specified in the chapter's Policies and Procedures and Rules of Order form.



It shall be the duty and responsibility of the journalist to:

1. Collect and disseminate timely information to the public regarding the chapter's community service and related activities that may be of interest to the public;
2. Advise the Executive Board on matters of strengthening public relations in the community;
3. Serve as chair or member of the Communications and Public Relations Committee; and
4. Serve as a member of Heritage and Archives, if desired.

Sergeant-at-Arms

The sergeant-at-arms is an appointed position. This must be specified in the chapter's Policies and Procedures and Rules of Order Form.

It shall be the duty and responsibility of the sergeant-at-arms to:

1. Fulfill the role as outlined in the Ritual for chapter meetings and ceremonies;
2. Assist the president in always keeping order;
3. Supervise admittance of all persons to chapter meetings;
4. Guard against intrusion;
5. Ensure the chapter members and visitors adhere to the guidelines of the current Protocol and Traditions Manual upon entry to meetings and ceremonies;
6. Notify the recording secretary of the determination of a quorum; and
7. Serve as chair or member of Protocol and Traditions.

Custodian of Properties

The custodian of properties is an appointed position. This must be specified in the chapter's Policies and Procedures and Rules of Order form.

It shall be the duty and responsibility of the custodian to:

1. Store and properly maintain in excellent condition all ritual and chapter properties for use during chapter meetings and other Sorority functions;
2. Maintain a written inventory of all chapter properties and submits an annual report to the president, with a copy to the recording secretary; and
3. Ensure that properties are available for meetings and other Sorority functions as required.

Chaplain

The chaplain is an appointed position. This must be specified in the chapter's Policies and Procedures and Rules of Order form.

It shall be the duty and responsibility of the chaplain to:

1. Set the spiritual tone of the meeting when so requested;



2. Serve in this capacity at other gatherings at the request of the President;
3. Fulfill the role outlined in the Ritual for chapter meetings and ceremonies;
4. Participate in Omega Omega services; and
5. Keep accurate records of deceased members of the chapters.

Emergency Response Coordinator

The emergency response coordinator is an appointed position. This must be specified in the chapter's Policies and Procedures and Rules of Order form.

It shall be the duty and responsibility of the emergency response coordinator to:

1. Chair the Emergency Response Committee;
2. Maintain sufficient levels of preparedness to respond to major natural disasters at the local level as well as per national mandates;
3. Develop, document, and execute a strategic plan that anticipates emergencies in which members of the chapter might find themselves and proactively prepares sorors to survive such situations; and
4. Adhere to the guidelines and instructions in the Emergency Response Toolkit.

Parliamentarian

The parliamentarian is an appointed position. This must be specified in the Chapter's Policies and Procedures and Rules of Order form. Upon request, the parliamentarian advises the chapter president, other officers, committees, and members on matters of parliamentary procedures (according to the *Constitution and Bylaws*, the chapter's Rules of Order form, Policies and Procedures, and other governing documents of the Sorority will be governed by the *Robert's Rules of Order*, Newly Revised, current edition).

Internal Audit Committee

The members of the Internal Audit Committee are chapter positions elected or appointed by the chapter president. This must be specified in the chapter's Policies and Procedures and Rules of Order form. The chair of this committee must be elected.

The Internal Audit Committee shall consist of a Chair and two (2) to six (6) members to review the chapter's records. Note that the number of audit committee members must be specified in the Chapter's Policies and Procedures. The members of the Internal Audit Committee may not be current fiscal officers, chapter president, or members of the Budget and Finance Committee but shall have some knowledge of the chapter fiscal operations and general accounting procedures (i.e., past financial officers and members with an accounting or financial background).

Immediate past fiscal officers may serve as either chair or member if they avoid reviewing transactions to which they may have been a party.

Their duties are delineated in the National Internal Audit Manual.



Risk Management Coordinator

The Risk Management Coordinator is an appointed position. The risk management coordinator is not elected. This must be specified in the chapter's Policies and Procedures and Rules of Order form.

The risk management coordinator must follow duties as described in the Risk Management Manual.



Section VIII: Chapter Committees

Committees

The committee is the "task force" of any democratic organization. No chapter can function effectively without committees. Chairpersons are appointed by the chapter president, or otherwise determined by the Chapter's Policies and Procedures. Committees are obligated to efficiently carry out the organization's aims and purposes. The best way of accomplishing this is to assign one project, objective, or duty to each committee, and hold the committee responsible for its completion. Committee members are expected to attend all meetings, if possible. If they cannot attend, they should call the committee chairperson. This saves her from delay in calling the meeting to order; and occasionally, if enough members cannot attend, she can reschedule the meeting. Remember that the purpose of a committee is to create ideas for chapter approval. This cannot be done by the chairperson alone. The quorum for all committee meetings is determined by the Chapter's Policies and Procedures.

Committee functions are threefold:

- Advisory – to study a problem, report in writing its findings and recommendation.
- Coordination – to plan, direct and gain the cooperation of the group.
- Work – to do specific tasks which require skill, judgment, time, and effort.

In addition to performing a specific task on behalf of the chapter, committees enable chapters to accomplish more business, have shorter meetings, and divide the work among all the members. They eliminate the duplication of effort and help to develop leaders, as they furnish a "proving ground" where chapter officers and the Nominating Committee can discover members who have leadership abilities and personalities to become future sorority leaders.

Executive Committee

This committee is composed of the elected officers: president, first vice president, second vice president (if applicable), secretary (recording/corresponding), treasurer, and financial secretary and should be delineated in the Chapter's Policies and procedures. The Executive Committee shall:

- Meet at the call of the president or the request of a majority of Executive Committee members; and
- Represent and respond on behalf of the chapter in emergencies when it is not feasible to present at either Executive Board or chapter meetings.



Executive Board

The Sorority coordinates the work of all officers and committees through the Executive Board. The Executive Board is composed of chapter-elected officers, appointed, and elected positions, and standing committee chairpersons. The Executive Board consists of the following:

- President (Chair)
- First Vice President
- Second Vice President
- Third Vice President (may only be included for chapters with 150 members or more)
- Recording Secretary
- Corresponding Secretary
- Treasurer
- Financial Secretary
- Assistant Financial Secretary
- Assistant Corresponding Secretary
- Assistant Recording Secretary
- Assistant Treasurer
- Chair of the Internal Audit Committee
- Chair of the Nominating Committee
- Chaplain
- Sergeant-at-Arms
- Assistant Sergeant-at-Arms
- Parliamentarian
- Journalist
- Historian
- Custodian of Properties
- Emergency Response Coordinator
- Immediate Past President
- Chairs of the Standing Committees

The chapter president is the chair of the Executive Board, and she prepares the agenda and presides over the Executive Board meetings. It is during the Executive Board meeting that committee chairs give progress reports and indicate when they are ready to report to the chapter.

There should be a complete discussion of those matters which affect the chapter, and as many details as possible should be taken care of by the Executive Board rather than being referred to the chapter.

The chapter president helps the Executive Board see the need for making complete presentations to the chapter so that based on the board's recommendations, the chapter may act. A chapter has the right to expect its Executive Board to take the initiative in looking for and presenting to the chapter ideas for program development.

Chapter members may attend the Executive Board meeting as guests; however, they may not speak on (debate) pending issues or have the right to vote. Executive Board meeting dates, places, and times are provided to the chapter along with chapter meeting dates, places, and times at the first chapter



meeting of the year and shall be posted on a secured section of the chapter's website and/or in the monthly newsletter.

Executive Board meeting minutes are posted in the restricted area of the chapter's website and can be made available upon request from a chapter member.

Standing Committees

Most chapters will have several standing committees, as designated in the Chapter's Rules of Order. Standing committees have a continuing task in relation to the operation of the Sorority program.

The National Scholarship and Standards Committee **requires that all chapters** have the following standing committees. The chairperson of these committees may be elected or appointed, as designated by the Chapter's Rules of Order and Policies and Procedures.

- Executive Committee
- Executive Board
- Arts and Letters
- Budget and Finance
- Communication and Public Relations*
- Emergency Response
- Fundraising
- Heritage and Archives
- Internal Audit
- Nominating
- Membership Services
- Policies and procedures
- Program Planning & Development
 - Economic Development**
 - Educational Development**
 - International Awareness and Involvement**
 - Physical and Mental Health**
 - Risk Management**
- Protocol and Traditions*
- Ritual and Ceremonies*
- Scholarship
- Social Action (in support of Political Awareness and Involvement)
- Technology*

* May be combined with other committees (e.g., Communications and Public Relations and Technology; Protocol and Traditions/Ritual and Ceremonies)

** May be added as standing or sub-committee

The chairpersons of these standing committees may be elected or appointed (except Nominating and Audit) as designated by the Chapter Rules of Order form and Policies and Procedures. The chair of the



Internal Audit Committee and the chair and members of the Nominating Committee are elected positions.

Special Committees

Special committees have a specific purpose. Special committees are appointed for a definite program or assignment and usually with a time limit in which to complete the assignment. When the task is done, the committee's business is considered complete, and the committee is dismissed.

Special committees may include but are not limited to:

- Elections
- Founders Day
- May Week
- Minerva Circle
- Past Presidents' Council
- Advisor Selection Committee (collegiate chapters only)
- Step Team

Except for the Minerva Circle, the chairpersons of the special committees are appointed by the chapter president. They may meet with the Executive Board at the request of the president unless the Chapter's Policies and procedures specify otherwise.

The Minerva Circle is elected at a meeting of the chapter after the vote to proceed with Membership Intake activities and is a special committee to implement the Membership Intake process. After the intake process, the Minerva Circle committee is dissolved.

A chapter may include a past presidents' council as a special committee. This council is composed of past chapter presidents and the council serves strictly and only at the request of the current president, who will appoint the chair of the council.

The past president's council shall:

- Convene at the request of the current president when there is a need for their collective wisdom on a specific issue.
- Report meeting results to the current president.
- Act **ONLY** as a resource bank and/or provide historical context to assist the current president.

Sub-Committees

Sub-committees are organized to carry out a task assigned to a standing or special committee and are responsible to the main committee. The sub-committee may be either standing or temporarily within the main committee.



All committees must keep the Executive Board and the chapter informed of their progress. As many details as possible should be worked out by the committee. All members of the committee should be given assignments so that all are responsible for carrying out the program.

Ad Hoc Committees

Ad hoc committees are one-time-only committees appointed for a special assignment. An example of a special ad hoc committee is created to celebrate the chapter's anniversary. Once the special assignment is completed, the ad hoc committee is dissolved.

Committee Chairs Duties and Responsibilities

It shall be the duty and responsibility of the committee chairs to:

1. Work with the committee to carry out the programs of the Sorority and chapter;
2. Attend Executive Board meetings;
3. Facilitate and coordinate tasks to get the work of the committee accomplished;
4. Submit a budget for all programming no later than to the Budget and Finance Committee;
5. Prepare written committee report summaries and present the reports to the Executive Board and chapter;
6. Approve only budgeted committee expenses;
7. Sign all committed POs/reimbursement vouchers before forwarding them to the president for signature before any fund disbursement;
8. Ensure the president signs all contracts and letters to external parties;
9. Advise the treasurer of all vendor payment requirements and timetables before deadlines;
10. Ensure the chapter president secures/obtains general liability insurance for all programs or events attended by individuals that are not members of the chapter;
11. Sign and submit all reimbursement vouchers with receipts at Executive Board, chapter meetings, or special called meetings designated by the president before fund disbursement; and
12. Reconcile budget expenses before signing a committee member's PO/reimbursement voucher.

Committee chairs and co-chairs can attend Executive Board meetings. However, the committee only gets one vote. All committee meetings are open to the chapter for attendance except for Nominating, Minerva Circle, and Elections. The chair of each committee completes and submits to the chapter president a written evaluation form at the end of the sorority year.

[Click here](#) to review the chapter organizational chart or found in Section IV of this document.



Section IX: Chapter Leadership

Chapter Leadership

To be effective, the chapter leadership needs to work together to strike a balance between conducting the business of Delta Sigma Theta Sorority, Inc., while simultaneously enhancing our beloved sisterhood. To achieve this, chapter leadership should know and understand the programs, policies, procedures, and organizational relationships of the Sorority. Chapter leadership has a responsibility individually and collectively, as well as with the chapter members and Grand Chapter for coordinating, directing, and controlling the chapter's programs.

- **Coordinating** is relating and integrating the work of the various committees of the chapter.
- **Directing** is seeing that the work is carried out.
- **Controlling** is done according to the established policies and procedures of the chapter.

“Good leaders create followers, but great leaders create other leaders.” Tim Joiner

Chapter leadership is charged with achieving desired goals through the cooperative efforts of chapter members. Chapter leaders are effective when they have leadership skills and attributes to inspire members to work together to achieve a common objective on behalf of the Sorority. The figure below presents examples of desired qualities of chapter leaders.



We all have our ideas about what it means to be a good leader. Some of us think leadership means guiding others to complete a particular task, while others believe it means motivating the members of your team to be their best selves. But while the definitions may vary, the general sentiments remain the same: leaders are people who know how to achieve goals and inspire people along the way.



Delta Leadership Competencies

Competencies describe what it takes to be successful when performing a certain job or role. The Delta Leadership Competencies describe what it takes to play a leadership role successfully in Delta Sigma Theta Sorority, Inc. In our Sorority, it is not just the local chapter, regional, and national officers who are expected to act as leaders; every member has some leadership role to play. The Delta Leadership Competencies can help you better understand what skills, abilities, and behaviors are most appropriate for Delta leaders.

Leading a Not-For-Profit Organization with a Volunteer Workforce:

- **Vision, Inspiration, and Motivation:** Ability to create a compelling vision of the future that inspires sorors to follow you and motivates them to do their best to achieve it.
- **Sisterhood, Ethics, and Values:** Ability to build and maintain a culture within the chapter, state, region, or across the Sorority which requires behaviors consistent with the Sorority's Nine Cardinal Virtues, Codes of Ethics and Conduct, and principles of Sisterhood.
- **Chapter Member Engagement:** Ability to create an environment where sorors feel committed to the organization, passionate about the work they are doing, and willingly and consistently volunteer their time and resources to accomplish the work of Delta.
- **Promoting Delta's Mission, Purpose, and Programs in the Community:** Ability to develop and maintain strategic relationships, partnerships, and sponsorships in support of Delta's ongoing initiatives.

Managing Critical Processes to Accomplish the Work of Delta:

- **Planning and Organizing:** Ability to set priorities and manage the Sorority's activities to focus on the most critical issues.
- **Problem-Solving and Decision-Making:** Ability to solve problems and make timely, high-quality decisions.
- **Business and Financial Acumen:** Ability to understand and appropriately manage Delta's policies, practices, and procedures both administrative and financial.
- **Communications and Digital Agility:** Ability to interact effectively in one-on-one and group meetings, in written form, during presentations, and through the effective and safe use of digital technologies and platforms.
- **Interpersonal, Political, and Organizational Savvy:** The ability to interact effectively with a wide range of people in a variety of settings; understand how the Sorority works at chapter, state, regional, and national levels; and how power, authority, and resources are allocated.

Maintaining Up-to-Date Knowledge and Skills:

- **Personal and Professional Knowledge and Skill Building:** Ability to use the activities of the Sorority to continue to learn and grow both on a personal and professional level.
- **Chapter Knowledge and Skill Building:** Ability to help Delta chapters continuously acquire and make use of the knowledge and skills necessary to successfully run a not-for-profit, member-engaged organization.



Leadership versus Management

Leadership refers to an individual's ability to influence, motivate, and enable others to contribute toward organizational success. Management consists of controlling a group to accomplish a goal. Influence and inspiration separate leaders from managers, not power and control.

The main difference between leaders and managers is that people follow leaders, and people work for managers. A successful chapter president needs to be both a strong leader and manager to get their chapter members to buy into their vision and follow them to success. As a chapter president, you must be a leader who motivates people to understand and believe in your vision and to work with you to achieve your goals.

As a chapter president, you also are a manager who must be focused on administering and making sure the day-to-day operations of the chapter are taking place.

For you to engage your chapter members in providing the best service to your community and to implement Delta's programs, you must involve them in your vision and align their perceptions and behaviors with the Sorority's vision. You need to get your members excited enough to view your vision as their dream. With smaller chapters, the challenge is making sure you are both leading your team and managing your daily operations.

Leadership and management must go hand in hand. They are not the same thing, but they are necessarily linked, and complementary. The leader's job is to inspire and motivate. The manager's job is to plan, organize, and coordinate. See the table below, adapted from Changingminds.org, comparing the influence of leaders versus managers.

Descriptor	Leader	Manager
Essence	Change	Stability
Focus	Leading people	Managing work
Has	Followers	Subordinates
Seeks	Vision	Objectives
Detail	Inspire	Instruct
Power	Apply influence	Wields authority
Appeals to	Heart	Head
Energy	Passion	Control



Dynamic	Proactive	Reactive
Persuasion	Empower	Control
Style	Transformational	Transactional
Exchange	Excitement for work	Money for work
Risk	Takes risks	Minimizes risks
Rules	Breaks rules	Makes rules
Conflict	Uses conflict	Avoids conflict
Direction	New roads	Existing roads
Blame	Takes blame	Blames others

Time Management

Time management is the ability to plan and control how you spend the hours in your day to effectively accomplish your goals. As chapter president it is essential that you utilize time management skills effectively. With the numerous responsibilities, many constituents (e.g., other officers, chapter members, other Delta leaders, other organizations, the public), and multiple communication channels (emails, texts, telephone calls, in-person meetings), fulfilling your duties can seem like a full-time job. Coupled with your other life responsibilities, it can all seem overwhelming. Skills involved in managing your time include planning for the future, setting goals, prioritizing tasks, and monitoring where your time goes.

Planning is an important aspect of time management. You must actively plan your day rather than letting it happen in response to others' needs and demands. Planning involves:

- Setting long-range goals and listing objectives linked to the goals.
- Establishing priorities according to the goals and objectives based on their importance.
- Understanding your energy cycle and using it to guide you to set up your day.
- Using goals and priorities to create your plan for your day.

Here are some tips for effective time management:

- **Create a daily plan.** The plan gives you a good overview of how the day will pan out; that way, you do not get caught off guard. Stick to the plan as best as possible.
- **Set a time limit for each task.** This prevents the effort from reducing time reserved for other activities.
- **Use a calendar.** A calendar is the most fundamental step to managing your daily activities.



Synchronize it to your mobile phone and other devices so you can access your schedule no matter where you are.

- **Use an organizer.** The organizer helps you stay on top of everything in your life. It is your central tool to organize information, to-do lists, and projects.
- **Know your deadlines.** Mark the deadlines out clearly in your calendar and organizer so you know when you need to finish them.
- **Learn to say “No.”** Do not take on more than you can handle. Defer lower-priority items for a later time.
- **Target early completion.** Targeting early completion ensures on-time completion and submission of items. Strive to be early for appointments.
- **Time box your activities.** This means restricting your tasks to a specific amount of time.
- **Have a clock visibly placed before you.** Having a clock in front of you can help eliminate losing track of time.
- **Set reminders 15 minutes ahead.** Most calendars have a reminder function. Setting alarms helps to avoid missing meetings or daily deadlines.
- **Focus.** Focus on just one key task at a time, rather than trying to multitask. Focus solely on what you are doing, and you are likely to be more efficient.
- **Block out distractions.** Identify periods where you will limit distractions (phone, chat messages, etc.), especially if the task requires focus and concentration.
- **Track your time spent.** Use a timer to be aware of the time spent on an activity.
- **Do not fuss about unimportant details.** You will never get everything done in exactly the way you want. Trying to do so is ineffective.
- **Prioritize.** Since you cannot do everything, especially at one time, learn to prioritize the important items. Apply the 80/20 principle which is a key principle in prioritization.
- **Delegate.** If there are things that can be better done by others, consider delegating to take the load off and allow yourself to focus on high-priority tasks.
- **Batch similar tasks together.** For example, allot time slots to make calls or return emails. This can streamline processes.
- **Eliminate your time wasters.** Stop checking on extramural activities so often (e.g., social media, low-priority emails, and other messages).
- **Cut off when you need to.** Do not be afraid to draw a line to cut off an activity (e.g., end a meeting) to ensure you have time for later tasks.
- **Plan buffer time.** Do not pack everything closely together. A 5 to 10-minute buffer between tasks facilitates wrapping up before the start of the next activity.

² *The Time Trap: The Classic Book on Time Management – Alec MacKenzie “20 Quick Tips for Better Time Management” – Celestine Chua*

Management Tips

A successful balance of leadership skills and management techniques promotes effectiveness in handling the chapter business of Delta Sigma Theta Sorority, Inc. A few tips are provided below.

Organize your working space so that everything is accessible and convenient; secure all forms, files, and handbooks, and purchase equipment such as a printer, files, filing cabinets, and office supplies as needed. Back-up records on a thumb drive or an external hard drive at least weekly, if not daily.



Answer your email daily. If your time does not permit daily answering, give priority to those that need an immediate response. Answer letters and emails within five days of receipt. Mail should be handled only once - read and answer immediately. Set up email folders for specific topics such as: Chapter Meeting Agendas and Notes; Chapter Minutes (General Body and Executive); Chapter Correspondence; Regional Correspondence; National Correspondence; Membership Intake, etc.

If the chapter does not have one, establish a chapter Post Office Box and email account. **DO NOT use your work email address for chapter business.**

Make certain that if your email, telephone, or mailing address changes, you quickly change it with National Headquarters, the regional director, and your chapter members.

Keep a notebook or online file for each chapter mailing sent by National Headquarters. To manage effectively and set a good example for all involved, you must read the contents of each mailing, and stay up to date on all information issued by National Headquarters. Some information may require some type of action or distribution to chapter members.

Tab your *Constitution and Bylaws*, and other governing documents, for easy referencing. Keep copies in various locations for easy access, and always have a copy with you when traveling. Similarly, keep and tab your Chapter's Policies and Procedures. Read and be familiar with them.

Keep a copy of *Robert's Rules of Order, Newly Revised* with your *Constitution and Bylaws*; tab sections of *Robert's Rules of Order, Newly Revised* that usually generate the most questions for you as the chapter president (e.g., majority vote, nominations; elections; quorum; how to accept motions; how to handle subsidiary motions such as: amendments, limiting debate, postpone, etc.).

Know how to keep the meeting on track using motions. Rule non-germane discussion out of order. Start meetings on time and end on time. Remain courteous, but firm. Own what you do not know and then take the time to learn before proceeding.

Make certain you maintain a budget book for the funds you expend as chapter president, so that you may be reimbursed in accordance with your chapter's fiscal policies and procedures. Also, keep copies of receipts for all reimbursements that you request.

Plan your agenda for each General Body and Executive Board meeting. Know which reports will need motions. Have general knowledge of the issues that each report may bring. Be prepared to answer questions from the membership.

Use your resources – human and material. Do not simply appoint those whom you think are friendly to your administration or your friends. Use the best member for the position based on relevant skills and talents. If you have active past presidents or national/regional officers or elected/appointed officers, committee chairs/members in the chapter, use them as valuable resources, when appropriate.



Characteristics of Servant Leadership

Presented here are 10 characteristics of “servant leadership” that are adapted from “[The Spears Center for Servant-Leadership](#)”.



Listening: Servant leaders seek to identify and clarify the will of a group. They seek to listen receptively to what is being said (and not said). Listening also encompasses getting in touch with one’s inner voice, and seeking to understand what one’s body, spirit, and mind are communicating.

Empathy: Servant leaders strive to understand and empathize with others. People need to be accepted and recognized for their special and unique spirit.

Healing: One of the great strengths of Servant Leadership is the potential for healing oneself and others. In “The Servant as Leader,” Greenleaf writes, “There is something subtle communicated to one who is being served and led if, implicit in the compact between the servant leader and led is the understanding that the search for wholeness is something that they have.”

Awareness: General awareness, and especially self-awareness, strengthens the servant leader. Committing to fostering awareness can be scary--one never knows what one may discover! As Greenleaf observed, “Awareness is not a giver of solace, it is just the opposite. They are not seekers of solace. They have their own inner security.”

Persuasion: Servant leaders rely on persuasion, rather than positional authority in making decisions. Servant leaders seek to convince others, rather than coerce compliance. This element offers one of the clearest distinctions between the traditional authoritarian model and that of Servant Leadership. The servant leader is effective at building consensus within groups.

Conceptualization: Servant leaders seek to nurture their abilities to “dream great dreams.” The ability to look at a problem (or an organization) from a conceptualizing perspective means that one must think beyond day-to-day realities.



Foresight: Foresight is a characteristic that enables servant leaders to understand lessons from the past, the realities of the present, and the consequence of a decision in the future. It is deeply rooted in the intuitive mind.

Stewardship: Robert Greenleaf’s view of all institutions was one in which CEOs, staff, directors, and trustees all play significant roles in holding their institutions in trust for the great good of society.

Commitment to the Growth of People: Servant leaders believe that people have an intrinsic value beyond their tangible contributions as workers. As such, servant leaders are deeply committed to the personal, professional, and spiritual growth of everyone within the organization.

Building Community: Servant leaders are aware that the shift from local communities to large institutions as the primary shaper of human lives has changed our perceptions and caused a sense of loss. Servant leaders seek to identify a means for building community among those who work within a given institution.

Taken from *The Servant as Leader* published by Robert Greenleaf in 1970

Conflict Management

One of the most important and challenging roles of the chapter president will involve managing difficult situations and personalities to accomplish the programming goals of the chapter. Every chapter president will, at some time during her tenure, experience conflict.

In most situations, interpersonal conflict among members and non-members leads to disciplinary action issues. Knowing the difference between managing conflicts versus exercising the Code of Conduct is key to productive interpersonal relationships in local chapters. The Code of Conduct is a document that governs (and manages) the conduct of the members of the Sorority. When a member is referred to the regional/national officers for disciplinary matters, areas of the Code of Conduct are cited. However, there are times when some matters need not be escalated to the Code of Conduct or even warrant disciplinary actions.

“Even when the conflict comes to the attention of the system, the focus is primarily on the disciplinary offense and not on the interpersonal dimension of a conflict.”
Richard Cohen’s, “Students Resolving Conflict Mediation in Schools,” page 37.

There will be many issues that arise. Here are two examples of sources of conflict within the chapter and among members.



Sources of Conflict

Relationship

This includes areas that involve differences in values, goals, experiences, unexpressed or unmet expectations, unresolved prior concerns, role incompatibility, and lack of trust.

Reported in the form of verbal disagreements, written disagreements (via email, etc.), bullying, intimidation, harassment of members, boycotting, and/or encouraging nonsupport of chapter/sorority programming.

Organizational

This includes areas that involve but are not limited to change, power structure/struggles, limited resources, lack of information, faulty communications, stressful conditions, competing desires, ineffective processes, conflicting goals and objectives, and poor communication.

Reported in the form of a lack of respect or intimidation of chapter officers, ineffective chapter officers, and dereliction of duties.

Resolving Conflict

To manage and resolve conflict constructively and respectfully, we need to employ the skills of: Assertive Communication, Negotiation Skills and Process, and Mediation Skills and Process.

Assertive Communication

This resolution method involves the ability to honestly express your opinions, feelings, attitudes, and rights, without undue anxiety, in a way that does not infringe on the rights of others.

Negotiation

Negotiation is a discussion between two or more individuals who are trying to work out a mutually satisfactory solution to their problem. Negotiations typically take place because the parties wish to resolve a problem or dispute between them. When parties negotiate, they usually expect to give and take. Win-win negotiation is the best approach. It stresses common interests and goals.

Mediation

Mediation is a process in which a neutral third-party assist in resolving a dispute between two or more other parties. It is a non-adversarial approach to conflict resolution.

The role of the mediator is to facilitate communication between the parties, assist them in focusing on the real issues of the dispute, and generate options that meet the interests or needs of all relevant parties to resolve the conflict.



Remember, for the conflict resolution process to be successful, it must reflect the organization's values and be modeled and followed by all parties involved in the organization. Once all steps in the conflict resolution process have been exhausted and there is no resolution, the determination can be made that the situation may need to be referred to a sorority regional/national officer for disciplinary action.



Section X: Chapter Management and Operations

Chapter Accountability

Chapter accountability begins with the officers. The rules governing chapters are outlined in the *Constitution and Bylaws*. Chapter officers should know and understand that all chapters shall:

- Remit dues to National Headquarters as provided in ARTICLE X - DUES AND FEES for all members of the chapter;
- Keep a record of all income and disbursements in a form prescribed by Grand Chapter or according to generally accepted accounting principles;
- File all records and reports as required by Grand Chapter; be represented at each national convention;
- Be represented at every regional conference of its region;
- Give evidence of a local program consistent with the national program of the Sorority;
- Meet the corporate requirements of Grand Chapter by submitting annually the required fees, reports, and forms listed on the Corporate Accountability Form;
- Be required to carry general liability insurance in an amount as designated by the Sorority and approved by the National Board of Directors;
- Be covered by general bonding insurance which shall be provided through Grand Chapter; and
- Be required to pay corporate fees as set out in ARTICLE X - DUES AND FEES, Section 4.

Corporate Fees

In an effectively managed chapter, both chapter officers and members fulfill their responsibilities to the chapter. Both officers and members must be engaged for the chapter to operate.

Delta Sigma Theta Sorority, Inc. has governing documents, administrative resources, and tools to assist chapter officers in the governance of their chapter and to provide the authority for certain decisions.

- All chapters should have copies of the most recent governing documents, administrative resources, and tools of the Sorority.
- Members also should have personal copies of the most recent governing documents, and administrative resources and tools of the Sorority, and should become familiar with each.
- All the governing documents, administrative resources, and tools are available on the Delta Sigma Theta Sorority, Inc. website in the Members Only Portal, or in the case of *Robert's Rules of Order*, Newly Revised, it is available for purchase on the Internet (i.e., Amazon.com) or in a commercial bookstore.



Chapter Communications

The channel of communications, a valuable arm of any organization, is the most important link to understanding the Sorority. Therefore, the communications process in Delta Sigma Theta Sorority, Inc. must remain open within Grand Chapter.

The need for communication from the chapter officers to the chapter members, regional officers and elected regional committee chairs and members, International President and Chair, National Board of Directors, National Board of Directors, and National Headquarters cannot be over-emphasized.

On the chapter level, shared leadership is the process through which the chapter officers hold joint responsibility for the success of the chapter. Constant and consistent communication from chapter officers should include the sharing of personal skills, ideas, and resources with one another.

An organization whose leadership communicates effectively will experience fewer misunderstandings that create friction between people and not waste time, causing mistakes to occur.

Effective communication is an essential element of success for every organization and its leaders.

As leaders, chapter officers, and committee chairs/members need to:

- Identify efficient and cost-effective ways to disseminate information throughout the chapter.
- Understand that it is of the utmost importance that information is transitioned when there is a transition of officers. Effective transition of officers provides for chapter continuity and communication:
 - In transitional chapters and chapters with predominantly military members, the transition of chapter officers is of paramount importance. Newly elected/appointed chapter officers and/or committee chairs/members should not have to guess what occurred before their administration, nor should they have to recreate programs.
 - Transition all documents, binders, important/instructive emails, notes, etc., to the incoming chapter officers and/or committee chairs/members.



Corporate Accountability and Compliance

Chapter Responsibilities

As the newly elected officer(s) or returning chapter officer(s), it is important to understand it is the responsibility of each chapter to meet the corporate requirements of Grand Chapter by annually submitting the required fees, reports, and forms.

- The chapter should refer to the Member Portal Compliance Dashboard to view compliance results and which reports and forms have been submitted and accepted.
- Chapter compliance is determined by the actual record of submission of required forms, reports, and fees, submitted to National Headquarters.

The actual required information **must** be submitted by the required deadline dates, which are listed on the Corporate Compliance Chart on the next page. This chart includes a detailed description of each compliance component and its purpose. All the required compliance forms are available in the Red Zone.

The Chapter Liability Insurance Fee Schedule is included in the latest Fiscal Officers Manual.

Collegiate Chapters have three additional corporate accountability responsibilities:

1. The Annual Review Acknowledgement Form
2. The GPA Compliance Report Form
3. The Inactive Chapter Member Report Forms.

Note: Apart from the Financial Compliance Forms, the due date for most of the Corporate Compliance Forms is June 30th.



Corporate Compliance Checklist

Below is the corporate compliance checklist. Please note that the dates presented here may change. **Chapters should refer to the Finance Manual and National website to confirm the due dates for each item or compliance.**

Description	Due Dates
Dues Payable Period (include Per Capita Fee)	July 1 – September 30
Second Quarter Internal Audit Report	September 1
Annual Chapter Fees National Corporate Fees Regional Corporate Fees Annual Chapter Liability Insurance Annual Chapter Bonding Insurance	September 30
First Quarter Internal Audit Report	June 1
Chapter Profile <ul style="list-style-type: none"> • Chapter Contact • Annual Report of Chapter Officers (AROCO) • Advisor Review (Collegiate Only) • Rules of Order (Operations Forms) • Policies & Procedures (Operations Forms) Reporting Hub <ul style="list-style-type: none"> • Programs • Scholarships, Grants, and Awards • Chapter Management (Housing, ERT, Transition, Heritage & Archives) 	June 30
Delta Days Registration Convention/Conference Registration	December - May
Third Quarter Internal Audit Report	December 1
Fourth Quarter Internal Audit Report	February 1
Annual Financial Report and Federal Income Tax Group Return Authorization Annual Internal Audit Report (IAR-1) External Audit/Review of Financial Statements (if applicable) 501(c) (3) Annual Registration Statement (if applicable)	February 28
GPA and Classifications (Collegiate Only)	Quarter/Semester (As Needed)

All funds shall be remitted to National Headquarters within 30 days of receipt via E-Check system in the Red Zone.



Annual Review Acknowledgement Form

A meeting and/or presentation to review the university code of conduct and/or student handbook must be held annually during the fall semester. The form must be completed for compliance and submitted to the regional director and the regional representative no later than September 15th or before fall membership intake.

Inactive Collegiate Member

At the 52nd National Convention, Grand Chapter voted to raise the cumulative GPA requirement for collegiate members to 2.75 on a 4.0 scale and 1.75 on a 3.0 scale starting in the fall of 2016. If collegiate members fail to maintain the minimum cumulative GPA, the member(s) will be defined as inactive. For clarification, the following defines what can and cannot be done when a member is inactive.

Having an inactive status means collegiate members MAY NOT participate in the following:	While being on inactive status, collegiate members MAY participate in the following:
Collegiate Soror MAY NOT	Collegiate Soror MAY
<ul style="list-style-type: none"> Attend chapter meetings or activities, Executive Board, or committee meetings; Be listed on any external or internal chapter material, e.g., program listings, correspondence, etc.; Hold office, be appointed to a position, including membership intake; if the soror currently holds an office or position, it must be relinquished; and Represent the chapter at any NPHC activity; this includes programs and events held by the organization or University. 	<ul style="list-style-type: none"> Attend public chapter events and programs, but shall not participate in the planning or any behind-the-scenes activities; Remain on the chapter email list but not part of the members-only list; Attend any statewide meetings, etc.; and Wear paraphernalia.

Chapter presidents and advisors **must** submit a chapter roster to the appropriate university office e.g., Office of Student Affairs, etc. Primary advisors must also submit an **Inactive Chapter Member(s) Report Form** to the regional representative, which lists the inactive members of the chapter they advise. They must also give each inactive member an **Inactive Member Status Letter**. This letter includes an academic plan that will be implemented to help inactive members. These forms have been added to the Member Portal under Compliance.



Collegiate Chapter Membership Compliance Form and GPA Report

Primary advisors are responsible for completing, accuracy, and submitting GPA reports no later than fifteen (15) days after each semester's end, including summer sessions. The form shall be completed with accurate information including the following:

- Collegiate member's name and classification
- GPA 2.75 and above (yes or no)
- Semester GPA and cumulative GPA
- Graduated seniors should be listed in the Degree Conferred section only.

Information shall be obtained from student transcripts (hard copy or online) provided by the student or from university officials. The primary advisor is responsible for securing the information from these sources and completing the form. Documents (pdf fillable) shall be available to all advisors and hard copies and/or pdf files shall be submitted to the regional representative, regional director (cc), and National Headquarters.

Submission of Collegiate Compliance Forms and Reports

Step 1: Submit the completed GPA Compliance Report Form to the regional representative and regional director (cc) of your respective region via email.

Region	Regional Representative and Regional Director	Email Addresses
Central	Central Regional Representative Central Regional Director	centralrr@deltasigmatheta.org centralrd@deltasigmatheta.org
Eastern	Eastern Regional Representative Eastern Regional Director	easternrr@deltasigmatheta.org easternrd@deltasigmatheta.org
Farwest	Farwest Regional Representative Farwest Regional Director	farwestrr@deltasigmatheta.org farwestrd@deltasigmatheta.org
Midwest	Midwest Regional Representative Midwest Regional Director	midwestrr@deltasigmatheta.org midwestrd@deltasigmatheta.org
South Atlantic	South Atlantic Regional Representative South Atlantic Regional Director	southatlanticrr@deltasigmatheta.org southatlanticrd@deltasigmatheta.org
Southern	Southern Regional Representative Southern Regional Director	southernrr@deltasigmatheta.org southernrd@deltasigmatheta.org
Southwest	Southwest Regional Representative Southwest Regional Director	southwestrr@deltasigmatheta.org southwestrd@deltasigmatheta.org



Step 2: Submit the completed GPA Compliance Report Form to National Headquarters.

NOTE: The primary advisor shall complete and forward this form to the regional representative, regional director (cc), and National Headquarters, no later than fifteen (15) days following the end of each grading period including summer sessions.

The chapter's compliance status is in the Member Portals. This allows the chapter to view what items have been submitted and are outstanding. However, **it is the responsibility of the regional director to communicate the chapter's compliance status.** (See the Management Systems section for information on accessing the Red Zone.)

If a chapter has questions regarding its **compliance** requirements, the chapter should email or contact its **regional director**. Chapter corporate accountability is the responsibility of each chapter, the chapter officers, and the members.

“Any chapter failing to remit the required fees, reports, and forms shall be inactive immediately, and shall not proceed with the chapter's programs or Membership Intake until all corporate requirements are met and the regional director declares that the chapter is in compliance.”

As a reminder for chapter presidents and members, the chapter president should announce the chapter's compliance status at the beginning of each chapter year or the first chapter meeting. If the chapter president does not announce this, the chapter members should ask. An informed member is the best member. Everyone should take responsibility for knowing the chapter's corporate compliance status.

Systems Management

Several systems are operated to support online chapter management operations. The Member Portals (Members.dstonline.org and RedZone.dstonline.org) are web-based tools designed for Delta Sigma Theta Sorority, Inc. that allows chapter officers to perform chapter management operations. Due to the interactive processes utilized within the Red Zone, chapter officers will be required to access the system weekly at a minimum.

The following officers/positions have access to the Member Portals:

- Chapter president
- Vice president(s)
- Treasurer
- Financial secretary
- Assistant treasurer
- Assistant financial secretary



- Internal Audit chair

The primary advisor for collegiate chapters will have “view only” access. If a member does not have access, she will receive an "access is denied" message.

Chapter officers can access the following functions:

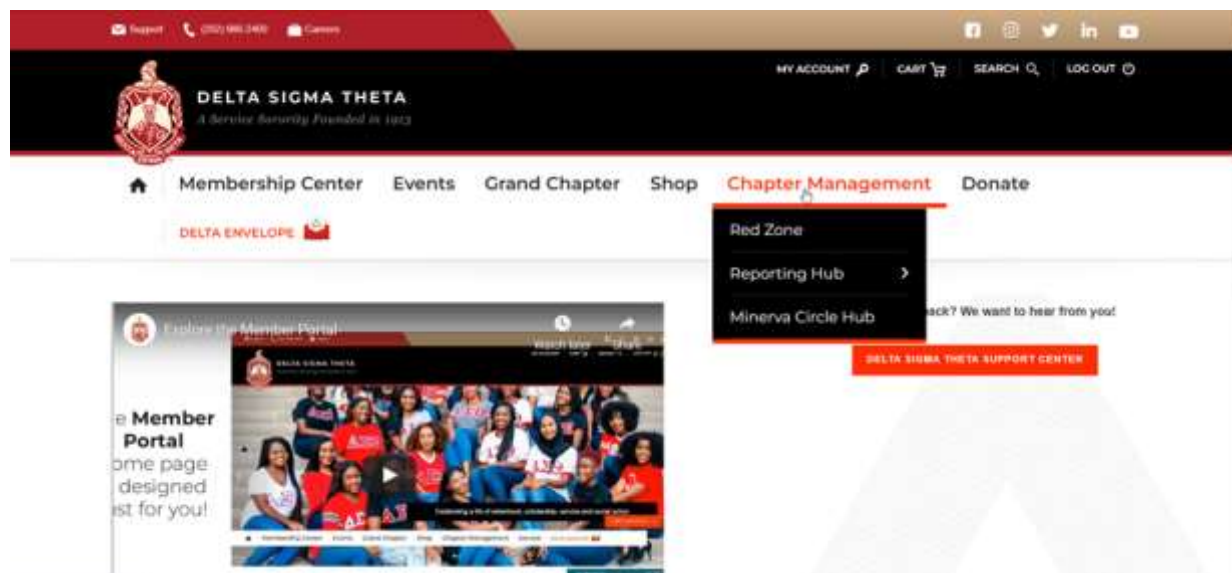
- Submit dues
- Submit 25/50-year honorees
- Submit deceased members
- Manage Membership Intake
- Complete compliance actions
- Obtain system reports
- Membership management

A newly elected president, needs to know how to navigate the Red Zone. The immediate past president, regional director, or her designee, or advisor for collegiate chapters, should assist in navigating the Red Zone. If none of them is available, assistance should be requested from the regional member of the National Scholarship and Standards Committee.

Authorized Users should NOT grant access to any other persons.

Note for Collegiate Chapters: Once the primary advisor has been approved by the regional director, the advisor’s record will be updated. Within 24 hours, the advisor will have appropriate access to the Member Portals.

Members who are granted access to the Red Zone can access the Red Zone at redzone.dstonline.org. The Red Zone can also be accessed through the *Member Portal*. Selecting *Chapter Management* will provide a dropdown to the Red Zone page link. See the screenshots below. Remember, you must have login permission to the Red Zone to successfully access the site.





The screenshot shows the 'the red zone' web application interface. At the top, the logo 'the red zone' is displayed. Below it is a navigation bar with the following menu items: Task Center, Compliance, Member Management, Membership Intake, Advisor Management, and Request Help. A red banner below the navigation bar reads 'Task Center > Snapshot'. Below this banner is a dropdown menu showing 'Omicron Gamma (0669)'. The main content area is divided into two columns. The left column has a red header 'Welcome to The Red Zone' and contains the following text: 'The Red Zone is a proprietary system developed exclusively for the leaders of Delta Sigma Theta Sorority, Inc. Use of this system is limited to purposes of chapter/regional management only. If you experience problems, the Help Desk is available 8:30 a.m. - 5:30 p.m. ET (M-F). You may select the Request Help tab to submit an email to request assistance.' The right column has a red header 'Announcements' and contains the text 'None.' Below this is another red header 'Financial Compliance' and the text 'The Annual Internal Audit and Annual Financial Report requirements have been met.'



Rules of Order Form

All chapters shall be governed by Grand Chapter and shall promulgate rules of order and policies and procedures to be submitted to the chapter's regional member of the National Scholarship and Standards Committee for review, approval, and compliance on an annual basis. Amendments by two-thirds (2/3) vote of the chapter members present and voting, not submitted before the annual review, must be discussed with your regional members of National Scholarship and Standards Committee.

- **The rules of order form** is a pdf fillable form and is available in the Member Portal. (Only use this form in submitting the chapter's rules of order.)
- **The rules of order form** displays all the officers, positions, and committees that **all** chapters must have to conduct the business of Delta Sigma Theta Sorority, Inc.
- **The rules of order form** also allows the chapter to define which member will represent them at major events/activities (i.e., national convention, regional conference, Delta Days, state clusters, etc.).
- If the chapter has made changes to its policies and procedures, the chapter must submit both the rules of order form and policies and procedures.
- If the chapter needs additional clarity regarding the rules of order form, contact the chapter's regional member, National Scholarship and Standards Committee.

Each year the rules of order form **MUST** be submitted by June 30th.

Rules of Order Form Preparation and Process Tips

- The chapter rules of order form is used to provide a snapshot of the chapter structure. The rules of order form includes information regarding:
 - Chapter structure
 - Meeting dates
 - Required percentage for a quorum
 - Appointed and elected positions
 - Amount of local chapter dues
 - Standing, special and other committees
 - Month for election and installation of officers
 - Selection of voting and alternate delegates, and other representatives.
- A chapter approval process shall be established as a guide to approve the policies and procedures, including but not limited to:
 - Timeline for submission of recommended changes; and
 - How recommended changes are presented to the Executive Board and the chapter.
- Provide a timeline for chapter members to submit recommended changes to the policies and procedures committee;
- Submit changes to the Executive Board for review;
- Thirty (30) days before review, submit changes to the chapter for approval by a two-thirds (2/3) vote of the chapter membership present and voting; prior 10-day notice of vote must be given;



- Submit **unsigned copies** of the latest version of the rules of order form in its original **pdf fillable format** to the regional member of the National Scholarship and Standards Committee for review and approval (please do not convert the file to a different format or send hard copies in the US postal mail);
- Regional member of the National Scholarship and Standards Committee responds to the chapter with revisions, changes, or approval within the stated timeline;
- Regional member of the National Scholarship and Standards Committee submits the chapter's rules of order form to National Headquarters, **the regional director**, and the **regional representative** after approval; and
- Rules of order and/or policies and procedures may be implemented **only following** regional member of the National Scholarship and Standards Committee approval.

Policies and Procedures

The chapter policies and procedures document is a chapter-specific document that provides information on chapter functioning and guidance for working effectively, solving problems, making operational decisions, and maintaining controls. A chapter's policies and procedures document **shall not** contradict any information in Grand Chapter *Constitution and Bylaws*. It **shall not** contain language that contradicts National policies contained in the Chapter Management Handbook, Protocol and Traditions Manual, Fiscal Officers Manual, Internal Audit Manual, Delta Technology Guidelines, *Robert's Rules of Order, Newly Revised*, or any other governing document, administrative tool, and resource.

Chapter Policies and Procedures

The list outlines the benefits and usage of the document:

- Allow chapters to meet compliance requirements;
- Provide the rules for the organizational and operational structure of the chapter;
- Provide rules for fiscal operation of the chapter;
- Describe the leadership and committees, and defines their roles and responsibilities;
- Are specific to the needs of the chapter identified by its membership;
- Contain the rules by and through which the chapter conducts its business;
- Require written prior notice of review of changes and ten (10) day notice and a two-thirds (2/3) vote of the membership present and voting to be amended; and
- Must be submitted for approval to the regional member of the National Scholarship and Standards Committee whenever a change is made (when there are no changes the National Scholarship and Standards Committee regional member should be alerted).

NOTE: Newly adopted amendments to the *Constitution and Bylaws* will be incorporated as applicable in the policies and procedures template.



Policies and procedures Preparation and Process Tips

- Establish a chapter approval process to be used as a guide for the policies and procedures committee, to include but not limited to:
 - Timeline for submission of recommended changes; and
 - How recommended changes are presented to the Executive Board and the chapter.
- Provide a timeline for chapter members to submit recommended changes to the policies and procedures committee;
- Submit changes to the Executive Board for review;
- Submit changes to the chapter for approval by a two-thirds (2/3) vote of the chapter membership present and voting; prior 10-day notice of vote must be given; and
 - Submit **unsigned** copies in **Microsoft Word format** to the regional member of the National Scholarship and Standards Committee for review and approval.
 - Regional member of the National Scholarship and Standards Committee responds to the chapter with revisions, changes, or approval within the stated timeline;
 - Regional member of the National Scholarship and Standards Committee submits the chapter's policies and procedures to National Headquarters, the regional director, and the regional representative after approval; and
 - Rules of order and/or policies and procedures may be implemented **only following regional member** of the National Scholarship and Standards Committee approval.

Process and Procedures Approval Timeline

Submit the chapter Policies and Procedures and Rules of Order Form to the regional member of the National Scholarship and the National Scholarship and Standards Committee by the June 30th deadline.

The Chapter policies and procedures will be returned to the chapter as follows:

- **Non-Convention Year:** Within 90 days.
- **Convention Year:** Within 120 days.

If a chapter **must make** corrections/changes, **the chapter has 30 days within which to make the corrections/changes, and then resubmit** the policies and procedures to the regional member of the National Scholarship and Standards Committee.

Sample Preparation Timetable

July – August

- Policies and Procedures chair appointed by the chapter president.
- Chapter members volunteer for/appointed to the policies and procedures committee.

**September – November**

- The policies and procedures committee convenes to review current rules of order form, policies and procedures, chapter minutes, and any policy changes from Grand Chapter.
- The policies and procedures committee educates chapter members on policies and procedures and rules of order content and timeline.
- The policies and procedures committee invites chapter members to submit proposed changes on the proposed amendment form (if applicable) and indicates a timeline.

November – January

- The policies and procedures committee meets to review and prepare all proposed amendments.

February - March

- The policies and procedures committee reviews and discusses proposed amendments at the executive board meeting.
- The policies and procedures committee reviews and discusses proposed amendments at chapter meeting.

April – May

- The policies and procedures committee follows the process for review and chapter approval as described in the policies and procedures.
- The chapter is given written prior notice for review and then approves by a two-thirds (2/3) vote at the chapter meeting.

June

- The president and/or policies and procedures committee submit the rules of order form annually by June 30th.
- The president and/or policies and procedures committee submit policies and procedures if changed, by June 30th.

The rules of order form and the policies and procedures are submitted to the regional member of the National Scholarship and Standards Committee by the June 30th deadline.

SPECIAL NOTICE: The regional member of the National Scholarship and Standards Committee encourages conference calls, when needed, with the chapter president and/or chair of the policies and procedures committee to review and discuss the policies and procedures and/or rules of order form before sending the approval form.



Attendance at National Convention and Regional Conference

The national convention and regional conferences provide members with an excellent opportunity to (1) learn the business of Delta Sigma Theta Sorority, Inc., and (2) meet and network with members from other chapters.

It is only in national convention or a special call meeting of Grand Chapter that Grand Chapter assembles. Grand Chapter assembles in national convention at regular intervals. The regional conferences are held in alternate years of the national convention. Each chapter must be represented by one official voting delegate at the national convention and the regional conference.

In Delta Sigma Theta Sorority, Inc., voting at the national convention and regional conference shall be based on one vote for each chapter seated.

Requests for Excused Absence from National Convention and Regional Conference

Any chapter that will not be represented at a national convention or regional conference must complete a Request Form for Excused Absence from the national convention/regional conference.

Steps for Excused Absence

Step 1: The chapter completes the **Request Form for Excused Absence from National Convention/Regional Conference** in the Members Only Portal and submits it via email to National Headquarters.

Step 2: National Headquarters forwards the form to the regional director for her approval or disapproval.

Step 3: After the regional director's assessment, the request is then forwarded to the National Secretary for final action.

Step 4: **The National Secretary will notify the** chapter president of her decision and will forward a copy to National Headquarters.

Special Dispensation

Chapters with less than the required minimum membership will be in **special dispensation** status. Chapters requiring special dispensation no longer need to request the status. Special dispensation status will be displayed on the Compliance Dashboard in the Member Portal. If you require assistance with special dispensation, please contact your regional director or email compliance@deltasigmatheta.org.



REMEMBER

Your chapter may be small, but that does not mean your chapter cannot contribute to the greater good of Delta Sigma Theta Sorority, Inc. and/or your campus/community.

Make sure your chapter is of one accord and plan programs and events feasible for your chapter size and member availability.

Operating Under Special Dispensation

Collegiate Special Dispensation

Collegiate chapters under special dispensation (less than seven (7) members) must fulfill the designated roles as outlined in the chart below:

Number of Members	Audit	Nominating	Officers/Elected Positions
1*	Audit chair of a nearby alumnae chapter	Advisor/nearby alumnae member	President
2	Audit chair of a nearby alumnae chapter	Advisor/nearby alumnae member	President, Secretary/Treasurer (same member)
3	Audit chair of a nearby alumnae chapter	Advisor/nearby alumnae member	President, Secretary (Recording/Corresponding/Financial), Treasurer
4	N/A	Advisor/nearby alumnae member	President, Secretary, Treasurer, and Audit chair
5	N/A	N/A	President, Secretary, Treasurer, Audit chair, and Nominating chair
6	N/A	N/A	President, Treasurer, Secretary (Recording/Corresponding), Financial Secretary, Audit chair, Nominating chair, and Elections



			chair (appointed by the chapter president only at the time of the elections)
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Alumnae Special Dispensation

Alumnae chapters under special dispensation (less than 12 members) must fulfill the designated roles as outlined in the chart below:

Number of Members	Audit	Nominating	Officers/Elected Positions
1*	Refer to Regional Director	Refer to Regional Director	President
2	Refer to Regional Director	Refer to Regional Director	President, Secretary/Treasurer (same member)
3	Refer to Regional Director	Refer to Regional Director	President, Secretary (Recording/Corresponding/Financial), Treasurer
4	Refer to Regional Director	Refer to Regional Director	President, Secretary, Treasurer, and Audit Chair
5	N/A	N/A	President, Secretary, Treasurer, Audit chair, and Nominating chair,
6	N/A	N/A	President, Treasurer, Secretary (Recording/Corresponding), Financial Secretary, Audit chair, Nominating chair, and Elections chair (appointed by the chapter president only at the time of the elections)

***The regional director shall designate two fiscal officers of an alumnae chapter to assist in the role of treasurer and financial secretary. The designated alumnae fiscal officers will not have signatory authority on the collegiate chapter's accounts.**



Record Retention and Destruction Policy

This policy is intended to provide guidance regarding the retention and destruction of records. This policy covers records incurred in the daily transaction of business, the documenting of events and history and all other records not governed by other Delta Sigma Theta Sorority, Inc. governing documents doctrine, such as membership intake-related documents.

Record Retention

- Records should always be stored in a secure location in cabinets, containers, or other airtight storage spaces that will preserve the quality of the records.
- Records containing confidential information, such as member records, financial data, and credit card information should be kept under lock and key or in a restricted area with limited access.
- Paper records should be scanned and converted to electronic records, whenever possible. Electronic records require less storage space and are readily accessible.
- Electronic records should be backed up to external drives (unless otherwise specified) to ensure a minimal loss of data in the event of hard drive failure, theft, or other loss of the original data.
- The recommended back-up timing is provided in the Record/Destruction Schedule found on the next page.
- The retention timeframe will depend on the record type. The timeframes will be re- evaluated yearly to determine if adjustments need to be made based on the format and need for each record type.

The table below provides guidance on the retention timeframe, storage medium, and destruction method. **RECORDS DESIGNATED AS PERMANENT SHOULD NOT BE DESTROYED.**

Records Management Matrix

Type of Records (Paper/Electronic)	Retention Timeframe	Medium	Convert to Electronic Record	Back-up of Electronic Records	Destruction Method
Financial Records (receipt logs, 990's, receipt books, check registers)					
*Bank Reconciliations	5 Years	Paper/ Electronic	Monthly	Weekly	Shred/Erase
*Bank Statements	5 Years	Paper/ Electronic	Monthly	Weekly	Shred/Erase
*Checks	5 Years	Paper	Monthly	Weekly	Shred
*Check Registers	5 Years	Paper	Monthly	Weekly	Shred
*Expense Purchases	5 Years	Paper	Monthly	Weekly	Shred
*Form 990	5 Years	Paper/ Electronic	Monthly	Weekly	Shred/Erase
*IAR-1 Form	5 Years	Electronic	Quarterly	Quarterly	Erase



*Receipt Logs	5 Years	Paper/ Electronic	Monthly	Weekly	Shred/Erase
*Receipt Books	5 Years	Paper	When Book is Completed	Monthly	Shred
*Vouchers	5 Years	Paper/ Electronic	Monthly	Weekly	Shred/Erase
*Year-end Financial Statements	7 Years	Paper/ Electronic	End of the Year	Yearly	Shred/Erase
Audit Reports	7 Years	Paper/ Electronic	Quarterly	Quarterly	Shred/Erase
Audit Work Papers	7 Years	Paper/ Electronic	Quarterly	Quarterly	Shred/Erase
Meeting minutes	Permanent	Paper/ Electronic	Monthly	Weekly	N/A
Member records	5 Years	Paper/ Electronic	Monthly	Weekly	Shred/Erase
Contracts and legal documents	4 Years after expiration	Paper/ Electronic	Upon Receipt	Weekly	Shred/Erase

Type of Records (Paper/Electronic)	Retention Timeframe	Medium	Convert to Electronic Record	Back-up of Electronic Records	Destruction Method
Membership Intake Documents					
Chapter Copies of documents	6 Months after Initiation	Paper	N/A	N/A	Shred
Training/Guidance Material	4 Years	Paper/ Electronic	Monthly	Quarterly	Shred/Erase
Original Application for Membership	4 Years, If Accepted	Paper	Monthly	Quarterly	Shred/Erase
Original Application for Membership	2 Years, If Rejected	Paper	Monthly	Quarterly	Shred/Erase
Correspondence	4 Years	Paper/ Electronic	Quarterly	Quarterly	Shred/Erase
Complaints	2 Years	Paper/ Electronic	Quarterly	Quarterly	Shred/Erase
Court Orders and Settlements	Permanent	Paper/ Electronic	Monthly	Monthly	N/A
Other					
Scholarship Information	5 Years	Paper	Yearly	Yearly	Shred
Chapter Rules of Order	Until Newly Revised and Approved	Paper/ Electronic	When Approved by Scholarship and Standards	Yearly	Shred/Erase



Chapter Policies and procedures	Until Newly Revised and Approved	Paper/ Electronic	When Approved by Scholarship and Standards	Yearly	Shred/Eraser
Chapter Records	Permanent	Electronic	Upon Approval	Yearly	N/A
Correspondence (actionable)	3 Years	Paper	Monthly	Monthly	Shred/Eraser
Correspondence (informational)	3 Years	Paper	N/A	N/A	Shred
Chapter Histories	Permanent	Paper	N/A	Monthly	N/A
Event Programs	5 Years	Paper	After Each Event	Monthly	Shred
Photographs	Permanent	Paper/ Electronic	After Each Event	Monthly	N/A

*Included in financial records

**If legal, retention based on the type

*** National Headquarter or regional director

Yearly Planning Calendar

Following the chapter's planning session and review of proposed activities, an annual chapter calendar of activities for the upcoming sorority year should be developed. A **sample** calendar is provided below.

Sample Planning Calendar

May/June/July/August

- Attend regional conference or national convention, as applicable;

Note: Chapters with less than the required number of members will observe the special dispensation status and should contact the regional director if they have any questions.

July 1 – September 30

- Dues Payable Period (includes Per Capita Fee)

September 1

- Second quarter internal audit report;
- Begin review of Grand Chapter *Constitution and Bylaws* changes;
- Begin review of chapter rules of order form;
- Begin review of the chapter's policies and procedures;
- Approve/update program planning for the year;



- Organize the chapter and the first chapter meeting of the year;
- Inventory and order all supplies;
- Review and prepare for Membership Intake Process (if intake is scheduled, include Delta Internal Development workshops to be submitted and approved by the regional director);
- Begin Delta public service programs;
- Submit Annual Review Acknowledgement Form (collegiate chapters only); and
- Submit GPA Compliance Report Form (collegiate chapters only);
 - The GPA Compliance Report Form is due at the end of each quarter/semester including the summer term.

September 30

- Annual Chapter Fees;
- National Corporate Fees;
- Regional Corporate Fees;
- Annual Chapter Liability Insurance; and
- Annual Chapter Bonding Insurance.

October

- Implement on-going activities;
- Continue Delta public service program;
- Implement programs/activities/initiatives; and
- Continue social action voter registration/mobilization activities.

November

- Continue Delta public service programs/activities/initiatives;
- Implement fundraising activities and chapter public service programs;
- Plan and/or implement sisterhood activities; and
- Implement social action voter mobilization and get-out-the-vote activities.

December

- Third quarter internal audit
- Continue Delta public service programs/activities/initiatives;
- Implement Grand Chapter's World AIDS Day programs and activities; and
- Plan for Delta Days in the Nation's Capital.

January

- Implement Founders Day Activities*;
- Conduct a mid-year review of chapter programs;



February

- Fourth quarter internal audit report;
- Annual Financial Report and Federal Income Tax Group Return Authorization
- Annual Internal Audit Report (IAR-1)
- External Audit/Review of Financial Statements (if applicable)
- 501(c) (3) Annual Registration Statement (if applicable)
- Continue Delta public service programs/activities/initiatives;
- Plan for regional conference or national convention representation;
- Plan National Sisterhood Month activities;

March

- Continue Delta public service programs/activities/initiatives;
- Implement National Sisterhood Month Activities.

April

- Evaluate chapter programs (collegiate only);
- Begin program planning for the next year;
- Elect and install officers (collegiate only);
- Conduct transition of officers meeting (collegiate only);
- Receive end-of-year reports from all committee chairs (collegiate only);
- Vote on chapter programs for next year (collegiate only);
- Vote on a budget for next year (collegiate only); and
- Select delegate(s) to national convention or regional conference.

May

- Implement May Week activities (if the chapter has May Week);
- Elect officers;
- Receive end-of-year reports from all committee chairs (alumnae);
- Vote on chapter programs for next year (alumnae);
- Vote on a budget for next year (alumnae); and
- Attend regional conference, if applicable.

June

- First quarter internal audit report;
- Install officers (alumnae);
- Conduct transition of officers meeting (alumnae);
- Attend regional conference, if applicable;
- Annual Report of Chapter Officers (AROCO) – due June 30;
- Submit Compliance Demographics information (Red Zone — due June 30);



- Update chapter contact information – due June 30;
- Reporting hub in the member portal – due June 30;
- Advisor management – due June 30;
- Submit an advisor application in the member portal – due June 30; and
- Rules of order and policies and procedures – due June 30.

June - August

- Attend the regional conference or national convention (the national convention is held in alternate years of the regional conference), if applicable; and
- Continue the transition of officers.

***NOTE: Founders Day Activities may extend from January 1st through March 31st.**

Transition of Officers

Chapter Transition

After new officers, committee chairs, and committee members have been elected or appointed, there must be a transition meeting between all the outgoing and incoming members. This transition meeting should occur before the new officers, committee chairs, and members assume their offices or positions on July 1. However, collegiate officers will assume their offices immediately after being elected.

This transition is designed to:

- Acquaint the new officers, committee elected and appointed chairs, and members with rules, regulations, procedures, and managerial tasks;
- Enable them to obtain a basic knowledge of principles, operations, and conceptual framework; and
- Assist them in obtaining a thorough knowledge of the functions and business aspects related to the office/position and other routines.

The members elected should know the fundamentals of Delta Sigma Theta Sorority, Inc. However, the transition phase gives time to further deepen and sharpen the knowledge of Delta Sigma Theta Sorority, Inc. and offers limited time to work along with the outgoing members on matters (1) germane to continuity and (2) those that require immediate attention.

The transition checklist should enable a thorough and smooth transition by bringing attention to pertinent areas. It focuses on:

- Outstanding requests that need to be addressed;
- Pending problems that need to be resolved;
- Priorities underway that should be continued;



- Important dates and commitments made (indicate if tentative or firm), contact person(s), and contact information;
- Files and correspondence that are to be turned over to the incoming officers;
- Copies of budget, records, and reports submitted to National Headquarters during the past year(s);
- All financial records, including but not limited to ledgers, journals, bank deposit tickets, deposits, evidence of investments, properties owned, canceled checks, bank statements, receipt books, check register, the listing of payable and receivable accounts, audit reports, and any other financial statements (for chapters);
- New bank signature cards must be completed and provided to the chapter's banking institution(s) within ten (10) business days of officer installation or appointment of fiscal officer(s);
- Recommendations or suggestions that would provide improvement;
- Basic equipment purchased or rented that should be transferred to the incoming officers; and
- Review of past year's calendar of activities and suggestions for the upcoming year.

Training beyond that given during the initial transition meeting should be encouraged, i.e., workshops and webinar attendance; acquisition of the administrative resources and tools, Grand Chapter *Constitution and Bylaws*, Delta's history, heritage, and traditions; reporting and record-keeping responsibilities; national priorities; and financial information and training.

Transition Meeting

- Persons **required** to attend the transition meeting:
 - All outgoing and incoming elected officers
 - All outgoing and incoming appointed positions
 - All outgoing and incoming chairpersons
 - Chapter advisor and all Chapter advisory council members (if applicable)
- At this meeting, the Transition Checklist, and all records (including all audited financial records and the chapter checkbook) must be turned over to the incoming members.
- Copies of all administrative resources and tools should be turned over immediately to the newly elected president.
- Chapter officers must be reminded to:
 - Immediately change the signatures on the bank cards (president, treasurer, and financial secretary);
 - Plan chapter meetings;
 - Always coordinate with the advisor concerning meetings (collegiate chapters);
 - Hold Executive Board meetings before the regular chapter meetings;
 - Review governing documents for role responsibilities;
 - Use *Robert's Rules of Order, Newly Revised* to conduct meetings; and
 - Designate a regular meeting place.

The goals are to give the guidance and assistance necessary to enable the officers to perform well and on their own. It is expected that the officers' proficiency levels will be elevated so that the skills acquired can be taught to other chapter members.



Responsibilities of Outgoing and Incoming Officers

The period between election and assumption of duties for the new officers is the perfect time for collaborative efforts between incoming and outgoing officers. This time offers the opportunity for the outgoing officer to share typical tasks associated with their office and highlights of their administration. This also is a positive way to provide continuity in chapter administrative and program activities.

The outgoing officer has the sole responsibility of closing out all chapter requirements for compliance and submitting all paperwork to National Headquarters for the year.

The incoming officer is a participant in all chapter-related administrative activities. She shall be attentive and open to actively observing administrative activities during this transition period.



Transition Roles and Responsibility Matrix

Remember

The “Transition Checklist” must be completed by all outgoing officers, elected positions, committee chairs, and committee members

Typical End-of-Year Chapter Activities following Elections	Outgoing (President)	Incoming (President)
Day of Election (April or May)	Presiding at Meeting	
First Executive Board Meeting following Election of Officers	Presiding at Meeting	Attends as an observer; views the process of determining the agenda for the meeting.
Last chapter meeting (May or June)	Presides at the opening of the meeting; after installation, sits with the chapter members	Attends meetings; participates in Installation of Officers Ceremony; closes the meeting after installation; assumes duties per <i>Constitution and Bylaws</i> .
Installation of Officers Ceremony (May or June; ALL chapter elected officers and positions are to be INSTALLED)	Identifies presiding officer for installation ceremony in accordance with the <i>Ritual</i> ; after installation of new officers, remains responsible for all chapter compliance reports; continues to authorize and sign checks – openly sharing this information with the newly installed president; continues to call meetings of Executive Board to transition and complete all paperwork.	Participates in installation ceremony in accordance with the <i>Ritual</i> ; following installation, the newly installed president makes a speech and closes meeting; works with outgoing officer during the transition month (May or June); observes outgoing president as she authorizes, and signs checks through the end of outgoing officer’s term (May or June); becomes familiar with financial policies and procedures as well as chapter budget.



Typical End-of-Year Chapter Activities following Elections	Outgoing Officer (President)	Incoming Officer (President)
Financial transactions at the last chapter meeting of the year	Works with the fiscal officers to ensure that financial responsibilities are maintained; assists in scheduling time for the treasurers to meet separately; makes certain the outgoing treasurer escorts the incoming treasurer to the bank for introductions.	The incoming president and incoming fiscal officers view processes; work with the outgoing officer to ensure that the incoming treasurer goes with the outgoing treasurer to the bank for introductions.
Chapter Compliance Reports	Compiles the reports and provides copies for review by the incoming officer.	Observes and works with the outgoing officer to complete reports.
Financial Reports	<p>Primary responsibility for completion along with outgoing treasurer.</p> <p>Ensures that all fiscal officers follow the fiscal officers' transition guidelines stated in the latest Fiscal Officers Manual.</p>	Observes and works with the outgoing officer to complete reports; makes sure that the incoming treasurer works with the outgoing treasurer.
Transition Meeting	Arranges the meeting with all outgoing officers and committee chairs; sets agenda; last time to authorize and sign checks, etc.; arranges for bank signature cards to be signed and all books/documents to be given to incoming officers before or during the transition meeting; completes the transition checklist.	Attends meetings; (the installed the president has begun to make chair appointments to committees;) invites newly installed elected and appointed officers, and committee chairs to attend transition meetings; observes the authorization and signing of all checks by the outgoing president; signs bank signature cards along with incoming fiscal officers.



Access to Red Zone; Submission of Report of Chapter Officers	The final action in the Red Zone occurs before/during the transition with the incoming officer.	Views process; receives all codes.
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NOTE: The timeline will be slightly different from collegiate chapters as the officers, positions, and chairpersons assume their roles immediately upon election or appointment.



Section XI: Chapter Programming

Chapter Programming

The chapter president is accountable for the chapter's annual program; however, she may choose to assign that responsibility to the chapter vice president, or a separate committee based on the size and structure of the chapter. This section provides a framework for building a strong chapter program.

Principles of Planning

Plans should be based on facts concerning past and present national and community conditions and predictions of the future. Facts lend stability to plans. Plans should be based on clearly defined objectives and goals. These plans help a chapter focus on the most important needs. People are more willing to accept and execute plans which they have helped develop. Plans should be ambitious, yet realistic. They must, however, be within the realm of possibility from the standpoint of available time, money, members, and facilities. Plans should be flexible. They must permit adjustments to meet any unpredictable changes in conditions or needs. Plans should be clearly and simply stated, so that everyone involved in carrying them out knows what is to be done, when it is to be done, and by whom it will be done.

Program Planning

Delta Sigma Theta Sorority, Inc. performs public service through the Five-Point Programmatic Thrust. Programs may also support the biennial theme adopted by Grand Chapter. The collegiate advisor or alumnae chapter president must assist the chapter in planning a program of activities in pursuit of long-range and short-range goals. The chapter must have viable goals beyond membership intake. If there is a need for special help in programming, contact the regional director and/or regional representative. Involvement in program planning provides an opportunity for members to grow and develop as individuals. Chapters may wish to work in collaboration with other groups (e.g., Red Cross, fraternities and other sororities, and other independent groups) in carrying out programs to address community needs.

The collegiate advisor should assist the collegiate chapter in planning its annual program of activities. She should give guidance on how to evaluate past activities and how to apply that information to plan a program for future activities. The chapter may elect an annual planning session at the end of a fiscal year from which they should develop activities for the coming fiscal year.



Steps in the Program Planning Process

Below are the steps to build an effective chapter program:

1. **Assess the community**

- Vital statistics (i.e., population, number of persons by race, special industries)
- Politics of the community
- Number and kinds of Black businesses
- Other organizations or prospective networks serving the area
- Community leaders

2. **Assess community needs**

- Areas of community needs
- Community needs serviced by other groups
- Needs that the chapter cannot address

3. **Assess community resources**

- Available space (free or at minimal cost)
- National organizations with local offices
- Libraries
- Government agencies
- Media sources
- Social service agencies

4. **Assess the chapter**

- Goals and objectives of the chapter for the year
- Size
- Number of active, working members
- Capabilities of chapter members
- Occupations and interests of chapter members
- Programs in which the members are interested
- Chapter's preferred method of fundraising (internal, external, or combination)

5. **Assess the feasibility of planning joint programs with others (Working with other Delta chapters or other organizations)**

- Sharing resources
- Sharing woman power
- Ability to reach a wider audience
- Strengthening Delta sisterhood

6. **Develop a framework for planning activities**

- Decide for each proposed activity/event
 - Why are we doing this?
 - What value does this have to the chapter or community?



- What skills, ideas, and techniques are needed to make the program effective?
 - Do programs and their implementation reflect the basic ideals of the Sorority?
 - What resources are available for implementation?
 - Should this be a long-range or short-range program?
 - Select activities/events that cover a broad range of interests and have a good likelihood of success. Do not be afraid to try something new and different.
7. **Create a chapter calendar that lists all chapter activities each month.**
- Look for dates/events that overlap and months with too little or too much activity.
8. **Create evaluation mechanisms**
- Develop performance measures for evaluation:
 - Did the activity provide a service to the community as planned by the committee?
 - What benefit/impact did the activity have on the community?
 - Did the community need the provided service?
 - How many people attended the activity?
 - Was the activity held at a convenient time and place for the community?
9. **Were success measures met?** (i.e., money raised, service provided, level of community service)
- Survey program/event participants
 - Survey chapter on how well programs/activities were carried out
10. **Develop a set of recommendations based on evaluations**
- Should the activity be continued/repeated?
 - If yes, why? If not, why not?
 - If yes, what facets of the project should be improved, deleted, added, or changed?

The activities proposed by the committee following the program planning session should be reviewed to determine if they are consistent with the chapter's mission, goals, program theme, and Delta's programmatic thrusts. The Chapter Demographics Reporting Form provides a comprehensive means for evaluating programs. The Chapter Demographics Reporting Form should be completed at each activity's end.



Program Planning and Development

Chapters of Delta Sigma Theta Sorority, Inc. are expected to plan and must show evidence of programming that supports the Five-Point Programmatic Thrust of the Sorority:

- Economic Development
- Educational Development
- International Awareness and Involvement
- Physical and Mental Health
- Political Awareness and Involvement

NOTE: The thrusts, *except* for Political Awareness and Involvement, can be standing committees or subcommittees of Program Planning and Development.

NOTE: Social action in support of Political Awareness and Involvement.

Also, chapters may incorporate programming in support of the two national commissions: (1) National Arts and Letters Commission and (2) National Social Action Commission.

NOTE: Local chapters may utilize all the same titles listed above as committee names. However, the usage of the word “commission” is reserved for committees on the national level only.

Each elected International President and Chair, National Board of Directors of the Sorority may develop signature programming during her tenure in office. This signature programming is usually introduced to Grand Chapter shortly after the election and implemented by the chapters thereafter.

Once a International President’s tenure of office is complete, as with all programming, the chapter should survey the needs of the community they serve to determine if the program(s) should continue. The ideal chapter in Delta Sigma Theta Sorority, Inc. keeps its programming relevant, current, accessible, and closely in line with the national initiatives of the Sorority.



Section XII: Chapter Meetings

Chapter Meetings

Effective and efficient management of a chapter is key to its success. The officers of the chapter must reflect courteous, efficient, and informed leadership always. Delta Sigma Theta Sorority, Inc. has developed several administrative tools to assist chapter officers in the governance of their chapter and to provide the authority for certain decisions. In an effectively managed chapter, both members and chapter officers fulfill their responsibility to the chapter.

- Chapter members, and for collegiate chapters the advisor(s), shall be notified of all regular meetings.
- To the extent possible, members shall be apprised of the meeting agenda.
- The advisor must attend each meeting of the collegiate chapter, i.e., regular, special, called, executive board, executive committee, and committee.

Preparation for Chapter Meeting

Adequate preparation by the presiding officer (usually the president) will expedite the business, keep members interested and alert, and stimulate the drive to achieve the objectives for which the organization was founded.

Officers shall plan for all meetings. This includes:

- Securing a place that is comfortable and accessible for the meeting;
- Establishing a meeting agenda; and,
- Giving notice to the members and, for collegiate chapters, the advisor(s).

The chapter's executive board should meet before the regular meeting to determine issues to be brought before the chapter.

It is the responsibility of the president to:

- Familiarize herself with the chapter's rules of order form and policies and procedures;
- Read and understand the Chapter Management Handbook, the Official Ritual of Grand Chapter of Delta Sigma Theta Sorority, Inc., and the Delta Sigma Theta Sorority, Inc. Protocol and Traditions Manual and all other governing documents and administrative tools and resources;
- Review the glossary of parliamentary terms and correct usage of those terms;
- Review the minutes of the previous meeting to determine which items were continued or deferred for later action;
- Contact officers and committee chairpersons to ascertain/confirm who will be prepared to report;
- Ask members to introduce new or necessary business, or to accept committee assignments when appointed;



- Encourage members preparing to introduce new matters to contact the president in advance, when possible;
- Encourage members making reports to be concise and to the point; provide copies for the chapter records; and
- Prepare an agenda with the Executive Board, which will itemize those specific matters which should be taken care of at the meeting.

Running an Effective Meeting

Have all meeting properties: Make sure that all properties are kept together and are brought to the meeting location at least thirty (30) minutes before the official start of the meeting.

Be on time and start on time: The presiding officer should arrive early to check the readiness of the meeting room and should begin the meeting promptly at the scheduled hour if a quorum is present.

Define goals and distribute agenda: Create a structure for your meeting. Make sure everyone understands the objectives by distributing an agenda for both Executive Board and regular chapter meetings.

Be organized/prepared: The presiding officer should have a detailed, well-prepared agenda and stick to it. She should be familiar with the bylaws' procedural rules, the standing rules, and the customs of the chapter and the parliamentary authority.

Allow members the opportunity to participate and to give input: The presiding officer should make sure everyone who wants to speak is heard. Get honest input.

Own your meeting, take charge: The presiding officer should "assign" the floor by recognizing those members who wish to speak and calling them by name if possible. Take charge and make it clear that you intend to keep the meeting timely, useful, and relevant; however, always be sisterly and professional.

Be impartial: The presiding officer should impartially call on members wishing to speak. She should allow members on both sides of an issue to speak, calling the opposing sides of the motion alternately if possible.

Be composed: The presiding officer should remain calm and objective, keeping the meeting moving. A sense of humor and a smile can often save the day.

Be precise: The presiding officer should always restate the motion before taking a vote. After taking the vote, she announces the result of the vote by interpreting the action taken.

Be focused: The presiding officer should not allow irrelevant discussion. Restate the question and, if necessary, directly request the member to "confine her remarks to the pending question."

Be temperate: The presiding officer should use the gavel sparingly, tapping it once to open and close the meeting. Always remember that informality should not equate with chaos.

Close with an action plan: Make sure everyone leaves knowing the next steps. Create action plans for the agenda.



Sample Chapter Meeting Agenda

Delta Sigma Theta Sorority, Inc.
 Chapter Name _____
 Chapter Meeting _____
 Virtual ___ In Person ___ Hybrid ___
 Date: _____
 Time: _____

- Quorum
- Adoption of Agenda
- Approval of Minutes
- Officers Report (5 minutes)
- President’s Message
- 1st Vice President Welcome and Membership Updates
- 2nd Vice President Program Planning and Development
- Corresponding Secretary
- Financial Reports:
 - Financial Secretary
 - Treasurer
- Committee Reports
 - Committee (add committee name)
 - Committee (add committee name)
- Unfinished Business
- New Business
- Educational Moment
 - Committee (add committee name)
- Informational Reports (3:30 minutes each)
 - Committee
 - Committee
- Announcements (1 minute each)
- Next Chapter Meeting

Note: If the meeting is virtual or hybrid, advise sorors to please remain on mute for the duration of the meeting unless asked to unmute and speak.

When preparing a new agenda for each meeting, the president should review the minutes of the previous meeting. The agenda should be completed before the meeting.



Sample Executive Board Meeting Agenda

Delta Sigma Theta Sorority, Inc.
 Chapter Name
 Executive Board Meeting
 Virtual___ In Person___ Hybrid___
 Date: _____
 Time: _____

Call to Order
 Meditation
 Attendance
 Adoption of Agenda
 Approval of Minutes
 Officers Report (5 minutes)
 President’s Message
 1st Vice President Welcome and Membership Updates
 2nd Vice President Program Planning and Development
 Corresponding Secretary
 Financial Reports:
 Financial Secretary
 Treasurer
 Committee Reports
 Committee (add committee name)
 Committee (add committee name)
 Set Agenda for Chapter Meeting
 Unfinished Business
 New Business
 Announcements

Note: If the meeting is virtual, advise sorors to please remain on mute for the duration of the meeting unless asked to unmute and speak.

Note: If the chapter meeting is virtual or hybrid, advise sorors of the location (e.g., Zoom) and provide necessary meeting identification (ID) and passcode.

When preparing a new agenda for each meeting, the president should review the minutes of the previous meeting. The agenda should be completed before the meeting.



Quorum

A **quorum** is the minimum number of members who must be present at the meeting for business to be validly transacted. It must be stated as a percentage (%) **not less than 25%**. The quorum refers to the number of members present, not to the number of members voting on a particular question.

A quorum set too low allows a limited number of members to make decisions for the chapter. If the quorum is set too high, decisions are not made because there will never be enough members present to meet the quorum.

In Delta Sigma Theta Sorority, Inc., the quorum is stated as a percentage.

- The quorum is listed in the chapter’s rules of order form and policies and procedures.
- The quorum for all meetings (chapter meetings, executive board, executive committee, and called meetings) should be the same.
 - Committee chairs will monitor the actual number of participating committee members to know if a quorum has been obtained.
- Whenever a majority vote, a two-thirds (2/3) vote, or any other basis for a decision, is needed, a quorum is present.
- In the event a quorum is not present before the beginning of the meeting, any business transacted is invalid.
 - The exception is that the chapter may move the following motions:
 - fix the time to which to adjourn;
 - Adjourn;
 - Recess;
 - take measures to obtain a quorum; or
 - present reports for information only.

How to Conduct the Chapter Meeting

Conducting an orderly meeting is the responsibility of the presiding officer. Therefore, the presiding officer should make full use of all Delta Sigma Theta Sorority, Inc. documents including Grand Chapter’s *Constitution and Bylaws*, *Robert’s Rules of Order*, Newly Revised, chapter rules of order, chapter policies and procedures and all other administrative resources and tools. This includes the Chapter Management Handbook, Ritual, and Protocol and Traditions Manual.

The presiding officer should:

- Ensure order throughout the meeting.
- Practice effective communication.
- Be courteous and firm in enforcing decorum.
- Be impersonal.
 - It is the “Chair,” not “I” who rules, recognizes, appoints, etc.
 - It is the member or soror, the committee chair, the secretary, the treasurer, not “Deborah” or “Eula,” who moves, reports, reads the minutes, etc.



- Never permit members to indulge in personalities or name-calling. Call them to order immediately, if they do.
- Be objective. If partisan views are to be stated by the presiding officer, she must leave the chair and return to it only after the question has been settled.
- Be impartial in conducting a debate. Make every effort to give both sides the same opportunity to present their views.
- Permit relevant discussion only. Keep members' conversations on the question at issue.
- Make certain that amendments that are introduced are germane to the question.
- Be helpful to members in doubt of the proper procedure or correct motion to use.
- Answer members' questions as precisely as possible – calling on the parliamentarian for assistance, if necessary or desirable.
- State the question for a debatable motion.
 - "It has been moved and seconded that we (*state the motion*). Is there any discussion?"
- Proceed, immediately, to vote for an undebatable motion.
- Put the question forward.
 - "All in favor of the motion as stated . . . say "aye" or raise your vote card.
 - Those opposed say "nay," or raise their vote card.
 - Always take the supporting and opposing votes.
- Announce the result.
 - In a counted vote, always announce the results in numbers. Remember that a tie vote is a failed motion.
 - "With X ayes and Y nays. The motion to.... is adopted."
 - "With X ayes and Y nays. The motion to.... fails."
- Direct members on what to do.
 - To say aye or nay or raise their vote cards.
 - To stand or be seated.
 - To raise their hands or put them down.
- Vote with the members when the vote is by ballot (secret, electronic, etc.).
- Vote, if she wishes when there is a tie vote.
 - She understands that her vote will change the outcome. She uses good judgment and understands the climate of the chapter.
 - She is not required to vote.
 - In a roll call vote (some small and collegiate chapters use roll call), the president's name is called last.
- Consider a vote unanimous only after asking the members: "Is the vote unanimous?" Is there any objection to recording it as unanimous?" One objection, of course, will keep it from being unanimous.
- Do many things by general consent. Say:
 - "The minutes stand approved as read (or as corrected)."
 - "If there is no objection . . . the motion is withdrawn."
 - "If there is no further business . . . the meeting is adjourned."
 - "If there are no further nominations, the Chair declares the nominations closed."
- Ensure, with the custodian's help, that all ceremonial properties are in place for observance of the appropriate ritualistic ceremony.



NOTE: THE CHAPTER ADVISOR IS NOT A MEMBER OF THE COLLEGIATE CHAPTER AND, THEREFORE, IS NOT ENTITLED TO A VOTE DURING COLLEGIATE CHAPTER MEETINGS.

Rules Relating to the Transaction of Business

- A quorum must be present for the transaction of any chapter business to transpire. In Delta Sigma Theta Sorority, Inc. the quorum is written as a percentage (not less than 25%), and is stated in the chapter's rules of order form and policies and procedures.
- The agenda for the chapter meeting, Executive Board meeting, or call meeting must be adopted at the beginning of the meeting. Except for the called meeting, the adoption of the agenda should include any changes/amendments. The president may adopt the agenda by consent.
- Upon being recognized by the chair, any member may speak.
- Business is brought before the chapter by the motion of a member.
- A majority vote is more than half of the votes cast by members entitled to vote, excluding blanks, or abstentions at a properly called meeting. (*Constitution and Bylaws*)
- The presiding officer speaks of herself only in the third person—that is, she never uses the personal pronoun "I." The presiding officer should always refer to herself as "the chair" (e.g., "The chair rules....").
- Members must address only the chair or address each other through the chair. The proper method of addressing the chair is Soror Insert Last Name (e.g., Soror Jones, or Soror Insert Official Title (e.g., Soror President).
- Members may set a time limit on any one question. (Move to Limit or to Extend Limits of Debate. Its motion takes precedence over all debatable motions. It can be applied to any immediately pending debatable motion, to an entire series of pending debatable motions, or to any consecutive part of such a series beginning with the immediately pending question. This motion is out of order when another has the floor. It must be seconded. It is not debatable and requires a two-thirds (2/3) vote.)
- Members may vote to limit the number of times any member may speak to any motion. For example, a member may be limited to speaking only twice to a specified motion. (Move to Limit or to Extend Limits of Debate; same as above.)
- Members may set a time limit for each speaker. For example, a member may be limited to speaking for two or five minutes on any one issue. (Move to Limit or to Extend Limits of Debate; same as above.)
- Members may vote to end the debate immediately. (Move the Previous Question. This motion is used to bring the chapter to an immediate vote on one or more pending questions. It takes precedence over all debatable or amendable motions to which it is applied. It can be applied to any immediately pending debatable motion, to an entire series of pending debatable motions, or to any consecutive part of such a series beginning with the immediately pending question. This motion is out of order when another has the floor.



It must be seconded. It is not debatable and is not amendable. It requires a two-thirds (2/3 vote.)

- The president may have as much time for her report as needed to present matters of concern to the membership. The president's report should be included on the agenda.
- The president shall have the authority to invite speakers and to set time limits for the speaker. If the speakers are non-Deltas or if the subject matter is non-Delta related, then they must speak either before or at the end of the meeting.
- A time limit may be set by the president for reports of the officers. The time limits may be extended by a majority vote of the members present and voting.
- A time limit may be set by the president for reports of standing committee chairs and special ad hoc committee chairs. The time limit may be extended by a majority vote of the members present and voting.
- All committee reports requiring action by the members shall be presented in writing to the president and recording secretary. Proposed action suggested in reports shall be provided to the members for the chapter's approval. It is recommended that the proposed action suggested in reports be presented to the chapter in writing or projected on a screen during the meeting.
- It is not customary to make a motion to "receive" a communication or a committee report, which means only to permit or cause such a paper to be read. It should be noted that a motion "to receive" a communication after it has been read is meaningless and should therefore be avoided.
- All matters not covered by the governing documents, administrative tools, and resources shall be governed by the current edition of *Robert's Rules of Order, Newly Revised*.

Article IX Delta Sigma Theta Sorority, Inc. Constitution - All matters not covered by the Constitution and Bylaws of the Sorority shall be governed by the current edition of Robert's Rules of Order, Newly Revised. Provisions of the Bylaws does delegate promulgation of rules and procedures for certain Sorority activities to be reflected in the Chapter Management Handbook, Fiscal Officers Manual, Protocol and Traditions Manual, and Delta Technology Guidelines.

Note: Refreshments shall not be served during the meeting.

Following the chapter meeting, the president should receive and review the minutes and ensure that the minutes contain the following:

- The time and date of the meeting, where it was held, and what happened.
- Record of all members present.
- All agenda items (and other items) discussed, and all decisions reached, if action was agreed upon, record and underline the name of the member responsible for the assignment.
- The time at which the meeting ends (important because it may be significant later to know whether the discussion lasted 15 minutes or 3 hours).
- The date, time, and place of the next meeting.

All members should receive a copy of the minutes before the next meeting. This is critical when responsibilities have been given to committee members and deadlines for accomplishing said responsibilities have been agreed upon.



Conducting Committee Meetings

The major work of the chapter is accomplished through committees. The following guidelines are offered to the committee chairpersons:

- Read the chapter policies and procedures and the Chapter Management Handbook to determine specific committee responsibilities.
- Clarify all questions regarding delineated responsibilities with the chapter president.
- Ascertain from the president if there are additional undertakings the committee will be asked to assume.
- Meet with the co-chairperson of the committee, (if there is one), to discuss responsibilities, views, goals, and ideas the two of you have regarding the committee's activities.
- Include past chairperson(s), if appropriate, to provide additional information and suggestions, etc., if needed.
- Prepare clearly defined goals and objectives related to the committee's responsibilities.
- Schedule and call the first committee meeting. Contact all members who signed up for the committee.
- Review the responsibilities, objectives, and goals of the committee at the first meeting.
- Determine a date and time for subsequent committee meetings and reserve said date with the corresponding secretary, and the chapter program planning and development committee chair.
- Solicit volunteers to host subsequent committee meetings. Develop a list of meetings; hostesses, addresses, telephone numbers, email addresses, dates, and times and give to all committee members. Determine the best method of communicating with members.
- Develop ideas for committee projects. Be prepared to present the committee's program for the year at the Executive Board meeting. Written explanations of projects help others to understand and intelligently act upon the ideas proposed.
- Contact members who fail to attend two or more consecutive meetings to determine the cause of absence.
- Subsequent reports to chapter members should be for updating progress on ideas proposed or presenting new information only.
- Keep track of all monies spent; receipts must be attached to chapter vouchers.
- At the end of your term of assignment, submit all records to the new chairperson(s) and remain as a resource person for the new chairperson(s); and
- In consultation with the incoming committee chairperson(s), assist in the development of a budget request for the upcoming fiscal year.

Electronic Meetings

The National Board of Directors, chapters, and all regional and chapter committees and subcommittees shall be authorized to meet by telephone conference or through other electronic communication media so long as all members can simultaneously hear others and participate during the meeting.



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All communication may be sent electronically in accordance with Delta's Technology Guidelines. All meetings must start with Legal Acknowledgment.

Hybrid Meetings

A hybrid meeting is defined as a chapter meeting, committee meeting, or any other chapter event that combines both "live" in-person components with a "virtual" online component. The idea of allowing hybrid chapter meetings and events has been reviewed and chapters are permitted to use virtual meeting technology in addition to standard in-person meeting processes to conduct chapter meetings and chapter events. This "hybrid" meeting will utilize in-person chapter meeting guidelines as defined in the Chapter Management Handbook and the virtual meeting guidelines as defined in the [Virtual Meeting Guide](#). Please refer to the [Hybrid Meeting Guide](#) for required and prohibited activities and best practices for hosting hybrid chapter meetings and events.



Section XIII: Parliamentary Procedures

How a Motion is Brought to the Chapter

The three steps by which a motion is typically brought before the assembly are as follows:

1. A member **makes** the motion. (The words “I move that...” should be used rather than the words, “I want to make a motion.”)
2. Another member **seconds** the motion. (The words “I second the motion,” or “I second it,” or “Second” should be used.) There is no requirement that the name of the seconder be captured in the minutes; however, it is permissible to include the name of the seconder. (If the motion comes from a committee, a second is not required (*Robert’s Rules of Order, Newly Revised*)).
3. The chair **states the question on the motion**. When the chair has stated the question, the **motion is pending**, that is, “on the floor.” It is then open to debate.

If the chapter decides to do what a motion proposes, it **adopts** the motion, or the motion is **carried**. If the chapter decides against doing what the motion proposes, the motion is **lost**, or **rejected**.

NOTE: Under parliamentary procedure, discussion of any subject is permitted only regarding a pending motion.

Consideration of a Main Motion

Once a main motion has been brought before the chapter through the three basic steps described above, there are three additional basic steps by which the motion is considered.

These three basic steps for the consideration of a main motion are:

1. Members **debate** the motion unless no member claims the floor for that purpose.
2. The chair **puts the question**; that is, puts it to a vote.
3. The chair **announces the result** of the vote.

While the motion is open to debate, members may wish to take several actions as part of the motion’s consideration. These considerations can be the subject of certain parliamentary motions.

Remember: The presiding officer/chair cannot close debate so long as any member who has not exhausted her right to debate desires the floor, except by order of the chapter. Limiting debate by order of the chapter requires a two-thirds (2/3) vote.

- The presiding officer/chair must always call for the negative vote, no matter how unanimous the affirmative vote may appear.
- The presiding officer/chair should not call for abstentions in taking a vote, since the number of members who respond to such a call is meaningless.



- The presiding officer's/chair's announcement of the result of the vote should include:
 - Report of the voting itself, stating which side "has it" – that is, which side is more numerous—or, in the case of a motion requiring a two-thirds (2/3) vote for adoption, whether there are two-thirds (2/3) in the affirmative.
 - A declaration that the motion is adopted or lost.
 - A statement indicating the effect of the vote, or ordering its execution, if needed or appropriate.

Basic Types of Motions

Main Motion

The main motion is a proposal that certain actions be taken. It is how business is brought before an assembly and:

- allows the group to do its work;
- can be made only when no other motion is pending;
- must be capable of standing by itself;
- lowest in ranked motions;
- requires a second, is debatable, is amendable; and
- normally takes a majority vote.

Subsidiary Motion

A subsidiary motion relates directly to the main motion that is on the table. It is designed to expedite business by disposing of the pending motion in a means other than by adopting or rejecting it. Examples of subsidiary motions include:

- amend;
- lay on the table;
- refer to a committee;
- limit debate;
- postpone;
- postpone indefinitely; and
- order the previous question (call for the vote).

Incidental Motion

This kind of motion deals with questions of procedure. An incidental motion arises out of another pending motion or item of business and is not debatable. Examples include:

- Point of order;
- Appeal; and
- Division of the body.



Privileged Motion

A privileged motion is not related to the business on the floor but to the rights of the members. This motion has the right to interrupt business. The kind of motion, because of its high privilege, is not debatable. Examples include:

- Adjourn;
- Recess; and
- Raise a question of privilege.

Restorative Motion

This motion allows the body to change a previous action. *Robert's Rules of Order, Newly Revised* says, "Within limits, members have the right to rethink a situation if they feel their decision has been made too quickly or without enough information."

Two types of Restorative Motions are Reconsider and Rescind.

Reconsider—Enables a majority in an assembly within a limited time and without notice, to bring back for further consideration a motion that has already been voted on can be applied to the vote on any motion except:

- A motion that can be renewed;
- An affirmative vote whose provisions have been partly carried out;
- An affirmative vote on a contract if the party to the contract has been notified of the outcome;
- A vote to reconsider;
- A vote which caused something to be done that is impossible to undo;
- It may only be made by someone who voted on the winning side of the motion;
- Must be made during the same or next session;
- Must be seconded;
- Is debatable;
- Is not amendable; and
- Cannot be reconsidered

Rescind—Amends something that was previously adopted; allows the chapter to change an action previously taken or ordered, and:

- Is used to change part of the text or substitute a different version;
- Takes precedence over nothing;
- Can be applied to anything;
- Is out of order when another has the floor;
- Requires previous notice or two-thirds (2/3) vote if not;
- Must be seconded;
- Is debatable; and
- A negative vote on this motion can be reconsidered, but not an affirmative vote



Order of Precedence (highest to lowest)

- Privileged motions – (highest)
- Subsidiary motions
- Main motion – (lowest)

Unranked Motions

- Incidental motions
- Restorative motions

Parliamentary Motions Guide

Based on the latest edition of *Robert's Rules of Order, Newly Revised*

The **motions** below are listed in order of precedence (highest to lowest). Any motion may be introduced if it is higher on the chart than the pending lower motion.

You Say:	If You Want To:	Interrupt?	2nd?	Debate?	Amend?	Vote?
I move to adjourn	Close meeting	No	Yes	No	No	Majority
I move to recess for	Take break	No	Yes	No	Yes	Majority
I rise a question of privilege	Register Complaint	Yes	No	No	No	None
I call for the orders of the day	Make follow Agenda	Yes	No	No	No	None
I move to lay the question on the table	Lay aside Temporarily	No	Yes	No	No	Majority
I move that debate be limited	I move that debate be limited To	No	Yes	No	Yes	2/3
I move to postpone the motion to ...	Postpone to a certain time	No	Yes	Yes	Yes	Majority
I moved to refer to the motion to ...	Refer to Committee	No	Yes	Yes	Yes	Majority
I move to amend the motion by ...	Modify wording of motion	No	Yes	Yes	Yes	Majority
I move that the motion be postponed indefinitely	Kill main motion	No	Yes	Yes	No	Majority
I move that (or 'to') (main motion)	Bring business before the assembly	No	Yes	Yes	Yes	Majority, with some exceptions



Incidental Motions – No order of precedence. Arise incidentally and are decided immediately.

You Say:	If You Want TO:	Interrupt?	2nd?	Debate?	Amend?	Vote?
Point of order	Enforce rules	Yes	No	No	No	None
I appeal from the decision of the chair	Submit matter to Assembly	Yes	Yes	Varies	No	Majority
I move to suspend the rules which ...	Suspend rules	No	Yes	No	No	2/3
I object to the consideration of the question	Avoid main motion altogether	Yes	No	No	No	2/3
I move to divide the question	Divide motion	No	Yes	No	No	Majority
I call for a division	Demand rising Vote	Yes	No	No	No	None
Parliamentary inquiry	Parliamentary law Question	Yes (if urgent)	No	No	No	None
Request for information	Request information	Yes (if urgent)	No	No	No	None

Restorative Motions – Motions that bring a question again before the assembly; no order of precedence. Introduced only when nothing else is pending.

You Say:	If You Want TO:	Interrupt?	2nd?	Debate?	Amend?	Vote?
I move to take from the table ...	Take matter from Table	No	Yes	No	No	Majority
I move to rescind/amend something previously adopted	Cancel or change the previous action	No	Yes	Yes	Yes	2/3 or the majority with notice
I move to reconsider the vote ...	Request information	No	Yes	Varies	No	Majority

Amending a Motion

Amending a motion means changing the wording of a motion before voting upon the motion to make it clearer, more complete, or more acceptable. The amending process allows the group to change the proposed motion to represent the group's will more clearly. *Robert's Rules of Order, Newly Revised* calls this “perfecting the motion.” An amendment must be germane to the motion on the floor to be in order. New business may not be introduced under the pretext of an amendment.

There are three ways to amend a motion:

- To add words or phrases;
- To strike out words or phrases; or



- To substitute by:
 - Striking out and inserting words; or
 - Substituting an entire motion or paragraph.

An amendment may also be amended. The first amendment is called a **primary amendment** and the amendment to the amendment is called a **secondary amendment**.

Only two amendments may be pending at any one time, otherwise, the members would become hopelessly confused. In other words, an amendment to an amendment to an amendment is not in order.

The process of amending an amendment is as follows:

- First, vote on the amendment to the amendment (the secondary amendment).
- Next, vote on the original amendment (the primary amendment).
- Finally, vote on the main motion (which may or may not have been amended).



Section XIV: Collegiate Chapter Advisor(s)

Chapter Advisors

Each collegiate chapter shall have at least two advisors unless the regional director grants a waiver. Any chapter that does not have a certified advisor shall be made inactive by the regional director.

What is a Chapter Advisor?

Advisors are mentors who provide expert knowledge and insight gained through experiences to the members. They are an integral part of the organization as they are familiar with organization policies, available for support, and openly communicate with officers and members. Communication is the key to being a successful advisor. Make sure to attend organization, officer, and advisor meetings to encourage open communication between all parties.

The advisor is expected to encourage joint program involvement; offer talent and skills for local, regional, and national initiatives; submit reports of activities as well as publicize activities; and encourage graduating seniors to affiliate with an alumnae chapter as soon as they settle in their new communities after graduation. The advisor has a direct relationship with the collegiate chapter president, state coordinator(s), and the National Headquarters staff. She monitors the chapter to see that forms are submitted correctly and on a timely basis. She alerts the regional officers as soon as she realizes that a problem exists. (Many problems can be resolved before a crisis arises.)

Advisors:

- Are **SELECTED** by the undergraduate chapter along with an Advisor's Certification Form submitted annually to National Headquarters.
- Must **ATTEND** Advisor's Training conducted by the National Scholarship and Standards Committee every two years.
- Must be **CERTIFIED** by National Headquarters as having met the requirements every two years and **ATTENDANCE** at the last regional conference OR national convention.
- Must be **APPROVED** by the regional director.

The Advisor is KEY to the success of a chapter. Sorors selected to serve as advisors or willing to serve must be good role models and possess a pleasant and mature personal demeanor, a positive attitude, and a stable and secure personality. They must also exhibit:

- Knowledge of the Sorority, its organizational structure, and its policies, standards, and procedures;
- Leadership and sound management qualities;
- Knowledge of the university and its policies;
- Ability to give and command respect;
- Willingness to give advice when needed;
- Ability to communicate effectively;



- Ability to view matters with objectivity;
- Skills to differentiate between routine and crises;
- Willingness to teach and encourage the collegiate member to learn all aspects of chapter management (planning, directing, coordinating, monitoring, evaluating, and budgeting);
- Willingness to give time in fulfilling her role; and
- Interest in the position and the chapter.

Advisory Team

It is recommended that the collegiate chapter have an advisory team. A chapter may choose to organize its advisory team. When this arrangement exists, the chapter will have two (2) to four (4) advisors. Each advisor has responsibility for working with a specific part of the chapter program.

The advisory team's purpose is to discharge the duties described in the *Constitution and Bylaws*. The advisory team is composed of members qualified to be advisors and elected by the collegiate chapter. The chapter selects the primary advisor, secondary advisor, and advisory team members. Advisors are assigned to work with a specific part of the chapter programming as follows:

- The **Primary Advisor** coordinates the activities of the advisory team. She serves as the liaison with the regional officers, National Headquarters, the alumnae chapter(s), and the college/university;
- The **Financial Advisor** works closely with the treasurer, financial secretary, recording secretary, and finance/budget committee to ensure that all financial records are in order;
- The **Program Advisor** works with the projects committee and all committees involved in the planning and execution of external activities which relate to the Five-Point Programmatic Thrust of the Sorority; and
- The **Membership Advisor** works with the Minerva Circle and all committees involved in planning and executing internal development activities relating to retention, reclamation, and intake. If the chapter has less than four advisors, a combination of duties may occur, i.e., primary/membership and finance/program, but the duties must be clearly defined.

Their duties also include:

- Attending all collegiate chapter meetings and activities;
- Assisting the collegiate chapter in planning a program of activities; setting short-term and long-range goals around the five-point program thrust; writing plans of action; sponsoring retreats; guiding chapters in developing and implementing an effective program in keeping with the standards of the Sorority;
- Encouraging adherence to deadlines; assisting in preparing forms, reports, and bookkeeping; and encouraging accurate record-keeping through the implementation of the financial policies of Grand Chapter;
- Encouraging open communication and assisting in clarifying the roles of officers and encouraging utilization of the officers;
- Assisting in the use of parliamentary procedures;
- Assisting in the implementation of the chapter's policies and procedures;
- Participating in the chapter's membership intake process; overseeing the distribution of application packets; and ensuring that potential applicants



understand the Applicant/Candidate/Pyramid Rights and Responsibilities Statement; and

- Monitoring the required GPA and sending reports to the regional representative and reporting activities of the collegiate chapter to the regional director on its activities.

Advisor Termination Process

Barring an emergency, the chapter advisor must provide, in writing, at least 6 months' notice of her intention to terminate her service as an advisor. If a chapter wants to initiate a process to change its advisor, it must notify the advisor by March 31st.

University Faculty Advisors

When the college or university requires a faculty or staff member to be the advisor for the chapter, the selection of this individual is determined by the regulations of the college/university. Efforts should be made to secure a faculty or staff advisor who is a member of the Sorority.

Campus University Advisor Memorandum of Understanding

Delta Sigma Theta Sorority, Inc. is an organization of college-educated women committed to the constructive development of its members and public service with a primary focus on the Black community. As a private, not-for-profit organization whose purpose is to aid and support through established programs in local communities, all collegiate chapters are responsible for creating and implementing programming initiatives that fulfill this purpose. As a Delta Sigma Theta Sorority, Inc. collegiate chapter, we require the chapter on the campuses to fully comply with this programming requirement.

According to our national rules and regulations, all collegiate chapter programming activities must take place under the supervision of one or more of the chapter's advisors. Unfortunately, due to time constraints related to travel and other scheduling conflicts, the Sorority advisors for the collegiate chapter are often unable to attend the programming activities. As a result, the chapter cannot implement programming initiatives, resulting in the chapter not complying with Delta Sigma Theta Sorority, Inc.'s rules and regulations.

To assist the collegiate chapter with hosting and sponsoring on-campus programs on their campuses, a Memorandum of Understanding (MOU) can be established between the chapter, advisor, and regional director that allows the appointment of a university representative to serve as the on-campus advisor for the collegiate chapter.

The primary roles and responsibilities of the on-campus advisor ("On-Campus Advisor") would be to attend any on-campus programming activities sponsored by the collegiate chapter. The programming activities shall be approved by both Delta Sigma Theta Sorority, Inc. and the University and provide support and supervision when the Sorority advisors are unable to be present.



In furtherance of the shared goals of the parties to carry out the purposes of this agreement expeditiously and economically, the parties do hereby agree as follows:

University Responsibilities

1. The university/college may provide the names of interested faculty/staff if the University/College is aware of interested faculty/staff. In all cases, the chapter selects who will serve in the role voluntarily, as the collegiate chapter's on-campus advisor during the agreement term.
2. If the Sorority advisor approved by Delta Sigma Theta Sorority, Inc. is unable to attend any programming activities sponsored by the collegiate chapter, the on-campus advisor shall be present for the entirety of the event and shall serve as a stand-in for the Sorority advisor appointed and approved by Delta Sigma Theta Sorority, Inc.
 - a. According to Delta Sigma Theta Sorority, Inc.'s rules and regulations, during the day the on-campus advisor may stand-in for the Sorority advisor for programming activities and initiatives including, but not limited to:
 - Tabling Events (ex. Setting up a table for voter registration, ticket sales for parties, etc.);
 - Step shows, step-offs, and other midday yard shows;
 - Educational forums;
 - Back to school/Welcome week activities;
 - Bake sales;
 - Study sessions; and
 - University-required activities.
 - b. The on-campus advisor shall not be permitted to stand-in for the Sorority advisor appointed and approved by Delta Sigma Theta Sorority, Inc. for the following activities:
 - Any off-campus activities;
 - Public forums and/or rallies that will have a media presence;
 - Programs featuring prominent members of the University community and/or Delta Sigma Theta Sorority, Inc.;
 - Chapter reunions and/or retreats; and
 - Membership Intake Activities.
3. The on-campus advisor shall participate in a one-time annual mandatory meeting and/or workshop conducted by Delta Sigma Theta Sorority, Inc. During the meeting, the On-Campus advisor will receive information about



Delta Sigma Theta Sorority, Inc.'s policies and procedures and the role of the on-campus advisor.

4. The on-campus advisor shall abide by and comply with all Delta Sigma Theta Sorority, Inc.'s rules, regulations, policies, and procedures.

Advisor Role with Membership Intake

The advisor is to advise and monitor the Membership Intake Process. The advisor's duties and responsibilities regarding membership intake are delineated in the Administrative Procedures for Membership Intake (APMI) and should be strictly adhered to.

Advisor Senior Exit Checklist

- Discuss Lifetime Commitment
 - Discuss the importance of lifetime commitment to Delta; collegiate life is just the gateway to our lifetime commitment.
 - Discuss what they can bring to the alumnae chapter.
- Ensure sorors have their tools (Membership Intake Manuals, Ritual, and Protocol & Traditions).
- Review attire for Sorority meetings and the “correct” way to conduct business.
- Discuss Alumnae Sorority Life vs. Collegiate.
 - Committee meetings (differences)
 - Becoming involved
 - Importance of understanding policies and procedures
 - Financial commitment
 - Convention/Conference/Cluster
- Introduce bonding with alumnae members creates new experiences and excitement. Become involved and join a committee.
- Introduce the concept that Delta life is what you make of it and what you put into it.
- Discuss conferences and conventions and the importance of attending; cannot go unless you are financial.
- Discuss transitioning
 - Line sister vs. chapter member
 - Not returning for collegiate events
 - Moving forward
 - Finding a new home
 - National website

Advisors should encourage graduating collegiate members to move forward. Let them know that they are welcome to come back to events open to the community and public, for example, pageants, step shows, etc. Remind them that because they have transitioned, they are prohibited from coming back to attend chapter meetings/activities that are only open to the collegiate chapter.



Section XV: Chapter Service Area

Procedures for Establishing / Revising / Overlapping Chapter Service Area

Chapters are expected to implement programs from the Sorority's Five-Point Programmatic Thrust in their local area (hereafter known as "service area") consistent with the National Programs of the Sorority.

The service area of a chapter is where the primary focus of chapter programs and projects should be. When there is an identified need for service outside of the chapter's service area, which crosses into an existing chapter(s) service area, a letter of agreement or MOU should be developed with the chapters involved. If the identified need is in a non-served area, the chapter may conduct the project/program; however, the chapter is encouraged to add the area to its official service area. Once an accepted policy/guidance (MOU) is adopted, if there is a violation of the agreement, the chapter could be subject to disciplinary action.

When chapters plan events held within a shared service area or outside of their local service area, the chapter planning the event shall inform the other chapter with whom they share the service area, or whose service area it is. The chapter planning the event **shall** send a written notice to the other chapter and a copy to the regional director. The choice of an out-of-area venue may be made under the following circumstances:

- Venues within the chapter's service area are not large enough to accommodate the chapter's event; or
- Venues within the chapter's service area are not appropriate for the caliber of the proposed chapter's event.

A chapter's service area is identified by the chapter charter or source documentation provided by National Headquarters, National Scholarship and Standards Committee, and/or the regional director. Source documentation is limited to documented approval from the Chair of the National Scholarship and Standards Committee verifying service area revisions.

The service area for a collegiate chapter is the location of the college or university and the university community. For citywide/core chapters that could include more than one institution in that geographical area. Collegiate chapters should also ensure they are abiding by college/university rules as it relates to their limitations on conducting programs and/or fundraisers beyond their authorized service area.



Chapters may revise their chapter service area based on the following reasons:

- To revise the currently defined service area(s);
- To address overlapping service areas; and
- To obtain or relinquish underutilized service area(s).

Revising the Chapter Service Area

To revise the service area, chapters **MUST** follow the steps below:

STEP ONE: VERIFICATION OF SERVICE AREA

The chapter president appoints an ad hoc committee to review chapter programming to decide if a service area should be added or removed.

- Identify the area(s) that the chapter actively serves.
- When considering expanding and revising a chapter's service area, the proposed service area shall not violate any existing agreements.
- If the chapter wishes to add a service area, they must confer with National Headquarters, and the membership department, to verify if the service area in question is not listed on another local chapter(s) charter.
- If there are areas identified as being shared with another chapter, follow the steps outlined in the **Overlapping Service Area section**.
- The committee makes a recommendation to the Executive Board.
- The committee presents chapter service area change(s) recommendations to the chapter.
- Chapter votes on recommended chapter service area(s) changes.

STEP TWO: DEMOGRAPHICS AND DATA ANALYTICS

- The chapter submits a letter of request to “revise chapter service area” and appropriate supporting documentation to the regional director detailing all revisions.
- Areas shall be counties and/or cities if the entire county is not served, or areas within the city and/or county are designated by specific boundaries.
- Supporting documentation includes but is not limited to maps of geographic areas, and demographics of the community which includes but are not limited to:
 - African American percentage of the community;
 - Map of a geographic area;
 - Graduation percentage;
 - Unemployment rate;
 - African American impact on the community; and
 - Minutes from the meeting where the revised service area was approved.

STEP THREE: REGIONAL DIRECTOR APPROVAL



The regional director shall submit all documentation received from the chapter to the National First Vice President, Chair of the National Scholarship and Standards Committee, and the regional member of the National Scholarship and Standards Committee, with a copy to National Headquarters.

STEP FOUR: NATIONAL SCHOLARSHIP AND STANDARDS REVIEW

The National Scholarship and Standards Committee will review it for approval. Once approved, National Headquarters will be notified.

- National Headquarters will send the chapter correspondence to confirm the revised chapter service area and retain a copy for their records.
- The chapter will update all documents (rules of order form and chapter policies and procedures) and distribute both to chapter members

Underutilized Service Area

When a service area is governed by a local chapter's charter but is underutilized by said chapter, the chapter may relinquish its right to service that geographical area if another local chapter petitions the regional director to secure the underutilized geographical area.

An underutilized service area is on a chapter's charter; however, the geographical area is not being serviced (i.e., programs not being implemented to benefit the community). To obtain or relinquish an underutilized service area, the following steps **MUST** occur:

STEP ONE: VERIFICATION OF SERVICE AREA

- Confer with National Headquarters, Membership Department, or regional director to verify if the service area in question is listed on the local chapter(s) charter.

STEP TWO: SEEK APPROVAL

- Contact the regional director to seek approval to initiate the process to obtain or relinquish the underutilized service area. Please note: Supporting documentation (i.e., maps of geographic area, impact on the community, etc.) will be required by the regional director to justify that the service area is underutilized.
- Supporting documentation includes but is not limited to maps of geographic areas and demographics of the community which includes but are not limited to:
 - African American percentage of the community;
 - Map of a geographic area;
 - School graduation percentage;
 - Unemployment rate;
 - African American impact on the community; and
 - Minutes from the meeting where the revised service area was approved.



STEP THREE: CHAPTER NOTIFICATION

- The regional director will contact all impacted chapters, in writing, to inform them of the chapter's intent to obtain or relinquish the underutilized geographical area listed on the local chapter(s) charter.
- This step may initiate discussions with the local chapter(s) to obtain or relinquish the underutilized service area **OR** chapter(s) may start a discussion to create a MOU to share the underutilized service areas.

STEP FOUR: DEVELOP MOU DRAFT

- If an MOU is required, follow the steps under the **Overlapping Service Area section**.

STEP FIVE: CHAPTER APPROVAL

The chapter decides whether to obtain or relinquish the underutilized service area.

- Recommended chapter service area change(s) presented to the Executive Board.
- Recommended chapter service area change(s) presented to the chapter.
- Chapter votes on recommended chapter service area(s) changes.
- Chapter submits a letter of request to **“Request to Revise Chapter Service Area”** and minutes from the meeting when the revised service area was approved to the regional director detailing all revisions.
- The regional director submits all documentation to the National First Vice President and Chair of the National Scholarship and Standards Committee.

STEP SIX: SCHOLARSHIP AND STANDARDS REVIEW AND APPROVAL

- The National Scholarship and Standards Committee reviews the documentation for approval. Once approved, National Headquarters will be notified.
- National Headquarters sends the chapter correspondence to confirm the revised chapter service area and National Headquarters retains a copy for their records.
- The chapter updates all documents (rules of order form and chapter policies and procedures) and distributes both to chapter members.

Overlapping Service Areas

In the event two or more chapters' service areas overlap, the following **MUST** occur:

STEP ONE: DEMONSTRATE CHAPTER PROGRAMMING

- The chapter president or her designee(s) from each chapter with the shared service area(s) shall schedule a meeting with the State Coordinator to discuss and agree to the terms of the MOU. If the overlapping service area is the result of a newly chartered chapter, the meeting must be within thirty (30) days following the chartering.
- If a chapter is being asked to share and/or relinquish a service area, the chapters must bring maps of the geographic area, proof of demonstrated chapter programming in stated service areas which include chapter minutes from the past four years, and any other additional documentation.



STEP TWO: DEVELOP MOU DRAFT

- An MOU must include but is not limited to the following areas:
 - Outline of the defined service areas;
 - Membership intake;
 - Youth initiatives;
 - Scholarships; and
 - Fundraisers.

STEP THREE: CHAPTER APPROVAL

- If a MOU cannot be agreed upon for the overlapping service area(s), the chapters will be deemed out of compliance.
 - Must work with regional member, National Scholarship and Standards to establish MOU agreement before compliance can be reinstated.
- Once the content and terms of the MOU have been agreed upon with approval from the regional director, each MOU must be presented to their respective chapters' Executive Board for information only.
- Then, the MOU goes to their respective chapter membership for discussion and chapter vote.
- Once a chapter approves, the MOU must be signed by all chapter presidents.

STEP FOUR: REGIONAL DIRECTOR REVIEW AND APPROVAL

The approved and signed MOU, all supporting documentation (i.e., maps of geographic area, impact on the community, etc.), and minutes from the meeting, when MOU was approved, shall be scanned and emailed to the regional director by one of the chapter presidents (she will copy the other chapter president(s) on the email information being sent).

If the regional director agrees with the recommendation, she signs the MOU and submits the packet of information to:

- National First Vice President/Chair of the National Scholarship and Standards Committee;
- Regional member of the National Scholarship and Standards Committee; and
- National Headquarters, Director, Member Policies and Procedures Department

STEP FIVE: NATIONAL SCHOLARSHIP AND STANDARDS REVIEW AND APPROVAL

The National Scholarship and Standards Committee will review the submitted packet for approval. Once approved, National Headquarters will be notified. National Headquarters will send the chapter correspondence to confirm the revised chapter service area and retain a copy for their records. The chapter will update all documents (rules of order form and chapter policies and procedures) and distribute both to chapter members.



Fundraising within Shared Service Areas

When chapters plan fundraising events that are held within a shared service area or outside of their local service area, the chapter planning the fundraising event shall inform the other chapter with whom they share the service area, or whose service area it is. Chapters are encouraged to work cohesively when these instances occur. The chapter planning the event **shall** send a written notice to the other chapter and a copy to the regional director.

The choice of an out-of-area venue may be made under the following circumstances:

- Venues within the chapter's service area are not large enough to accommodate the chapter's event; or
- Venues within the chapter's service area are not appropriate for the caliber of the proposed chapter's event.

In addition, chapters that have long-standing events/activities such as cotillions, Jabberwock, dinner dances, crab feasts, fashion shows, etc., and have established partnerships, attendees, etc., at venues outside their service area shall alert the chapter the same as above: a written notice to the other chapter and a copy to the regional director.

As always, please direct questions or concerns to the regional director. Please refer to the Fiscal Officers Manual for fundraising and work with your regional member of the National Finance Committee.

Collegiate Chapter Service Area

A collegiate chapter may be established as a campus-based chapter, a city-wide chapter, or a core chapter and shall be composed of collegiate members as defined in the *Constitution and Bylaws*. Once established, a collegiate chapter with fewer than seven (7) members must request and receive special dispensation to function in any given sorority year. The regional director shall inform the National Scholarship and Standards Committee.

Campus-Based Chapters

A campus-based chapter may be established at an accredited four-year college or university approved by the National Scholarship and Standards Committee. The chapter shall consist of a minimum of seven (7) women meeting the requirements of collegiate membership as outlined in the *Constitution and Bylaws*. The service area of a campus-based chapter is the campus on which the chapter is located, and the immediate surrounding community.

City-Wide and Core Collegiate Chapters

A city-wide chapter is not based or seated on a particular campus, but it is composed of members from more than one college/university located in a particular area.



- A city-wide chapter seat (Presidency) can be moved to any school listed on the chapter charter and service area of the chapter.
- All the colleges/universities on the city-wide chapter charter and the service area must provide letters of consent and agreement. These letters of agreement are sent to the regional director, and she then forwards them to the National First Vice President, who is the Chair of the National Scholarship and Standards Committee.

A core chapter is located (**seated**) on a particular campus but may accept members from other colleges/universities by a pre-approved agreement by the affected colleges/universities and approved by the regional director. This means that all the colleges and universities are listed on the chapter charter and service area and that all the colleges and universities must consent and provide letters of agreement to Delta Sigma Theta Sorority, Inc. These letters of agreement are sent to the regional director, and she then forwards them to the National First Vice President, who is the Chair of the National Scholarship and Standards Committee.

- A *core chapter* **should** be able to stand alone and remain viable and active without other colleges or universities.
- In a *core chapter*, **the seat** (Presidency) remains at the college/university where the campus-based chapter was chartered.

College and University Letters of Support / Recognition / Acknowledgement

In the case of city-wide and core chapters, institutions must have on record a letter of support acknowledging Delta Sigma Theta Sorority, Inc. as a recognized student organization on the campus.

Each regional director must receive a letter of support confirming the institution's support or lack thereof for the city-wide or core chapter functioning on the institution's campus.

The National Scholarship and Standards Committee acknowledges that sometimes there are special circumstances that warrant approval to function on a specific campus. These instances must be reviewed by the regional director and approved by the National Scholarship and Standards Committee.

Multi-State Service Area

Chapters may be approved to operate in a multi-state service area and provide services and programs in cities located in more than one state that are in the same region provided they meet **ALL** the following criteria:

- the cities are defined as twin cities and are in the defined Metropolitan Statistical Area (MSA) as defined by the United States Census Bureau as one or more contiguous counties based on a set of demographic-economic criteria and/or the local government has some other defined Interlocal Cooperation Act (ICA) which regulate organizations that do business and provide services in both states and between the two cities;



- the cities must be in the same region;
- the next nearest chapter in the region is located 40 or more miles away;
- the chapter has provided documentation of ongoing programs and services they have provided for both cities for the past five years, inclusive of letters of support from agencies served; and
- the chapter's policies and procedures include the following for the chapter president's role: Review and monitor state laws and policies in both states and ensure the chapter follows state laws and policies in both states.



Section XVI: Chapter Chartering, Reactivation, and Retirement

Chartering a Chapter

Alumnae Chapter Chartering Process

DELTA SIGMA THETA SORORITY *CONSTITUTION and BYLAWS* REFERENCE (2021 EDITION)

ARTICLE III – CHAPTERS

Section 1. ESTABLISHMENT AND MAINTENANCE

A chapter of the Sorority shall be established upon the recommendation of the Regional Director with the approval of the International President and National First Vice President.

A. Collegiate Chapters

B. Collegiate Chapter Advisors

C. Alumnae Chapters

1. Initial chapter in a geographic area:

- a) Shall be composed of a minimum of 12 alumnae members;
- b) Each soror shall be a member of Grand Chapter at the time of application;
- c) Each member shall reside in the area where the chapter is to be seated; and
- d) The applicants must submit evidence that;
 - (1) The proposed chapter is capable of meeting continuing requirements of Grand Chapter;
 - (2) The community can support a chapter; and
 - (3) The proposed chapter is capable of meeting community needs.

2. Once established, a chapter with fewer than 12 members must request and receive special dispensation to function in any given sorority year. The Regional Director shall inform the National Scholarship and Standards Committee.

3. Additional chapters in the same geographic area.

- a) Any chapter established within 40 miles of the city or county line (herein referred to as the same geographic area) of an existing alumnae chapter is considered an additional chapter.
- b) The application for chartering must consist of 24 members. Each additional chapter established in the city or locale shall be comprised of 12 additional members beyond the number required for the last chapter established - the third chapter (24 + 12 = 36 members); the fourth chapter (36 + 12 = 48 members).
- c) All members applying for the additional chapter must live in the area where the chapter is designated to serve.



- (1) The geographic area of the additional chapter shall be the area assessed.
 - (2) Any new member initiated must reside in the area being served.
- d) The group of members applying for an additional alumnae chapter must submit evidence that:
- (1) The community can support an additional chapter;
 - (2) The proposed chapter shall be capable of meeting continuing requirements of Grand Chapter; and
 - (3) The assessment of community needs defines the social, educational, and economic issues of the area.
- e) A notice of the filing of the application for an additional chapter shall be submitted to the existing chapter(s) in the area following the submission of the application to National Headquarters.
- f) Each soror shall be a member of Grand Chapter at the time the application is made.

4. A coordinating council, to include the presidents of the various chapters, must be established in geographic areas where there are more chapters of the Sorority to ensure coordination of programming, scheduling of events, eliminating duplication of functions, and establishing boundaries within which each chapter is to operate. This activity will be monitored by the Regional Director.

5. Upon recommendation of the Regional Director and the approval of the National First Vice President and the International President, the National Secretary shall issue a charter for the new chapter, which shall be established by the Regional Director.

6. All applications for Chapter Establishment must be submitted for processing between September 1 and March 1 of each year, and all related activities must be completed by April 30.

CHAPTER CHARTERING PROCESS: To charter an **alumnae** chapter, the following steps must be followed:

STEP ONE: CONTACT PERSON/CHARTER MEMBER REQUIREMENTS

- The designated contact person for the proposed chapter contacts the Regional Director
- Indicate the group's desire to establish a new chapter.
- All members of the group must be duly initiated members of the Sorority.
- Members of the group (proposed charter members) should not conduct any collective activities on behalf of the group (e.g., public service and events) without the approval of the regional director before the completion of the chapter's chartering.

STEP TWO: APPLICATION REQUEST

- The Regional Director will request that the Member Policies and Procedures Department at National Headquarters send an Alumnae Chapter Charter application to the requesting



designated contact person.

- Upon completion of the application for Alumnae Chapter Chartering, the designated contact person submits the completed application directly to the Member Policies and Procedures Department.

STEP THREE: VERIFICATION

- The Member Policies and Procedures Department verifies that each of the listed members petitioning for the establishment meets the following:
 - Is a member of Grand Chapter at the time the application is made;
 - Resides in the area where the chapter is to be seated; and
 - Represents a minimum number of financial members based on the latest number represented in the latest edition of our *Constitution & Bylaws*.
- The Member Policies and Procedures Department reviews the application to:
 - Verify completeness of the application;
 - Verify the required number of proposed members is listed; and
 - Verify the required number of proposed members is eligible.
- After the review and verification, the application will be forwarded to the Regional Director for further review and action.
- If the charter applicant is requesting the establishment of a new chapter within 40 miles of the city or county line of an existing alumnae chapter or for an under-utilized service area that is currently governed by a local chapter, the Regional Director must then send a notice of to all existing chapter(s) in the affected service area that a viable application has been filed for an additional chapter in that area.

STEP FOUR: REQUIRED CHARTERING NUMBERS

- Any chapter established within 40 miles of the city or county line of an existing alumnae chapter(s) is considered an additional chapter. The charter application must consist of the total number of members required for the chapter's establishment by constitutional guidance.
- Each additional chapter established in the city or locale must be comprised of 12 additional members beyond the number required of the last chapter established. For example, the third chapter (24+12=36 members); the fourth chapter (36+12=48 members).
- An application with less than the required number of financial sorors will be returned to the designated contact and will not be processed until the required number has been obtained.

STEP FIVE: SERVICE AREA ASSESSMENT

- The Regional Director, National First Vice President, and International President will assess the service area of the Alumnae Chapter Charter Application.
- *Charter Application for a service area not governed by a local chapter's charter*
 - The Regional Director assesses documented evidence that the community can



support a chapter and that the proposed chapter is capable of meeting community needs.

- Demographic information should be sourced from Chamber of Commerce (city or county) Records or the United States Census. Forms that provide the necessary demographic information may be required for submission to the Regional Director by both the existing chapter and the members requesting a new charter in an area for her to do the assessment.
- ***Charter Application for underutilized service area***
An area that is currently governed by a local chapter's charter and is underutilized by said chapter
 - If the existing chapter does not choose to relinquish its right to serve that geographical area, the Regional Director must assess the evidence that the service area is underutilized and can support the redistricting to another chapter. Documented demographics of the proposed service area (general population, African American population, service programs, and projects being conducted in the projected service area) should be used for the assessment.
- ***Charter Application for an overlapping service area***
An area that is currently governed by local chapters' charter(s)
 - The Regional Director must assess the evidence that the community can support an additional chapter, inclusive of, membership numbers of existing chapters (number of financial members in existing chapter, number of non-financial members in service area), demographics of comparison cities with multiple alumnae chapters, and demographics of the proposed service area (general population, African American population, # of chapters and evidence of existing chapter's service programs and projects being conducted in the projected service area).
- ***Memorandum of Understanding***
 - If the charter application assessment proves that the service area can accommodate the request for an additional charter, upon completion of the charter, the Chapter President from each chapter with the shared service area(s) must schedule the initial MOU meeting within 30 days following the chartering. The MOU meeting must be conducted by the Regional Director (or her designee) along with the State Coordinator and the Regional Member of the National Scholarship and Standards Committee to discuss and agree to the terms of a Memorandum of Understanding (MOU). Each chapter's Executive Committee can participate in the MOU discussions.
 - The Memorandum of Understanding (MOU) must include, but is not limited to the following areas:
 - *Membership Intake*
 - *Youth Initiatives*
 - *Scholarships*
 - *Fundraisers*



NOTE: The steps for the development of the MOU for chapters serving an overlapping service area are provided in the section “Procedures for Establishing/Revising/Overlapping Chapter Service Area.”

STEP SIX: POST-APPLICATION ASSESSMENT

- The Regional Director finishes her assessment of the completed Chartering Application.
- If through her assessment, the Regional Director believes that the charter application does not meet the requirements necessary for the establishment of another chapter, she will discuss her decision/rationale with the National First Vice President to gain concurrence with the decision before notifying the Director of the Member Policies and Procedures and the chapter’s designated contact person. The proposed chapter should be provided with documentation as to why the application was denied should they choose to reapply later.
- If through her assessment and/or after discussion with the National First Vice President, the Regional Director will approve by signing the application approval form and forwarding it to the National First Vice President for assessment and action.
- The National First Vice President and Chair of the National Scholarship and Standards Committee completes her assessment of the Chartering Application.

STEP SEVEN: APPROVAL

- If she approves, the National First Vice President signs the application and forwards it to the International President for assessment and action.
- After the approval of the chartering application (signed in order by the Regional Director, National First Vice President, and International President), the International President sends the signed charter application packet to the Director, Member Policies and Procedures Department.
- No additional names of chapter charter members may be added to the application after it is sent to the Director, Member Policies and Procedures Department.
- Additional guidelines (i.e., incorporation) may be required for international chapter charters that will necessitate support from the Legal Department and Legal Advisor of Delta Sigma Theta Sorority, Inc.
- The Regional Director is contacted by the Director Member Policies and Procedures Department (National Headquarters) for the approval of the charter application.
- The Regional Director apprises the applying chapter’s designated contact person of the approval and next steps in the chartering process.
- **Neither a date nor the facility for conducting the chapter’s chartering ceremony should be reserved until:**
 - The chartering application is approved by the Regional Director, National First Vice President, and International President; and,
 - Official notification of the approved application has been received by the Regional Director from the Director of the Member Policies and Procedures Department.

STEP EIGHT: CHARTERING FEES



- The Member Policies and procedures Department notifies the Chartering Alumnae Chapter contact person of the appropriate chartering fees and additional information relevant to the establishment of the chapter. All fees and associated tasks must be completed, and all supplemental documentation must be provided to National Headquarters before chartering. (*Reference: current Fiscal Officer's Manual*)
- When all fees have been received, the Member Policies and procedures Department will notify the Regional Director.
- The Regional Director validates in writing the date the chapter will be established and notifies the Member Policies and procedures Department with copies to the National First Vice President and the International President.
 - The Member Policies and Procedures Department will mail the Chapter Charter and Chartering Materials to the contact person listed on the application.
 - Correspondence is sent from the Member Policies and procedures Department to the Regional Director and the contact person listing the names of the charter members and the date of the chapter chartering. The Charter Certificate, specifying the chapter's name, city/state, and chartering date, is also sent to the Regional Director.

STEP NINE: CHARTERING TRAINING

- All approved charter members must participate in four (4) Delta Internal Development (DID) workshops before the charter date. Failure to attend the required DID workshops will result in removal from the list of approved charter members.
- The Regional Director will identify trainers to facilitate the following DID workshops:
 - Chapter Management
 - Code of Conduct
 - Policies and Procedures/Rules of Order*
 - Nominating and Elections*
- All DIDs and the chapter chartering ceremony **MUST** be completed by April 30th.

**Must be facilitated by the Regional Member of the National Scholarship and Standards Committee*

STEP TEN: CHARTERING CEREMONY

- The Chapter Chartering Ceremony is conducted according to the *Ritual*. The first meeting of the new chapter immediately follows the ceremony. If the number of required charter members is not present for the chartering, the chapter's chartering ceremony **must be rescheduled**.
- The ceremony is conducted by the Regional Director, Regional Representative, or a designee of the Regional Director.
- This meeting includes the election of officers.
- To be listed on the Chapter Charter Certificate, the member must be present at the chartering ceremony and must sign the charter certificate.
- After the Chapter Charter Certificate has been signed by **all charter members present**, it must be forwarded to the Member Policies and Procedures Department for signatures.
- The original certificate is returned to the chapter for its records and a signed copy is



placed in the chapter's file at National Headquarters. The National Directory and other records at National Headquarters are adjusted to reflect the newly chartered chapter.

STEP ELEVEN: POST-CHARTER TRAINING

- All chapter members must attend the following mandatory DIDs within the first year of chartering:
 - Finance Workshop*
 - Protocol and Traditions
 - Ritual and Ceremonies
 - Sisterhood

- If the mandatory DIDs are not held by the end of the second year, the Regional Director will place the chapter on cease and desist until all DID requirements are fulfilled.

**Must be facilitated by a member of the National Finance Committee*



Collegiate Chapter Chartering Process

(Failure to follow the instructions carefully may result in a delay in the processing of the charter application.)

DELTA SIGMA THETA SORORITY *CONSTITUTION & BYLAWS*

REFERENCE: *Constitution and Bylaws* (2021 Edition)

ARTICLE III – CHAPTERS

Section 1. ESTABLISHMENT AND MAINTENANCE

A chapter of the Sorority shall be established upon the recommendation of the Regional Director with the approval of the International President and National First Vice President.

A. Collegiate Chapters

A collegiate chapter may be established as a campus-based chapter, a city-wide chapter, or a core chapter and shall be composed of collegiate members as defined in ARTICLE II - MEMBERSHIP, Section 5. REQUIREMENTS FOR MEMBERSHIP IN CHAPTERS. Once established, a collegiate chapter with fewer than seven members must request and receive special dispensation to function in any given sorority year. The Regional Director shall inform the National Scholarship and Standards Committee.

1. A campus-based chapter may be established at an accredited four-year college or university approved by the National Scholarship and Standards Committee. Said chapter shall consist of a minimum of seven women meeting the requirements of collegiate membership as outlined in ARTICLE II - MEMBERSHIP, Section 5. REQUIREMENTS FOR MEMBERSHIP IN CHAPTERS.
2. A city-wide collegiate chapter may be established in a given location. Said chapter shall consist of a minimum of seven women who are matriculating at accredited four- year colleges and universities recognized by the US Department of Education, the Council of Higher Education, or the equivalent international accreditation agency and approved by the National Scholarship and Standards Committee. Biennial Letters of Recognition and/or Memorandum of Understanding (MOU) shall be submitted from each institution where city-wide collegiate chapters are established for the institution to remain a part of the city-wide collegiate chapter's charter. The members shall meet the requirements of collegiate membership as outlined in ARTICLE II - MEMBERSHIP, Section 5. REQUIREMENTS FOR MEMBERSHIP IN CHAPTERS.



3. A core collegiate chapter may be established as a campus-based chapter that initiates its members from students at nearby accredited four-year colleges and universities that have been recognized by the US Department of Education, the Council of Higher Education, or the equivalent international accreditation agency and approved by the National Scholarship and Standards Committee. Biennial Letters of Recognition and/or Memorandums of Understanding (MOU) shall be submitted from each institution where core chapters are established for the institution to remain a part of the core collegiate chapter's charter. A college or university official from each institution that has agreed to host a chapter must provide written consent to the Sorority. Said chapter shall consist of a minimum of seven women who meet the requirements for collegiate membership as outlined in ARTICLE II - MEMBERSHIP, Section 5. REQUIREMENTS FOR MEMBERSHIP IN CHAPTERS.

CHAPTER CHARTERING PROCESS: To charter a **collegiate** chapter, the following steps must be followed:

STEP ONE: UNIVERSITY CONTACT PERSON

- College/university officials (campus-based/city-wide/core) can obtain information and the steps pertaining to Collegiate Establishment on the Delta Sigma Theta Sorority, Inc. website.
- The designated contact person from the university contacts the Regional Director and indicates the university's desire to establish a new chapter.
- The Regional Director will identify a soror as a point of contact to work with the university on the application.

STEP TWO: APPLICATION REQUEST

- The Regional Director will request that the Member Policies and Procedures Department at National Headquarters send a Collegiate Chapter Charter Application to the requesting university official.
- The initial application **PART I (Letter of Intent, Contact Information, College/University Demographics) REQUIRES** the following documents from the college/university official:
 - College/University Letter of Intent
 - Contact Information for the college/university official that will receive all information pertaining to the application for a collegiate charter
 - Supporting Information for the establishment of a collegiate chapter.
- Upon completion of the application for Collegiate Chapter Chartering, the designated contact soror submits the completed application to the Regional Director for review.
- The application is then forwarded by the Regional Director directly to the Member Policies and Procedures Department.



STEP THREE: VERIFICATION

- The Member Policies and Procedures Department documents the received date of the application, checks the application for completeness, and forwards the electronic application to the respective Regional Director of the region where the College/University is located.

STEP FOUR: REQUIRED CHARTERING NUMBERS

- Collegiate chapters may be established as a campus-based chapter, a city-wide chapter, or a core chapter and shall be composed of a minimum of 7 collegiate members.

STEP FIVE: SERVICE AREA ASSESSMENT

- The Regional Director conducts an initial assessment of the college's/university's sustainability for a chapter of Delta Sigma Theta Sorority, Inc. as a campus-based chapter, a city-wide chapter, or a core chapter and determines the viability/non-viability of collegiate chapter establishment.
- Not a viable opportunity - The Regional Director sends notification of the decision to the listed college/university official with the rationale for why the college/university does not meet the initial requirements for college/university establishment. The collegiate chartering inquiry/application process ends here.
- A viable opportunity – The Regional Director sends a notification to the listed college/university official of the decision to move the application forward for consideration of the establishment of a collegiate chapter and includes instructions on the next steps in the collegiate chapter chartering application process. A regional contact name (e.g., Regional Reactivation Team or appointed soror team leader) that will assist with the chartering application process and the process of scheduling an Informational Meeting for students to attend is also included.
- Core and City-wide MOUs and University Agreement forms must be submitted prior to the Informational Meeting.

STEP SIX: INFORMATIONAL MEETING

- The identified point of contact soror connects with the Regional Director and college/university official to set up a date and time for an Informational Meeting with the women at the college/university and the university official to attend and obtain an overview of the chartering process and the application for membership process.
- An Informational Meeting is scheduled and advertised. The advertisement should state that attendance is mandatory for students interested in membership and petitioning Grand Chapter of Delta Sigma Theta Sorority, Inc. for the establishment of a collegiate chapter that will service that campus or area. **NOTE: THE INFORMATIONAL MEETING IS NOT A RUSH.**



- For city-wide or core-based chapters, it is required for interested students and university officials to participate.
- It is permissible for the interested group to participate in a joint Informational Meeting with another collegiate proposed chapter if approved by the Regional Director.
- The Informational Meeting will follow the **format and guidelines** of a chapter RUSH as outlined in the Administrative Procedures for Membership Intake inclusive of the rush video. However, as a reminder at this state, this is NOT CONSIDERED A RUSH.
- The Informational Meeting is not exclusive and cannot be limited to guests who receive “invites.” Any woman interested in learning information about the Sorority for the purpose of seeking membership and establishing a collegiate chapter can attend the Informational Meeting.
- The Informational Meeting should be well publicized and may include the following:
 - Informal meeting with light refreshments
 - Photographic or other type exhibit that provides the opportunity to introduce information about Delta
 - Formal structured program with a speaker designated by the Regional Director.
 - Displays are recommended for the gathering. (e.g., Delta literature, books by and about Deltas, Delta artifacts, pictures of outstanding Deltas - locally, nationally).
- After the Informational Meeting, the Regional Director will meet with the university officials and soror point of contact to discuss if the chartering should move forward.
- If chartering is granted, the Regional Director will follow the steps outlined in chapter reactivation (*Chapter Management Handbook: Collegiate Chapter Reactivation and Reinstatement*) and establish a Minerva Circle.

STEP SEVEN: RUSH

- The Reactivation Team and Regional Director will proceed with the Rush activities as outlined in the Administrative Procedures for Membership Intake.

STEP EIGHT: REGIONAL DIRECTOR – ELIGIBLE INDIVIDUALS

- Completed applications for membership are submitted to the Regional Director for her review, inclusive of the official college/university transcript, letters of recommendation, and background screening.
- The Regional Director receives and reviews for eligibility of membership, all completed membership applications received by the application deadline.
- It is the Regional Director’s responsibility, not her designees, the assisting soror(s), or assisting chapter, to determine which applicants are deemed eligible to receive an invitation to membership. (NO “CHAPTER VOTE”)



- The Regional Director completes **Part II (Eligible Individuals petitioning for a collegiate chapter establishment)** of the Collegiate Chapter application and emails Part II to the college/university official for approval and sign-off by the authorized official of the college/university for the students to participate in the membership intake process and petition for the establishment of a collegiate chapter charter. The signed form is emailed back to the Regional Director to be included as Part II of the Collegiate Chapter Chartering Application.

STEP NINE: REGIONAL DIRECTOR – CHARTER AUTHORIZATION

- The Regional Director completes her assessment and action of the collegiate chapter charter application and completes her portion of **Part III (Action on Application)**. The Regional Director then completes **Part I, Part II, and Part III of the Collegiate Charter Application** and emails the documents to the National First Vice President and Chair, National Scholarship and Standards Committee, for her assessment and action on the collegiate chapter charter application.

STEP TEN: APPROVAL

- After the National First Vice President’s review, if approved, the National First Vice President completes her assessment, signs off, and forwards the application to the International President for assessment and action.
- If approved and signed in order, by the Regional Director, National First Vice President, and International President, the International President sends the signed charter application packet to the Director, Member Policies and procedures Department.
- No additional charter chapter members’ names may be added to the application after it is sent to the Director, Member Policies and procedures Department.
- The Regional Director is contacted by the Director of, Member Policies and procedures Department for the approval of the charter application. The Regional Director notifies the college/university official of the collegiate chapter charter approval and reviews the next steps in the chartering process.
- **Neither a date nor the facility for conducting the chapter’s chartering ceremony should be reserved until:**
 - The chartering application is approved by the Regional Director, National First Vice President, and International President,
 - Official notification of approval of the application has been received by the Regional Director from the Director, Member Policies and procedures Department; and
 - The Regional Director has notified the College/University Official.

STEP ELEVEN: CHARTERING AND INITIATION FEES

- The Member Policies and Procedures Department sends notification of



- chapter chartering fees to the designated chartering chapter lead.
- Chapter chartering fees must be submitted in advance of initiation fees. After the approval of the chapter's charter application, the lead designated by the Regional Director remits the proposed chapter's chartering fees to National Headquarters. The proposed chapter cannot set up a bank account until the chapter has been established. (In these cases, monies for initiation fees are often sent through the local alumnae chapter until the chapter is established and officers have been elected).
 - Initiation fees are collected and submitted to National Headquarters utilizing the remittance of funds procedures. Chapter funds should be held as restricted funds for the collegiate chapter membership intake activities and local chapter dues once the chapter is established and sets up its banking account.
 - After the candidate fees are collected and verified, a wire transfer, e-check, or direct deposit is made immediately by the Assisting Soror/Treasurer utilizing the Remittance of Funds Procedures for Initiation fees and for chartering chapters.
 - Upon receipt of all fees (Initiation fees and Chapter Chartering Fees), the Member Policies and procedures Department will notify the Customer Service Department, and membership intake materials and chartering materials will be shipped to the Contact Person.
 - Upon receipt of fees, the Regional Director notifies the Member Policies and procedures Department in writing, of the date the chapter will be established (with copies to the National First Vice President and the International President).

STEP TWELVE: CHARTERING CEREMONY

- Candidates for membership must be initiated following the Initiation process as outlined in *The Ritual* prior to the chapter's chartering.
- The Initiation Ceremony is conducted on the same day just prior to the Collegiate Chapter Chartering Ceremony according to the *Ritual* and followed by the first meeting of the new Chapter.
- Correspondence is sent from the Member Policies and procedures Department to the Regional Director and to the contact person(s) listing the names of the charter members and the date of the chapter chartering. The Charter Certificate, specifying the chapter's name, city/state, university(ies), and chartering date, is also sent to the Regional Director.
- If the minimum number of members required is not present for the chartering, the chapter's chartering ceremony will be rescheduled.
- To be listed on the Chapter Charter Certificate, the member must be present at the chartering ceremony and sign the charter certificate.
- After the Chapter Charter Certificate has been signed **by all charter members present**, it must be forwarded to the Member Policies and procedures Department for the other appropriate signatures.
- The original certificate is returned to the chapter for its records and a signed copy is placed in the chapter file at National Headquarters. The National Directory and



other records at National Headquarters are adjusted to reflect the newly chartered chapter.

- The ceremony is conducted by the Regional Director, Regional Representative, or a designee of the Regional Director.
- The chapter's first meeting includes the election of officers and the appointment of a chapter advisor until one is elected.

STEP THIRTEEN - POST-CHARTER TRAINING

- All Chapter Members must attend the following mandatory Delta Internal Development (DID) workshops within the first year of chartering:
 - Policies and procedures/Rules of Order (must be facilitated by the Regional Member of the National Scholarship and Standards Committee) *
 - Finance Workshop (must be facilitated by members of National Finance Committee) *
 - Chapter Management*
 - Code of Conduct*
 - Protocol and Traditions
 - Ritual and Ceremonies
 - Sisterhood
 - Nominating and Elections (must be facilitated by the Regional Member of the National Scholarship and Standards Committee)
- If the mandatory DIDs are not held by the end of the Second year, the Regional Director will place the chapter on Cease and Desist until all DID requirements are fulfilled.

**Workshops must be conducted within a month following the chartering.*



Reactivating a Chapter

The Application for Chapter Reactivation must consist of the minimum number of individuals and/or members required for the chartering of the chapter (as referenced in the *Constitution and Bylaws*). If the minimum number of members required is not present for the chapter re-establishment it will require the rescheduling of the chapter's ceremony.

NOTE: For an alumnae chapter reactivation all members must be financial as a member at large or with a chapter.

Alumnae Chapter Reactivation and Reinstatement

Actions of the Regional Director

Chapter reactivation or reinstatement is facilitated by the regional director, by utilizing resources within the region and/or members of the regional leadership team. The regional director shall assess to determine the viability of reactivation or reinstatement by taking the following steps:

- Assessment of chapter
- Historical facts to be considered
- Background information for sanction
- Reason chapter membership declined to zero members
- Assessment of service area
- Determine if other alumnae chapters are in the area being reactivated or reinstated
- Notify other alumnae chapters within a 40-mile (city and/or county line) radius of potential reactivation or reinstatement
- Review original service area and potential impact on other chapters if any
- Confirm service area
- Sustainability review
- Review of other available supporting resources, community partner organizations, and agencies
- Statistics of the make-up of the community to be served and evidence of potential growth
- Verification of members (assisted by National Headquarters)
- Confirm the financial status of proposed members (member at large or with a chapter)
- Confirm residency (must reside in the proposed service area)
- Verify the number required to reactivate or reinstate and inform the group (the minimum number of members required is the same as for the chartering of a chapter, as referenced in the *Constitution and Bylaws*).



Once the assessment is complete, the regional director shall move forward in the following manner with a recommendation to reactivate or reinstate the chapter or place information in the chapter file that states why reactivation or reinstatement is not recommended at this time.

Steps to Alumnae Reactivation or Reinstatement

Step 1: Request Reactivation or Reinstatement

The regional director submits a request to reactivate or reinstate a chapter to the National First Vice President. The request includes:

- Identification of service area for alumnae chapter
- Identification of the number of members required for reactivation or reinstatement
- Describe the next steps of the reactivation/reinstatement team and the proposed date team will begin
- Proposed date of reactivation/reinstatement, first chapter meeting (fall or spring)
- Upon confirmation of reactivation/reinstatement, the regional director shares communication with the group and/or members on the next steps to reactivate/reinstate the chapter
- If an alumnae chapter is, the regional director shall notify alumnae chapters about the approved reactivation/reinstatement of the chapter

Step 2: Chapter Start-Up Procedures

State Coordinator assists reactivated alumnae chapter members with the following:

- Chapter re-chartering ceremony date (coordinate with the regional director)
- Conducting the first chapter meeting
- Election of officers
- Completion of compliance documents (as appropriate)
- Submit appropriate fees, reports, and forms to National Headquarters
- All forms must be stamped "CHAPTER ACTIVATION/REACTIVATION"
- Securing chapter post office box
- Opening chapter bank/checking account
- Applying for and securing IRS Tax Exempt Number

Step 3: Chapter Training

The regional director shall identify trainers to facilitate the first training sessions. Chapter members shall attend the following mandatory DID sessions within the first year:

- Chapter Management
- Policies and procedures/Rules of Order (must be conducted by the regional member of National Scholarship and Standards Committee); Following this workshop; the



chapter shall submit chapter policies and procedures to the regional member of National Scholarship and Standards Committee within 30 days

- Finance Workshop (facilitated by trainers acceptable to National Finance Committee)
- Code of Conduct
- Protocol and Traditions
- Ritual and Ceremonies

Step 4: Progress Reports:

The regional director or her designee shall monitor the progress of the chapter for two years:

- Monitoring chapter progress including:
 - Chapter activities
 - Accomplishments
 - Internal development workshops
 - Challenges
- Document the number of members
- Periodic contact, conversations/communication with the chapter president

Actions of National Headquarters

Upon notification from the regional director of the date of reactivation, receipt of the appropriate fees from the chapter is confirmed. The following correspondence is sent to the chapter:

- Names of initial charter members
- Date of establishment
- Charter Certificate (must be signed by each reactivating member)

The Charter Certificate is sent back to National Headquarters for other appropriate signatures; a copy is placed in the chapter file. The original charter is returned to the chapter along with governing documents and administrative tools.

Collegiate Chapter Reactivation and Reinstatement

Collegiate chapter reactivation/reinstatement occurs for chapters that were previously retired or are returning after being sanctioned or inactive. Members and/or persons associated with the chapter to be reestablished should adhere to the steps that follow.

Steps to Collegiate Alumnae Reactivation or Reinstatement

Step 1: Communicate with the regional director, indicating the desire to be reactivated, and provide supporting reason(s) for the request.



If the retired chapter would like to be reestablished, submit the following items to the regional director:

- Application for Chapter Reactivation (for retired chapters);
- Membership packets from Membership Department at National Headquarters; and
- Collegiate chapters must also submit official transcripts verifying a minimum cumulative 2.75 GPA for each member involved in the re-establishment.

Step 2: Upon completion of the Application for Chapter Reactivation, the document is submitted to National Headquarters for review

Step 3: The Application for Chapter Reactivation must be signed and approved by the regional director, National First Vice President, and International President and Chair, National Board of Directors).

All appropriate fees (minus chartering fees) are remitted to National Headquarters before reactivation.

Actions of the Regional Director

Chapter reestablishment/ reinstatement/reactivation is facilitated by the regional director utilizing resources within the region and/or members of the Regional Leadership Team. The regional director shall assess to determine the viability of re-establishment/ reinstatement/reactivation by taking the following steps:

Step 1: Assessment of chapter status

- University relationship
- Historical facts to be considered

Step 2: Interview with Past Primary Advisor

Step 3: Gather background information for inactivity

- Reason for being inactive, sanctioned, or retired

Step 4: Evidence of interest from the student body

- Conduct informational sessions on campus
- Record the number of attendees, classification status, and GPA, if appropriate

Step 5: Review of Statistical data from the university

Step 6: Sustainability Review



- Demographics of campus; undergraduate female student population
- Breakdown of ethnic categories (African American, White, Other)
- Enrollment projections for the last two years and the next three years
- Average GPA of Female Students and by ethnic category

Step 7: Greek Life /Student Affairs Requirements and procedures

- Identify University contact
- Registered student organization criteria, policies
- Student membership requirements
- Chapter requirements, specific deadlines that could impact reactivation

Step 8: Review of surrounding support

- Alumnae chapter
- The advisory council, trained advisors in the area

Once the assessment is complete, the regional director shall move forward in the following manner with the recommendation to reestablish, reinstate, or reactivate the chapter or place information in the chapter file that states why reestablishment, reinstatement, or reactivation is not recommended at this time.

Step 1: Request Reinstatement/Reactivation

The regional director submits the request to reinstate or reactivate the chapter to the National First Vice President. The request includes:

- Documentation regarding the sustainability of the chapter (university demographics, feasibility, evidence of interest from female student body, interest from members);
- Identification of proposed chapter category (campus-based, core chapter, or city-wide) and reason;
- The number of required candidates;
- Letter of request and/or support from university;
- Evidence of support from surrounding alumnae chapter(s);
- Procedure to identify interim advisory council;
- Description of the next steps of the reinstatement/reactivation team and the proposed date team begins;
- Proposed date of reinstatement or reactivation, first chapter meeting (Fall or Spring); and
- Upon confirmation of reinstatement or reactivation, the regional director communicates with the university contact, group, and/or members on the next steps to reinstate/reactivate the chapter.



Step 2: Identification of Reinstatement or Reactivation Team

The regional director identifies the reinstatement/reactivation team (Minerva Circle and interim advisory council).

- An alumnae chapter is identified by the regional director and requested to act as a financial agent/treasury for the reinstatement/reactivation. This includes:
 - Accepting fees;
 - Handling all reimbursements and disbursements during the process;
 - Transmitting appropriate funds to National Headquarters; and
 - Placing in restricted funds membership dues for two years.
- The regional director determines the amount of fees:
 - Local chapter dues; and
 - Chapter initiation fees.
- Appropriate training is secured with certified trainers and sessions held (DIDs and Membership Intake Training);
- Calendar of activities, RUSH Flyer, RUSH Program, RUSH PowerPoint, NIP (New Initiate Presentation) Forms, submitted to regional director for review and approval; and
- The reactivation team submits a preliminary budget for the process to the regional director.

Step 3: Conduct Membership Intake

The Membership Intake Process (MIP) is facilitated by the reinstatement/reactivation team following the steps outlined in the Administrative Procedures for Membership Intake (APMI).

Step 4: Completion of Paperwork

- The reinstatement/reactivation team submits all final paperwork to the regional director.
- Paperwork shall be completed as necessary, without the appropriate signatures.
- The regional director submits all final paperwork to National Headquarters; ALL paperwork (signatures) is completed as follows:
 - The regional director serves as chapter president;
 - The regional secretary serves as chapter secretary; and
 - Interim Primary Advisor (Identified by the regional director) shall serve as Advisor.
- ALL paperwork must be stamped CHAPTER REINSTATEMENT or CHAPTER REACTIVATION.
- ALL fees must be confirmed by National Headquarters as being submitted by the chapter.

Step 5: Chapter Start-Up Procedures

The Interim Advisory Council assists the new collegiate chapter members with the following:



- Conduct the first chapter meeting
- Election of officers
- Election of primary advisor and advisory team
- Completion of compliance documents (as appropriate)
- Submit appropriate fees, reports, and forms to National Headquarters
- All forms must be stamped CHAPTER REACTIVATION
- Securing chapter post office box
- Opening chapter bank/checking account
- Apply for and secure Internal Revenue Service (IRS) Tax Exempt Number
- Alumnae chapter shall transfer the balance of funds received to the new chapter account

Step 6: Chapter Training

The regional director shall identify trainers to facilitate the first training sessions

- Chapter members shall attend the following mandatory DID sessions within the first year:
 - Chapter Management
 - Policies and procedures/Rules of Order (must be conducted by the regional member of Scholarship and Standards); following this workshop, the chapter shall submit chapter policies and procedures to the regional member of Scholarship and Standards within 30 days
- Finance workshop (facilitated by trainers acceptable to National Finance Committee)
- Code of Conduct
- Protocol and Traditions
- Ritual and Ceremonies

Step 7: Progress Reports

The regional director or her designee shall monitor the progress of the newly chartered chapter for two years; progress will be measured by;

- Chapter activities
- Accomplishments
- Internal development workshops, and
- Challenges
- Documented the number of members
- Periodic contact, conversations/communication with the chapter president



Actions of National Headquarters

Upon notification from the regional director of the date of reactivation or reinstatement, National Headquarters:

- Confirms receipt of appropriate fees from chapter
- Sends the following correspondence to the chapter:
 - Names of initial members
 - Date of establishment, reinstatement, or reactivation
 - Charter Certificate (must be signed by each reactivating member; the document is then sent back to National Headquarters for other appropriate signatures, with a copy to be placed in the chapter file)
 - Chapter Service area
- Sends the original Charter Certificate back to National Headquarters for other appropriate signatures; a copy is placed in the chapter file. The original charter is returned to the chapter along with governing documents and administrative tools.
- Sends correspondence to the regional director
- Issues Charter Certificate (chapter name, city, state, University, and reactivation date)

Retiring a Chapter

The regional director shall assess the chapter including the historical facts such as background information regarding the inactivity, and the length of time the chapter has been inactive (five years or more). Once the assessment is complete, the regional director moves forward with the recommendation to retire the chapter by submitting a request to the National First Vice President, regional member of the National Scholarship and Standards Committee, and Headquarters staff; all supporting documentation shall be included when the request is submitted. The National Headquarters staff shall verify that the chapter has been inactive for at least five years.

If the chapter is a collegiate chapter, a letter shall be submitted from National Headquarters staff to the university advising them of the retirement status of the collegiate chapter. A copy of the written request and the actions of the National Scholarship and Standards Committee shall be placed in the retired chapter's folder.

It will be important for the chapter to close out all financial relationships and responsibilities with their local bank and/or existing accounts with the college or university. The remaining funds in the bank accounts should be forwarded to the Delta Sigma Theta Sorority, Inc. National Headquarters.



Section XVII: Membership

Membership in Delta Sigma Theta Sorority, Inc.

Membership in Delta Sigma Theta Sorority, Incorporated is:

- A privilege
- An honor
- A pledge to uphold
- A Lifetime Commitment

A Member is MORE than a Soror!

A **soror** is a woman who has been duly initiated into the Sorority.

A **member** of Delta Sigma Theta Sorority, Incorporated is any soror who pays her dues to a chapter and Grand Chapter, who pays a member-at-large fee, or those exempt from payment of Grand Chapter dues and fees.

- A member is involved in the fact that she has paid her dues.
- A member is engaged in the life of the Sorority.
- A member is financial therefore to use the word financial before the word member is redundant.

Membership Categories

Alumnae Member

An alumnae member is a soror who has paid dues to an alumnae chapter and is not matriculating at a college or university in a program leading to an initial baccalaureate degree. If the soror has not completed her initial baccalaureate degree and has returned to an educational institution to complete the requirements for the said degree, she has the option of joining the collegiate chapter, provided she has not paid dues to an alumnae chapter.

Collegiate Member

A collegiate member is a soror who has paid dues to a collegiate chapter, and who is matriculating at a college or university pursuing work leading to an initial baccalaureate degree.



Alumnae Member at Large

An alumnae member at large is an alumnae soror who elects to affiliate only with Grand Chapter by paying her dues through Grand Chapter.

May	May Not
Visit alumnae chapter	Host chapter meetings, chapter events/parties/community service activities
Wear the Sorority letters	Participate in step shows / stroll offs
Pay dues to Grand Chapter	Wear anything with a chapter Greek letters or identification of a suspended chapter
Attend state meetings, regional conferences, and national conventions	Stroll at homecomings/parties/events, etc. on a campus where the chapter is not functioning
Attend chapter meetings	Vote at chapter meetings

Collegiate Member at Large

A **collegiate member at large** is a soror who may elect to affiliate only with Grand Chapter by paying her dues through Grand Chapter.

To be eligible for collegiate member-at-large membership, a soror also must maintain a cumulative grade point average of 2.75 on a 4.0 scale or a 1.75 on a 3.0 scale **and** be enrolled at a college or university where the **chapter** has been retired or suspended, or the college or university has terminated its support/contract with the Sorority, or she has transferred to an institution where there is not a chapter.

May	May Not
Visit alumnae and collegiate Chapter	Operate as a chapter (i.e., host chapter meetings, chapter events/parties/community service activities)
Wear the sorority letters	Participate in step shows / stroll offs



Pay dues to Grand Chapter	Wear anything with chapter Greek letters or identification of a suspended chapter
Attend state meetings, regional conferences, and national conventions	Stroll at homecoming/parties/events, etc. on a campus where the chapter is not functioning
Attend chapter meetings	Vote at chapter meetings
Report grades (electronic transcript) to the Regional	Host on-campus Delta events /reunions

Life Memberships

- A **Life Member** is a soror who has paid in full a Life Membership fee before 1963.
- A **Golden Life Member** is a soror who has paid in full one of two specified Golden Life Membership fees.
- A **Diamond Life Member** is a soror who has paid in full the specified Diamond Life Membership fee.

Entitlements

The Entitlements for Sorors

- The Omega Omega Service:
 - The financial status of the soror at the time of her death is not an issue for this entitlement.
 - The Omega Omega Service is a one-time tribute that all chapters owe their deceased sorors.
 - Only the Omega Omega Service is the soror’s right; courtesies extended are optional.
 - If a soror retires and/or moves to another chapter location, the Omega Omega Service should be conducted by the chapter president in the area where the soror lived, as specified in the soror’s will or by family request.
 - If an Omega Omega Service has been held, a Memorial Service or a graveside service may be held by the sorors of another chapter.
 - If there is a question concerning the deceased soror’s membership, National Headquarters should be contacted to verify the deceased soror’s membership.



Note: A Soror who is expelled or has renounced their membership from the Sorority is prohibited from receiving an Omega Omega Service.

- A **soror** is entitled to wear paraphernalia unless on cease and desist, suspended, or expelled.
- A **soror**, who is a bride or being recognized on another noteworthy occasion, may be serenaded with the Sweetheart Song.
- A **soror** may attend chapter meetings as a visitor.
- To be admitted to the meetings, the **soror** must verify membership; or make prior arrangements with the chapter's financial secretary/team to verify her membership through headquarters records and, if requested, sign-in as a visitor.
- A **soror** may **not vote** at chapter meetings until she pays her local chapter and Grand Chapter dues, and the payment has been cleared by National Headquarters staff, at which time the soror becomes a member.
- A **soror** may **not** attend or lead committee meetings.
- A **soror** may attend Delta Sigma Theta Sorority, Inc. public events, and fundraisers, and of course, if applicable, pay the required admittance charge.
- A **soror** may volunteer in public events where the public is allowed to serve as volunteers. She must be risk management trained where deemed necessary.
- Sanctioned **sorors** in attendance when the Sweetheart Song is sung, cannot participate.

The Entitlements for Members

Members have **all** rights and privileges of membership including:

- All the rights and privileges of being a soror
- Voting
- Serving in elected and appointed office(s).

The Entitlements of Members-At-Large

- Alumnae members at large and collegiate members at large have the entitlement of sorors.
- Alumnae members at large and collegiate members at large may serve in appointed positions at the regional and national levels.
- Alumnae members at large may serve as collegiate chapter advisors.
- Alumnae members at large and collegiate members at large do not have the right and privilege of voting or serving in elected positions.
- Alumnae members at large may not attend or lead committee meetings.



How to Transfer / Transition Membership

To transfer/transition membership from one chapter to another, the following steps must be taken to ensure the process is completed:

- The chapter to which the soror is transferring must verify her membership in the Sorority; this can be done by the soror completing the Verification of Membership Form;
- The soror pays the new local chapter's dues; and
- The soror pays Grand Chapter dues or verifies her payment of Grand Chapter dues through her previous chapter.

Please Note: In some chapters, the local dues of graduating collegiate sorors are waived if the graduating collegiate soror joins the alumnae chapter within the first year of her graduation. Graduating collegiate sorors should inquire if the alumnae chapter's policies and procedures include a provision that local dues are waived for graduating collegiate sorors.

Verification of Membership for Visiting Sorors

Frequently, sorors want to attend meetings in a new community and want to affiliate with that community's chapter. Upon their arrival, they often do not have a membership card or other documents needed in their immediate possession to verify their membership in Delta Sigma Theta Sorority, Inc. At times, some chapters have been reluctant or negligent in requiring sufficient proof of membership.

As a result, an on-site verification of membership process has been devised and it must be used by all chapters before granting admittance to chapter meetings and to determine if a soror is in good standing with the organization. Without proper verification of membership (membership card, membership certificate, or letter of verification), a visitor should **not** be admitted.

The following must be completed when conducting on-site verifications of membership:

- Proof of Membership – Presentation of membership card, membership certificate, verification via the Red Zone, or Verification of Membership Letter.
- Vouching for Sorors/Members - Vouching for a person, is when a member of the chapter can attest to the veracity of the visitor's claim of membership. Such attestation must be based on knowledge of the visitor's initiation or past activities with Delta Sigma Theta Sorority, Incorporated.



- Verification of Good Standing - Access the list of all sorors/members who have been placed on suspension, probation* or have been expelled from the organization. This information is available on the national website.

(*) Sorors on probation may be granted admittance only if part of a rehabilitation plan is prescribed by the regional director. The soror is required to have a copy in hand for presentation at the door.

NOTE: To alleviate disruption at the entrance, the chapter president should be notified in advance and proof of membership should be provided before the meeting, ceremony, etc. To secure the contact information for the chapter president, please visit the official website (www.deltasigmatheta.org) and click on the chapter locator.

Renouncement of Membership

The soror/member wishing to terminate (renounce) her membership must officially convey this intent to Grand Chapter. Renouncing one's membership in Delta Sigma Theta Sorority, Inc., is by choice and should be entered with all sincerity and humility.

Acceptance of the soror's/member's renouncement and/or withdrawal of membership shall not be reversed, nor shall the soror/member be eligible for membership intake ever again. For this policy's purpose, renounce shall be defined as: one who formally declares termination of membership.

A member wishing to withdraw membership formally from the sorority must submit a written statement via email to the Member Policies and procedures Department (MPP) at (mpp@deltasigmatheta.org).

The contact information provided by the withdrawing soror/member will be utilized to update one's member profile before the withdrawal. Additionally, the provision of this information will also ensure that MPP has the correct contact information needed to properly address the withdrawing soror's/member's final verification notification and to authenticate the request. Notably, the soror's/member's contact information provided will not be used unless the withdrawing soror/member has requested to speak with the regional director before the finalization of the withdrawal.

When submitting the email notification requesting to withdraw membership, the soror/member is not required to provide a full explanation as to their decision to withdraw membership from the sorority.

To complete the formal Withdrawal of Membership from the sorority, the soror/member must have active access to their Member Profile located in the Member Portal at <https://members.dstonline.org/>. Only members seeking to formally withdraw and have



submitted a written request to MPP will have access to complete the withdrawal of membership located in the Member Portal.

If a soror/member does not have a current username and password to access the member portal, the soror/member should contact MPP at MPP@deltasigmatheta.org or submit a customer service ticket to request assistance in securing their username and password.

Once the email has been received requesting withdraw of membership and the soror/member successfully utilized their login credentials to log into the member portal, the member should Select-> My Account Tab (at the top of the page) then Select-> Withdraw Tab on the profile page. The withdrawal page references the Acknowledgement of Notification to Renouncement. Withdrawing soror/member should follow the renouncement process to complete the renouncement request. Upon completion, the renouncing soror/member will receive a dated confirmation email verifying their membership has been withdrawn from the sorority.

Steps for Soror or Member Desiring to Renounce Membership

While the Renouncement of Membership is a self-service feature in the Member Portal, a soror/member wishing to renounce her membership must have access to the portal to log into their profile to complete this task. Once logged into the Member Portal the soror/member can select the “Renouncement/Member Withdrawal” tab.

1. Send an email requesting formal withdrawal of membership, Attention: Member Policies and procedures Department including the following information:
 - Current Name
 - Current Address, Phone Number, and Email Address
 - Name at Initiation
 - Date of Initiation
 - Chapter of Initiation
 - Membership Number

2. Forward the following publications and other items to National Headquarters under separate cover at the same time the Withdrawal of the Membership form is submitted:
 - Doctrine (Ritual, Pyramid Study Guide, Membership Intake Program)
 - Membership Certificate and Card
 - Protocol and Traditions Manual
 - Chapter Management Handbook
 - *Constitution and Bylaws*

3. Give all paraphernalia to either:
 - Current member(s) of the Sorority
 - A local chapter of Delta Sigma Theta Sorority, Inc., or
 - Send to National Headquarters, Attention: Membership Department



Note: All sorors/members interested in renouncing their membership are to email the Member Policies and procedures Department for further instructions.

Membership Intake

Delta Sigma Theta Sorority, Inc. utilizes the Membership Intake Program as an opportunity to help new Deltas see themselves as worthy and beautiful. We tell them in many delightful and interesting ways that we expect them to be kind, intelligent, successful, moral, and courageous. The world is full of obstacles, but in Delta, we turn scars into stars and victims into victors. Injustice, inequality, and dehumanization are not the Delta way. Our way is filled with joy and love. We laugh, sing, and dance remembering that the Muses and Graces were the constant companions of the goddesses of Wisdom, Truth, and Justice. We, as sisters, help one another “make it” in a land of cruel and inconsistent paradoxes. Even how we address each other reflects our care. Soror, the Greek word for “sister,” symbolizes family, protection, love, and support. “Pyramid sister” symbolizes our reverence for one who wears the Delta at our invitation.

Chapter preparation and training are integral components in the education of members. These components embrace the ideals, principles, and goals of sisterhood and the moral responsibility of each member. To this positive end, the entire structure of the Membership Intake Process has the following objectives:

- To teach initiates key facts about Delta Sigma Theta as an organization with good purposes and meaningful works which contribute to the positive development of the individual.
- To build esprit de corps among the members so that working together (teamwork) is experienced as a constructive way of accomplishing individual and group goals.
- To encourage the sharing of talents and blessings in service to and with others as we work to build a just, compassionate, and sane world.
- To develop a positive “self-image” recognize the following factors:
 - that “self-image” is the key to a positive human personality; and
 - that one’s concept of her “self-image” sets boundaries of individual accomplishment

Information regarding Membership Intake is contained in four documents:

- Administrative Procedures for Membership Intake;
- The Membership Intake Program;
- The Pyramid Study Guide; and
- The Chapter Preparation Guide

These documents are updated frequently and can be found on the national website.



Section XVIII: Impeachment, Discipline, and Rehabilitation

Impeachment of Elected Officers

An officer elected by the chapter is expected to fulfill all the roles and responsibilities of the position for which she was elected. In instances when this does not occur, the chapter members have the right to impeach the officer.

Elected officers shall be impeached for the following offenses:

- Criminal activities leading to a conviction in a court of law (e.g., theft, drug involvement, prostitution, etc.);
- Violation(s) of the *Constitution and Bylaws* and the Code of Conduct of Delta Sigma Theta Sorority, Incorporated;
- Flagrant and deliberate negligence of duties and responsibilities as defined in any of the official and binding issuances or documents of the Sorority (i.e., *Constitution and Bylaws*, Code of Conduct, Chapter Management Handbook, Administrative Procedures for Membership Intake, chapter rules of order, chapter policies and procedures, etc.);
 - Embezzlement of funds from the chapter; and
 - Physical, verbal, or mental abuse of members.
- Willful and malicious destruction of materials and properties belonging to the member(s), chapter(s), or Delta Sigma Theta Sorority, Inc.

To impeach an elected officer, several required steps must be followed.

- A quorum of the chapter shall petition, to the highest-ranking officer of the chapter who is not herself the subject of the impeachment process, for the impeachment of an elected officer with the charge(s)/allegation(s) specified in writing.
- The Petition for Impeachment shall be given to the highest-ranking officer, who shall certify the names and signatures of the members and ascertain that the signatures have been voluntarily affixed to the petition.

If the highest-ranking officer is the subject of the impeachment process, the chapter shall present a Petition of Impeachment to the second highest-ranking officer and follow the same procedures outlined here.

- Within seven (7) days, the certifier shall notify in writing all the members of the chapter, the regional director, the regional representative, the Scholarship and Standards



Committee, and National Headquarters that a petition has been received and a hearing shall be held within 30 days.

- The accused soror(s) shall be notified by certified letter with return receipt and surface mail of the charge(s)/allegation(s) by the highest-ranking officer. Copies of the Petition for Impeachment and the Procedure for Impeachment of An Elected Chapter Officer must accompany the notification. The accused member(s) shall be relieved of her duties and responsibilities pending the outcome of the impeachment process.
- The highest-ranking officer (receiver of the petition) and the accused member(s) shall, within 14 days, agree on the date, time, and location of the hearing, to review the charge(s)/allegation(s). (The date, time, and location of the hearing shall be scheduled to allow for a ten-day written notification of the hearing to the membership of the chapter – this time is included in the 30 days.)
- If, within the above 14-day period, the accused member(s) has refused to agree to a date, time, and location for the hearing, it shall proceed without the member(s). The exception is if there have been extenuating circumstances for non-attendance and proof is evident (such as a death or serious illness in her family, or her serious illness/hospitalization, etc.).
- Under the leadership of the highest-ranking officer (receiver of the petition), the membership of the chapter shall review the charge(s)/allegation(s) and information gathered at the hearing and render a confidential decision, which shall be one of the following:
 - The offense(s) is not impeachable, and rehabilitation is not recommended.
 - The offense(s) is not impeachable, but rehabilitation is recommended.
 - The offense(s) is impeachable, and impeachment is effective immediately.
 - The offense(s) is unfounded (i.e., not guilty), and no action taken.
- Voting shall be by secret ballot in a closed session with only chapter members present. If a quorum is present, the impeachment vote shall be a two-thirds (2/3) vote of the financial members present and voting.
- The ballots shall be tallied at the hearing by members who have been deputized for the counting by the highest-ranking officer (receiver of the petition). The results of the official vote shall be a part of the official minutes of the hearing.
- The decision/results of the hearing and the results of the vote taken shall be sent, in writing by the highest-ranking officer, to the members of the chapter with copies to the regional director, the regional representative, the Scholarship and Standards Committee and National Headquarters within five days of the action taken.
- If the officer is impeached, she has the right to appeal.
- If the impeachment is upheld, the office/position shall be declared vacant and filled according to the chapter's policies and procedures, if not in conflict with Grand Chapter Constitution and Bylaws.

NOTE: An appointed chair or position by the chapter president is expected to fulfill all the roles and responsibilities of the position for which she was appointed. In instances when this does not occur, the Chapter President has the right to remove the appointed chair or member from the position.



There is no appeal process for the removed member(s). The position shall be declared vacant, and the vacancy shall be filled according to the chapter's policies and procedures, if not in conflict with Grand Chapter *Constitution and Bylaws*.

Cease and Desist for Chapters / Sorors / Member

What is Cease and Desist?

A written directive issued by the regional director /International President and Chair, National Board of Directors/Chair, National Scholarship and Standards as a reaction to a reported allegation that may violate Delta's Code of Conduct.

What to expect while on Cease and Desist?

- Written notification from regional director /International President and Chair, National Board of Directors/Chair, National Scholarship, and Standards regarding cease and desist.
- When the regional director/International President and Chair, National Board of Directors/Chair, National Scholarship and Standards has issued a cease and desist order to a chapter or soror, the chapter or soror must stop all Delta activities until the cease-and-desist order has been lifted unless the regional director has approved participation in certain activities.
- Periodic updates on the status of the investigation, if required.
- The investigation team collects statements from the parties involved.

The types of activities which a chapter or soror **may be approved** to participate in during cease and desist only at the discretion of the regional director /International President and Chair, National Board of Directors/Chair, National Scholarship and Standards are:

- DID or other Delta-related training workshops;
- Regional conferences/national conventions or other regional meetings to attend specifically designated sessions/workshops;
- Public service or fundraising events if the chapter has signed contracts which, if breached, would result in a significant monetary loss or damage to the chapter, or would damage Delta's reputation; and
- University-mandated activities i.e., Day of Service.

The types of activities which a chapter or soror **cannot** be permitted to participate in (not attend or assist in planning or implementing) during cease and desist are:

- Chapter seating as a voting or alternate delegate at a regional conference/national convention;



- Chapter meetings and/or functions, committee meetings, and Executive Board meetings;
- Membership Intake Process (preparation and/or actual process);
- Public service projects, chapter and/or jointly sponsored, representing Delta);
- Fundraising events in the name of the chapter; and
- State/Cluster and local meetings such as Founders Day, chapter-sponsored campus programs, forums, and other Delta events that are not open to the public.

The types of activities which a chapter or soror **will be required** to participate in during cease and desist are (1) regional/national officer-directed training and (2) participation in the investigation process.

During the investigation, the chapter/sorors can expect:

- To receive a request to participate in the investigation (time and date will be provided);
- A written account of allegations from the regional director and an explanation of the next steps;
- To be asked not to discuss any events with any parties concerning the investigation (either before giving a statement or afterward);
- To be asked to provide a written and verbal account of the incident(s) requiring the investigation;
- To be asked to sign a Witness Statement; and
- Notification to the collegiate/university official via the Allegation Report Form of the incident(s) and pending organization investigation.

After the cease and desist and depending on the outcome of the investigation, the chapter/soror can expect the following:

- To be cleared of any alleged code of conduct violations and permitted to begin functioning again;
- Sanctions levied against the involved parties; and
- A rehabilitation plan developed by the regional director/International President and Chair, National Board of Directors/Chair, National Scholarship and Standards may be required.

Until the investigation is complete, and the regional director, International President and Chair, National Board of Directors, Chair, National Scholarship, and Standards lifts the cease and desist, the chapter/member/soror will not function in Delta's name, wear Delta paraphernalia, or represent Delta and/or the chapter in any way, except as approved by the regional director, International President, and Chair, National Board of Directors, Chair, or Chair, National Scholarship and Standards.



Appeals Process

The appeals process provides a framework within which grievances may be settled fairly and quickly. The appeals process is an administrative proceeding that is conducted in a manner to encourage a thorough development of the facts, through submissions by members and through Delta's independent investigation and thorough consideration of relevant facts after an investigation.

During the deliberative process, additional violations of the sorority's Code of Conduct or other governing documents may be discovered and could result in additional sanctions being imposed. Likewise, if the evidence does not substantiate the alleged violation(s), sanctions may be reduced or removed. Each appellate body – the National Scholarship and Standards Committee, the National Board of Directors, and Grand Chapter convened in Executive Session at the national convention – reserves the right to add or remove sanctions, as appropriate.

NOTE: Delta Sigma Theta Sorority, Inc., shall not refund to any appellant any amount the appellant has paid in fines for sanctions before the disposition of the appellant's appeal. Payment of a fine constitutes an admission of an appellant's involvement in the conduct for which she has been charged, and the payment will be recorded accordingly.

Appeals Policy

Delta Sigma Theta Sorority, Inc. provides an appeals process for individual members/sorors and chapters that have been charged with violating Delta's *Constitution and Bylaws* and its Code of Conduct. The type of decisions that individuals may appeal include expulsion, suspension, probation, fines, and impeachment. The decisions that chapters may appeal include charter revocation, suspensions, probation, and fines. Delta's appeals process and procedures are available only to address violations of Delta's *Constitution and Bylaws* and its Code of Conduct. The appeals process and procedures are not intended to, and do not, address or substitute for sanctions or charges that a state and/or federal law enforcement agency may impose upon an appellant for violations of state and/or federal laws.

Appellants must pay all expenses associated with an appeal.

Appeals must be filed in the following order of hierarchy: National Scholarship and Standards Committee; National Board of Directors; and the Executive Session of the national convention. While an appeal is pending at one level, the decision made at the lower level against the appellant by the elected/appointed official of Delta Sigma Theta Sorority, Inc., will remain in effect until the body charged with reviewing and acting upon the appeal has rendered its decision.



Appeals Procedure

Level I – National Scholarship and Standards Committee

The appeal process begins at this level. The appeal form should be forwarded to Delta Sigma Theta Sorority, Incorporated, Attn: National Scholarship and Standards Committee Appeal, Membership Department - Internal Policy (*address provided at the end of this document*). The appeal form and all supporting evidence shall be filed within 30 calendar days of receipt of the Disciplinary Action Form. Once your appeal is received by National Headquarters, an acknowledgment receipt will be sent electronically to the email address on file or the Appeal Form. The regional director shall also be notified of the receipt of the appeal. New evidence is inadmissible after the Level I Appeal process unless the Level I Appeal decision changes the original sanction that was levied.

For this policy "evidence" is any documentation that supports the proof or denial of an individual's and/or chapter's claim. Level I will be the only opportunity the regional director, individual, and/ or chapter can submit evidence.

- A. The Committee meets quarterly and will review an appellant's appeal during the Committee's first meeting after the appeal has been filed. **Please note: the administrative cut-off deadline for addition to the agenda is 10 business days before the next scheduled meeting.** The National First Vice President shall transmit in writing the decision of the National Scholarship and Standards Committee within 15 business days to the appellant with copies to the regional director, regional representative, International President and Chair, National Board of Directors, regional member of the National Scholarship and Standards Committee, chapter president (if applicable), Chapter Advisor (if applicable), University Officials (if applicable) and National Headquarters, Membership Department.
- B. When appeals are reviewed at Level I, the committee has the option to take the following actions:
 - Accept the regional director's decision and deny the appeal;
 - Accept the regional director's decision and amend sanctions; and/or
 - Overturn the decision if the allegations are not substantiated.
- C. In the event the appellant is dissatisfied with the decision of the National Scholarship and Standards Committee, the appellant may file the appeal at Level II with the National Board of Directors within the stated timeline.
- D. If the regional director's sanction is overturned or amended, she will receive a detailed explanation as to why the appeal was not upheld.



Level II - National Board of Directors

- A. If the appellant is not satisfied with the disposition of the appeal at Level I/National Scholarship and Standards Committee, she may request, to the International President and Chair, National Board of Directors, that the appeal be elevated to Level II, to the National Board of Directors. Level II appeals should be forwarded to Delta Sigma Theta Sorority, Incorporated, Attn: National Board of Directors Appeal, Membership Department - Internal Policy (*address provided at the end of this document*). The appellant must file the Level II Appeal Form within 30 calendar days of receipt of the National Scholarship and Standards Committee Appeal Disposition. The receipt of the Appeal Form is acknowledged electronically to the email address provided on file or on the form. **New evidence is inadmissible at the Level II Appeal process unless the Level I Appeal decision changed (or amended) the original sanction that was levied.**

Note: If a member of the National Board of Directors was part of the investigation team for a specific case, she will recuse herself from the appeal.

- B. Within 15 business days of receipt of the request for the Level II Appeal, the International President and Chair, National Board of Directors shall notify in writing all members of the National Board of Directors and shall appoint three board members to review the appeal at this level. Once all hearing team members receive the Level II Appeal and all related documentation, the Level II review team will begin its review and render its decision in writing within 30 calendar days. Please **Note: The 30-calendar day countdown does not begin until all members are in receipt of all the Level I and admissible Level II Appeal documentation.** Appellants shall be notified in writing within 15 business days of the decision with copies to the regional director, regional representative, National First Vice President (if applicable), International President and Chair, National Board of Directors, members of the National Scholarship and Standards Committee, chapter president (if applicable), Chapter Advisor (if applicable), University Officials (if applicable) and National Headquarters, Membership Department.
- C. When appeals are reviewed at Level II, the committee has the option to take the following actions:
- Accept the National Scholarship and Standards Committee decision and deny the appeal;
 - Accept the regional director's decision and amend sanctions; and/or
 - Overturn the decision of the regional director if the allegations are not substantiated.
- D. If the National Scholarship & Standards Committee and/or the regional director's ruling is overturned or amended, the committee and the regional director will receive a detailed explanation regarding the ruling.



Level III – Executive Session at the National Convention (Closed to International President and Chair, National Board of Directors, Voting Delegates, Level III Review Team, and National Headquarters Staff Support)

If the appellant is not satisfied with the disposition from the Level II/National Board of Directors Appeal process, the appellant may request through the International President and Chair, National Board of Directors within 30 calendar days of receipt of the Appeal Disposition to have the appeal be considered at the next scheduled national convention. The receipt of the Appeal Form is acknowledged electronically to the email address on file or provided. Level III appeals should be forwarded to Delta Sigma Theta Sorority, Incorporated Attn: Executive Session at the National Convention Appeal, Membership Department - Internal Policy (*address provided at the end of this document*). **Please note: the administrative cutoff deadline for addition to the agenda is two months (at least 60 calendar days) before the next national convention.**

- A. Before the first session of the national convention, the International President and Chair, National Board of Directors shall appoint five members to serve as the review team for the appeal. The review team shall review statements from all appeal levels, interview the appellant(s), and present findings to the voting delegates only in a closed session at the national convention. **New evidence is inadmissible at the Level III Appeal process, excluding personal testimony from the appellant, unless the Level II Appeal decision changed the original sanction that was levied.**

NOTE: ONLY the appellant can be present at the Level III Appeal.

- B. The appeal shall be resolved by a majority vote or resolution of the voting delegates in the executive session before the last plenary session. A written copy of the disposition of the appeal shall be sent within 15 business days of the date of the executive session to the appellant(s) with copies to the regional director, regional representative, National First Vice President (if applicable), International President and Chair, National Board of Directors, members of the National Scholarship and Standards Committee, chapter president (if applicable), chapter advisor (if applicable), University Officials (if applicable), and National Headquarters, Membership Department.

NOTE: The appellant must be present at the national convention for the appeal to be reviewed. The appellant must pay all expenses associated with an appeal.

- C. Members who have served on the review team at another level are ineligible to hear the appeal at this level.
- D. The decision of Grand Chapter is final.



Submit all appeals to the following address:

Delta Sigma Theta Sorority, Incorporated Attn: Membership Department
1707 New Hampshire Ave. NW Washington, DC 20009

Or submit by email to: DSTAppeals@deltasigmatheta.org

Binding Arbitration

Binding Arbitration Procedures

Arbitration procedures related to disciplinary actions for Delta Sigma Theta Sorority, Inc. are provided below. The resolution for the inclusion of these procedures in the chapter management handbook can be accessed by [clicking here](#) or it can be found in the appendix section of this document.

Pursuant to Article XIV of Grand Chapter of the Delta Sigma Theta Sorority, Incorporated's *Constitution and Bylaws* these procedures detail the process to be followed by any member, soror, or chapter who seeks redress from the Sorority arising out of, or relating to, any Sorority activity or transaction.

Disciplinary matters involving members, sorors, or chapters are not ripe for arbitration adjudication until the exhaustion of the three-level Grand Chapter of the Delta Sigma Theta Sorority, Inc. adjudication process. If a disciplinary appellant is not satisfied with the disposition from the Level III Appeal process, the appellant may request arbitration. Arbitration requests shall be made in writing and submitted no later than 30 calendar days after receipt of the Level III Appeal decision. Arbitration requests shall be forwarded to Grand Chapter of the Delta Sigma Theta Sorority, Incorporated, Attn: Arbitration, Membership Department, 1707 New Hampshire Avenue, NW, Washington, D.C. 20009.

Members, sorors, or chapters seeking redress for non-disciplinary disputes, conflicts, claims, and/or causes of action shall submit a request for arbitration by written communication. The Arbitration requests shall be forwarded to **Grand Chapter of the Delta Sigma Theta Sorority, Incorporated, Attn: Arbitration, Legal Department 1707 New Hampshire Avenue, NW, Washington, D.C. 20009.**

The arbitration shall be administered by the American Arbitration Association (AAA) or JAMS, the world's largest private alternative dispute resolution (ADR) provider, preferably the District of Columbia location. Grand Chapter of the Delta Sigma Theta Sorority, Incorporated shall designate the arbitration administrator. The arbitrations shall be conducted under the terms of the Federal Arbitration Act 9 U.S.C. & 1. et seq., and the current Commercial Arbitration Rules of the AAA. Grand Chapter of the Delta Sigma Theta Sorority, Incorporated shall designate the administrator of the arbitration not later than 45 calendar days of receipt of the written



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request for arbitration. Within 30 calendar days of the designation of the arbitration administrator, a mutually agreed upon arbitrator shall be designated.

Within 14 calendar days after the parties have mutually agreed upon the arbitrator, the selected arbitrator shall contact Grand Chapter of the Delta Sigma Theta Sorority, Inc., and the complainant/appellant to schedule a mutually agreeable hearing date. If, within 14 calendar days of the date the arbitrator is first contacted to schedule a mutually agreeable date(s) for the hearing, the arbitrator is unable to determine a mutually agreeable date, the arbitrator shall set a hearing date to occur within 45 calendar days from the date that the panel of arbitrators was selected. If the arbitrator is not available within 45 calendar days, subject to the concurrence of the parties, the arbitration may be convened on the first date(s) of the arbitrator's availability. If the parties do not concur with a date beyond 45 days another arbitrator shall be designated to convene the arbitration.

At least 15 calendar days before the hearing, the arbitrator shall convene the parties for a pre-hearing conference, in person, telephonically, or virtually, to discuss possible settlement and means of expediting the hearing. During this conference, the parties will discuss the issue(s) and reduce them to writing, exchange witness lists, determine whether any facts can be stipulated, and determine whether any documents or exhibits can be authenticated. The arbitrators shall ensure that this discussion does not prejudice which witnesses are called to testify.

The hearing, or any portion thereof, may be conducted in person, telephonically, or virtually with the agreement of the parties or at the discretion of the arbitrator. During the hearing, the arbitrator shall consider evidence and material relevant to the dispute, giving the evidence such weight as is appropriate. The panel of arbitrators may limit testimony to exclude evidence that would be immaterial or unduly repetitive, provided that all parties are allowed to present material and relevant evidence.

The arbitrator may issue a bench decision at the hearing. If a decision is not issued after the hearing, the arbitrator shall render a decision as quickly as possible but, not later than 30 calendar days after the official conclusion of the hearing, unless the parties mutually agree to extend the time limit. The decision of the trial arbitrator may be appealed to an appellate arbitration panel.

The appeal of the trial arbitrator's decision shall be made in writing and submitted no later than 14 calendar days after receipt of the decision of the trial arbitrator. **Disciplinary-related appeals shall be forwarded to Grand Chapter of the Delta Sigma Theta Sorority, Incorporated, Attn: Arbitration Appeal, Membership Department, 1707 New Hampshire Avenue, NW, Washington, D.C. 20009. Non-disciplinary related appeals shall be forwarded to Delta Sigma Theta Sorority, Incorporated, Attn: Arbitration Appeal, Legal Department 1707 New Hampshire Avenue, NW, Washington, D.C. 20009.**

If the decision is not appealed within 14 calendar days of the trial arbitrator's final order, the decision shall become final and binding upon all parties.



The three-member appellate arbitration shall be administered by the previously designated arbitration administrator. Grand Chapter of the Delta Sigma Theta Sorority, Inc. shall request the administrator to designate the appellate arbitration panel within 45 calendar days of receipt of the written request for an appeal of the trial arbitration. The appellate arbitration panel shall be selected within 15 business days of Grand Chapter of the Delta Sigma Theta Sorority, Inc.'s notification and request of the arbitration administrator to designate a three-person appellant panel. No person shall serve as an appellate arbitrator in any dispute in which that person is precluded from serving under the applicable code of ethics governing the appointment of arbitrators.

The appellate arbitration panel may review an arbitration decision for legal sufficiency only and may reverse the trial arbitration decision on that basis only. The decision of the appellate arbitration panel shall be final and binding on all parties.

Judgment upon an award rendered by the trial arbitrator or the appellant arbitration panel may be entered in any court having jurisdiction.

At the trial and appellant level, each party is individually responsible for paying the attorney fees and costs of all attorneys retained by the party. Further, each party is individually responsible for paying fifty (50) percent of the expenses associated with arbitration at the trial or appellant level of arbitration.

Probation and Rehabilitation Plans

A probationary period should be viewed as a time for reflection and correction. Probation allows the chapter, member, or soror to remain viable but with limitations. The probationary period for a chapter, member, or soror should include but is not limited to conducting and/or participating in required programs and service projects as mandated by Delta Sigma Theta Sorority, Inc., completion of a prescribed Delta Internal Development (DID) plan and most importantly refrain from doing any illegal activities.

The amount of time a chapter or member/soror is placed on probation is outlined in the Code of Conduct. A normal timeframe for probation could range from six months to one year with a fine of up to \$500. However, if a member/soror or chapter does not fulfill the conditions of the probation or engages in any additional illegal activities, the chapter, member, or soror will be sanctioned based on the findings by the regional director.

Probationary Plan

The probationary period should be specific to each chapter or member/soror based on the violation. Therefore, the regional director will develop a probationary plan for a chapter, member, or soror. A copy of the probationary plan must be emailed to the chapter president and



advisor (if applicable) if it is a chapter probation. If an individual member or soror probation, **each** member or soror must receive an email with the probationary plan (see below), with a copy to the chapter president (if applicable) and advisor (if applicable). A copy of each plan must be emailed to the following: National First Vice President, regional director, regional member of National Scholarship and Standards Committee, and National Headquarters, Membership Department.

The plan should include, but is not limited to, the following:

- DIDs to address the violation;
- Mandatory DID on the Code of Conduct; and
- Payment of fines or damages (if applicable).

Delta Internal Development workshops can include, but are not limited to:

- Chapter Management
- Conflict Resolution
- Fiscal Management
- Policies and Procedures
- Program, Planning, and Development
- Protocol and Traditions
- Ritual and Ceremonies
- Team Building

During the probationary period, neither the member, soror or the chapter, or any of its members who have been disciplined, shall participate in activities of the Sorority except those rehabilitative activities and/or activities approved by the regional director.

The types of activities in which a chapter and its members **may be approved**, at the discretion of the regional director, to participate in during the probationary period are:

- Conducting chapter meetings and Executive Board meetings;
- Participating and conducting chapter programs and service projects;
- Preparing and submitting regional or national reports and audits;
- Transacting any financial business to conduct chapter business;
- Attending statewide meetings and being seated at a regional conference and national convention;
- University-mandated activities e.g., Day of Service (**Collegiate**);
- Wearing paraphernalia;
- Attending statewide meetings and being seated at a regional conference and national convention;
- University-mandated activities e.g., Day of Service (**Collegiate**); and
- Wearing paraphernalia.

The types of activities in which a chapter or any of its members **may not** be permitted to participate in during the probationary period are:



- Chapter-sponsored/organized social activities (e.g., parties, step, or stroll shows/competitions, etc.);
- This includes but is not limited to programs, step shows, stroll-offs, and events held by the chapter, other organizations, University, or any NPHC activity (exception- unless mandated, in writing, by the university); and
- Conducting membership intake.

The types of activities in which an individual member **may be approved**, at the discretion of the regional director, to participate in during the probationary period are:

- Attending chapter meetings;
- Attending chapter programs and service projects;
- Remain on the chapter's internal email lists;
- Attending statewide meetings, regional conferences, and national conventions; and
- Wearing paraphernalia.

The types of activities in which an individual member **may not** be permitted to participate during the probationary period are:

- Hold office, appointed, or elected, including for membership intake. If the member currently holds an office or position, it must be relinquished;
- Attend Executive Board meetings or committee meetings;
- Chair any committee of the chapter or serve on any chapter committee;
- Represent the chapter or the organization. This includes programs, step shows, stroll-offs, and events held by the chapter, organization, University, or any NPHC activity;
- Participate in chapter program planning or any behind-the-scenes planning; and
- Participate in any aspects of membership intake except attend Induction, Initiation, Sisterhood Banquet (if invited), and New Initiate Presentation.

The types of activities in which an individual soror **may be approved**, at the discretion of the regional director, to participate in during the probationary period are:

- Wearing paraphernalia;
- Attending chapter programs and service projects that are public events; and
- Remain on the chapter's external roster.

The types of activities in which an individual soror **may not be** permitted to participate during the probationary period are:

- Attending chapter meetings;
- Attend chapter programs and service projects unless a public program;
- Remain on the Chapter's internal email lists;
- Attend statewide meetings, regional conferences, and national conventions;
- Hold office, appointed, or elected, including for membership intake;
- Attending Executive Board meetings or committee meetings;
- Chair any committee of the chapter or serve on any chapter committee;
- Represent the chapter or the organization. This includes programs, step shows, stroll-offs, and events held by the chapter, organization, University, or any NPHC activity;



- Participate in chapter program planning or any behind-the-scenes planning; and
- Participate in any aspects of membership intake except attend Induction, Initiation, Sisterhood Banquet (if invited), and New Initiate Presentation.

To be reinstated, a chapter, member, or soror on probation must satisfy all financial obligations imposed because of the probation as well as completing a tailored probationary plan, over a prescribed period. The probationary plan shall be developed and supervised by the regional director and/or her assigned designee.

If a chapter, member, or soror does not complete the probationary plan and/or commits any new violations, the chapter, member, or soror will be sanctioned based on the findings by the regional director.



Section XIX: Legal Responsibilities

Your Duties to Delta Sigma Theta Sorority, Inc.

Chapter officers and members have a legal duty to always act responsibly and in the best interest of the organization. With every action, chapter officers and members should ask:

- What is the potential legal liability to Delta?
- Will this action damage Delta's reputation and goodwill?
- How best to carry out my duties?

Three areas required heightened awareness:

1. Intellectual Property Protection
2. Membership Intake
3. Youth Initiatives

Intellectual Property Protection

Intellectual property ownership

Delta owns **ALL** intellectual property related to it, which includes all iterations of its name, any Delta logo -- e.g., the Pyramid and Greek letters symbols, word(s) or phrase(s) commonly associated with and understood to refer to Delta, and the "look" of any mark used to distinguish merchandise and service as being associated with or related to Delta, including its color combination and year of founding.

What constitutes Delta's Intellectual Property?

- **Trademarks** – identify the source of goods/merchandise
 - **Service Marks** – identify the source of the service
 - **Copyright** – exclusive right relating to printing and recording
1. No individual member, no chapter of Delta, and no Delta members or sorors who have affiliated as a group for any purpose on any of Delta's intellectual property.
 2. No member (individually or as a part of a group) is authorized to use any property for any commercial purpose (i.e., to make money from using the property and/or to promote other causes), or to authorize any third party to use Delta's intellectual property for any purpose.



3. Only Licensed Vendors are authorized to sell merchandise emblazoned with Delta's Marks, and even licensed vendors must seek approval for their designs bearing Delta's Marks.
4. Licensed Vendors must complete and execute the Contract for the Production of Merchandise when contracting with a chapter.
5. Licensed vendors must complete and execute the Contract for Exhibit Space when contracting with a Chapter.

Understand that Delta's Trademarks and Service Marks are its brand. They attract members and promote Delta's goodwill and reputation.

Knowledge: Knowing the value of Delta's Marks and how that value is affected

Discipline: Having and consistently implementing a plan designed to protect and increase the value of the Marks.

- Does Delta spend more on parties, entertainment, and receptions than it spends to protect and enhance its Marks?
- The business, legal, and academic world takes note of how you value Delta's marks, and they assess the value the same way.

What Members Should Do:

- Purchase paraphernalia only from licensed vendors.
- When placing orders for merchandise for your events, ensure there is a written contract.
- Report vendors that violate the vendor license agreement.
- Do not infringe the Marks yourself.

Members' Non-Disclosure Agreement

Delta Sigma Theta Sorority, Inc. and the soror and member agree they will protect the confidential material and information which has and may be disclosed between Delta and the soror and member.

Confidential information means ALL non-public information or material which is proprietary to Delta, whether owned, written, or developed by Delta, which is not known other than by Delta or the initiated sorors of Delta Sigma Theta Sorority, Inc. And which the soror and member may obtain through any direct or indirect contact with Delta and/or initiated sorors of Delta Sigma Theta Sorority, Inc. Regardless of whether specifically identified as confidential or proprietary. Confidential information shall include any information provided by Delta concerning the business operations, financial information, technical information, marketing information, all documents, reports, plans, data, materials, methods, ceremonies, and any other information, described, which is, or could be, valuable to those external to Delta.



Soror and members agree that she, her agents, representatives, and/or heirs will not disclose, divulge, communicate, or confirm to any person or entity, for any purpose or reason whatsoever, any confidential information, without the prior written consent of the International President and Chair of the National Board of Directors of Delta Sigma Theta Sorority, Inc.

Statement on Hazing

Delta Sigma Theta Sorority, Inc. has a **zero-tolerance no-hazing policy** in place and continues to enforce its tenets. The Sorority is opposed to any acts of harassment or violence during the Membership Intake Program or in the conduct of Sorority business. As a result, the Sorority assumes an affirmative action program that integrates the basic tenets of the individual value and the worth of each member into every facet of sorority life.

Regularly, and consistently, it is incumbent upon us to review those policies to remind each of us of our responsibility to behave in a manner that is within the framework of Delta's no-hazing policies and to uphold the law on Criminal Hazing.

Delta Sigma Theta Sorority, Inc. recognizes its responsibility to protect human dignity and promote positive personal growth. Hazing is strictly prohibited by any member of the Sorority.

Delta Sigma Theta Sorority, Inc. defines hazing as an act that threatens the mental, physical, or academic health, or safety of an applicant, candidate, pyramid, or member through actions or situations that endanger, embarrass, harass, demean, or ridicule any person regardless of locations, intent, or consent of individuals.

Statement of Commitment and Purpose for the Whistleblower Policy

Delta Sigma Theta Sorority, Inc. (the "Sorority") is committed to the highest ethical, intellectual, cultural, and moral standards. The Sorority endeavors, and members should exemplify, public and personal conduct that reflects the ideals and principles adopted by the Sorority, which include the Sorority's efforts to comply with all applicable laws that govern the Sorority. The Sorority can best achieve its goals when members and sorors as well as those who aspire to become members, faithfully follow the Sorority's governing documents, which includes reporting suspected violations of the governing documents. To facilitate the reporting process, the Sorority has established this Whistleblower Policy, which includes an acknowledgment form that shall be signed by members, sorors, and prospective members.

This Whistleblower Policy is intended to encourage and enable members and sorors as well as applicants, candidates, and pyramids (collectively "prospective members") to raise concerns internally regarding unethical or unlawful practices so that the Sorority can address and correct misconduct. It is the responsibility of all members and sorors and all prospective members to report violations (or suspected violations) of the Sorority's Code of Conduct and other governing documents. While this Policy applies to all allegations of misconduct, the Sorority understands



that reports by prospective members likely would relate solely to misconduct that violates (or is believed to violate) the Membership Intake Process.

The Sorority's governing documents include but are not limited to, the; Chapter Management Handbook; Administrative Procedures for Membership Intake, including The Acknowledgement of Rights and Responsibilities of Members of Delta Sigma Theta Sorority, Inc. regarding Membership Intake Prohibitions (Members No Hazing Contract) and the Notice to Applicant/Candidate/Pyramid Regarding Privilege and Responsibilities; and the Code of Conduct.

Definition of Whistleblower

A Whistleblower is a member, soror, or prospective member who reports suspected unethical or illegal activity; or activity that violates the Sorority's governing documents.

Reporting Procedures

Allegations of suspected misconduct or violations of the Sorority's governing documents should be made in good faith based on reasonable grounds for suspecting that an activity or conduct constitutes a violation of the governing documents.

Reports of violations should be made in writing to assure a clear description of the issues; however, reports may be made orally when the urgency of a matter does not allow one to make a report in writing. Oral reports shall be audio-recorded to ensure clarity of the reported actions. Before beginning the recording, the person receiving the report ("Receiving Individual") shall seek the permission of the person making the report ("reporting Individual") to audio-record the report. Upon receiving consent to record, the Receiving Individual shall repeat the consent question and answer immediately before beginning the recording.

All allegations of misconduct or suspected misconduct should be factual rather than speculative or conclusory and, whether written or oral, should contain sufficiently detailed information to aid the Sorority in conducting a thorough and complete investigation. "Detailed information" includes but is not limited to information about where and when the incident or activities occurred; a description of the activities or misconduct; the names and titles of the individuals who allegedly participated in the misconduct; the names, titles (if appropriate) and contact information (if available) of any person who witnessed or knows of the alleged misconduct; the name of the chapter involved; and any other pertinent information. The Reporting Individuals should refrain from (1) obtaining evidence that they do not have the right to access and (2) conducting their investigation.

Reports shall be made to the appropriate Sorority officials, in the following order: the chapter president; the chapter advisors; the regional director and regional representative; and/or the National First Vice President **and** the National Executive Director of the Sorority. If the Reporting Individual is not comfortable reporting to any of the foregoing individuals or is not satisfied with their response, the reporting individual should immediately escalate the reporting to the next



level. ***Anyone making a report according to this policy always has the option of contacting the National First Vice President and/or the National Executive Director directly.*** Authorized persons will conduct a prompt, discreet, and objective investigation.

No Retaliation

It is contrary to the values of the Sorority and its Code of Conduct for anyone to retaliate against anyone who in good faith reports an ethics violation, a suspected violation of law, or a suspected violation of the Sorority's governing documents. Anyone who retaliates against anyone who has reported a violation in good faith shall be subject to discipline, as appropriate according to the Sorority's Code of Conduct, up to and including expulsion from the Sorority if the retaliation was by a member or soror, or preclusion from membership, if the retaliation was by an applicant or candidate. Where it appears that retaliation violated federal or state law, the Sorority will refer the matter to the appropriate investigatory agency.

Reports Made in Bad Faith

The Sorority reserves the right to discipline members, sorors, and prospective members who make bad faith, malicious, knowingly false, or frivolous allegations and complaints and/or who otherwise abuse this policy. Anyone making a complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the reported conduct constitutes a violation of the Sorority's governing documents.

Concerning misconduct in the Membership Intake Process, the Sorority reserves the right to reduce or expunge any sanctions imposed on applicants, candidates, pyramids, members, or sorors who knowingly participate in acts that violate the Membership Intake process, but who made good faith efforts to report such violations to the appropriate officials.

Confidentiality

Violations or suspected violations may be reported under this policy anonymously. Although the Sorority will receive and act promptly upon anonymous reports of violations, anonymous reports may preclude sorority officials from conducting a thorough investigation of the allegations. Reports of violations or suspected violations will be kept confidential to the extent possible. The Sorority's efforts to maintain confidentiality shall include calibrated disclosure, meaning the Sorority will exert maximum efforts to protect the identity of the Reporting Individual and shall make other disclosures only as necessary for it to conduct a thorough investigation.



Section XX: General Policies

General Policies

As policies are developed and approved, they will be announced/published in **“Hot Off the Press”** before being added to the applicable governing documents, administrative tools and resources, and this Chapter Management Handbook. **“Hot Off the Press”** is located on the National Delta Sigma Theta Sorority, Inc. website (<https://members.dstonline.org/>) >Grand Chapter > National Committees > Scholarship and Standards. See the link below.

[Scholarship & Standards - Hot off the Press \(dstonline.org\)](https://members.dstonline.org/)



Section XXI: Appendices

- A-1 Annual Review Acknowledgment University's Code of Conduct and/or Student Handbook
- A-2 Audio/Video Recording Consent Form
- A-3 Information Sheet for Chapters/Sorors under Cease and Desist
- A-4 Petition for Impeachment
- A-5 Impeachment Hearing Date Selection Form
- A-6 Impeachment Hearing Summary
- A-7 Inactive Chapter Member(s) Report
- A-8 Resolution to Approve Mandatory Arbitration Procedures
- A-9 Request Form for Excused Absence from a regional conference
- A-10 Request Form for Excused Absence from a national convention
- A-11 Verification of Membership



Appendix A-1: Annual Review Acknowledgment University's Code of Conduct and/or Student Handbook

DELTA SIGMA THETA SORORITY, INC.
A Public Service Sorority Founded in 1913

ANNUAL REVIEW ACKNOWLEDGMENT
UNIVERSITY'S CODE OF CONDUCT AND/OR STUDENT HANDBOOK

DIRECTIONS: A meeting and/or presentation to review the University's Code of Conduct and/or Student Handbook must be held annually during the Fall Semester. This form must be completed for compliance and submitted to the Regional Director and the Regional Representative no later than **September 15th** or prior to Fall Membership Intake.

PART I: CHAPTER INFORMATION

Chapter Name:			
Chapter Number:		Region:	
University:			
City:		State:	

PART II: REVIEW DETAILS

Review Date:		Timeframe/Duration:	
Financial Members (#):		Members Present (#):	
Chapter Advisors (#):		Advisors Present (#):	
Summary of Topics Covered (To include...Hazing Policy, Student Conduct and University Rules & Regulations):			

PART III: UNIVERSITY OFFICIAL (Person Facilitating Session)

Name:			
Title:			
E-mail Address:			
Phone Number:			

PART IV: REVIEW ACKNOWLEDGEMENT

Chapter President:		Date:	
Primary Advisor:		Date:	
University Official*:		Date:	

*Must be completed by appropriate official.



Appendix A-2: Audio/Video Recording Consent Form

Delta Sigma Theta Sorority, Inc. Audio/Video Recording Consent Form

Region: _____
Chapter: _____
City/State: _____

Please check all that apply:

Advisor _____ Chapter Officer _____ Chapter Member _____ Other _____

I _____ [print name] understand that Delta Sigma Theta Sorority, Incorporated is investigating allegations of [briefly describe the investigation]. The investigation is being conducted by members of Delta Sigma Theta Sorority, Incorporated.

[Check and initial on the appropriate line].

I voluntarily agree to be interviewed as a part of the investigation _____.

I voluntarily agree to allow the investigator to audio record or video record _____ the interview including questions asked; and statements or comments made in response to the questions asked. _____

I understand that I have the right to request that the recording be discontinued at any point during the interview.

I understand and agree that the recording or information from it may be used in the investigation and in any subsequent litigation involving Delta Sigma Theta Sorority, Incorporated.

I understand that the recording and notes will become the property of Delta Sigma Theta Sorority, Incorporated, and the sorority will maintain the recording pursuant to its records retention policy.

Agreement and Signature

I have read this entire Consent Form and had the opportunity to discuss its contents with the Lead Investigator, my parents, guardian, and/or legal counsel (if present) before signing it. I understand and agree to all its terms.

I acknowledge receipt of this Agreement.

Witness's Signature

Date



Investigators:

Lead Investigator's Name and Signature

Date

Other Investigators (List roles in Investigation)

Print Name and Date

Role

Signature

Print Name and Date

Role

Signature

Print Name and Date

Role

Signature



Appendix A-3: Information Sheet for Chapters/Sorors under Cease and Desist

DELTA SIGMA THETA SORORITY, INC.

A Service Sorority Δ Grand Chapter

Information Sheet for Chapters/Sorors Under Cease & Desist

What is Cease & Desist?

A written directive issued by the Regional Director as a reaction to a reported allegation that may be in violation of Delta's Code of Conduct.

What to expect while on Cease and Desist?

- Written notification from Regional Director regarding Cease and Desist (C&D).
- When a chapter or soror is issued a cease and desist order by the Regional Director, all Delta activities must stop until the C&D is lifted. Only approved activities can be continued and approval must come from the Regional Director or officer issuing the C&D Order.
- Periodic updates on status of the investigation, if required.
- The investigation team to collect statements from involved parties.

The types of activities which a chapter or soror **may be approved to** participate in during C&D at the discretion of the Regional Director are:

- DID or other Delta related training Workshops.
- Regional Conferences/National Convention or other regional meetings.
- Public Service or Fund Raising Events where contracts have been signed and or a significant monetary loss or damage to Delta's name would be suffered.
- University mandated activities i.e. Day of Service.

The types of activities which a chapter or soror **will be required to** participate in during C&D are:

- Regional/National Officer directed training.
- Participation in the investigation process.

Scholarship & Standards 06/2012



The types of activities which a chapter or soror **may not** be permitted to participate (not attend or assist in planning or implementing) in during C&D are:

- Seating at a regional conference/national convention (chapter).
- Chapter meetings, Committee meetings, Executive Board meetings and/or functions.
- Membership Intake Process (preparation and/or actual process)
- Public Service Projects, chapter and/or jointly sponsored, representing Delta).
- Fund Raising Events in the name of the chapter.
- State/Cluster and local meetings such as Founders Day, chapter sponsored campus programs, Forums and other Delta events not open to the general public.

The chapter/soror can expect during the investigation:

- To receive a request to participate in the investigation (time and date will be provided).
- Written account of allegations from the Regional Director and explanation of next steps.
- To be asked not to discuss any events with any parties concerning the investigation (either before giving a statement or afterwards).
- To be asked to provide a written and verbal account of the incident(s) requiring the investigation.
- To be asked to sign a Perjury Statement.
- Notification to the Collegiate/University official of incident(s) and pending organization investigation.

Until the investigation is complete and the Regional Director/National Officer lifts the C&D, the chapter/soror will not function in Delta's name nor wear Delta paraphernalia or represent Delta and/or the chapter in any way.

At the completion of the C&D and depending on the outcome of the investigation, the chapter/soror can expect to be:

- cleared of any alleged code of conduct violations and permitted to begin functioning again,
- sanctions will be levied against the involved parties chapter/soror,
- rehabilitation plan developed by the Regional Director may be required of the chapter/soror.

Scholarship & Standards 06/2012



Appendix A-5: Impeachment Hearing Date Selection Form

DELTA SIGMA THETA SORORITY, INCORPORATED
A Service Organization Since 1913



IMPEACHMENT OF ELECTED OFFICERS

IMPEACHMENT HEARING DATE SELECTION FORM

The Impeachment Hearing date, time and location are mutually agreed upon by representatives of the National Executive Board (Regional Impeachment)/Entire National Executive Board (National Impeachment) and the accused persons(s). Please vote for one of the dates listed below:

Please Check (✓) One:

<u>Date</u>	<u>Time</u>	<u>Location (to be determined by highest ranking officer)</u>	
_____ 1.	_____	_____	_____
_____ 2.	_____	_____	_____
_____ 3.	_____	_____	_____

Notification of the date, time and location will be sent to you within _____ days after the due date for return of this form.

Name (Print Legibly)

Signature

Address

Chapter

Region

Date



Appendix A-8: Resolution to Approve Mandatory Arbitration Procedures



DELTA SIGMA THETA SORORITY, INCORPORATED

A Service Sorority Founded in 1913

RESOLUTION TO APPROVE MANDATORY ARBITRATION PROCEDURES

SEPTEMBER 27, 2020

RESOLUTION 20-03

WHEREAS, the Board of Directors of Grand Chapter of the Delta Sigma Theta Sorority, Incorporated (the "Sorority") is authorized to maintain and amend the Sorority's procedures and manuals;

WHEREAS, ARTICLE XIV (A) of the Sorority's constitution and bylaws provides that any dispute, conflict, claim and/or cause of action of any kind whatsoever (collectively "dispute"), including but not limited to, contract claims; personal injury claims; bodily injury claims; injury to character claims; property damage claims; and physical mental, or emotional claims, arising out of, or relating to, any Sorority activity or any transaction the Sorority has with any member, soror, or any chapter, shall be subject to and resolved by binding and compulsory arbitration, which shall be conducted by a panel of arbitrators under the terms of the Federal Arbitration Act, 9 U.S.C. § 1, et seq., and the then-existing Commercial Arbitration Rules of the American Arbitration Association; and

WHEREAS, ARTICLE XIV (B) of the Sorority's constitution and bylaws provide that the procedure for submitting a matter or arbitration is set forth in the Chapter Management Handbook (as approved by the National Board of Directors).

NOW, THEREFORE, the Board of Directors of the Sorority hereby approves the mandatory arbitration procedures and directs that these procedures be incorporated into in all Chapter Management Handbook effective immediately.

RESOLVED, that the proper officers of the Sorority are hereby authorized and directed to execute and deliver any forms, notices, instruments or other documents as may be necessary or desirable to implement such procedures as set forth above.

RESOLVED FURTHER, that any actions taken by any of the officers of the Sorority in connection with the foregoing resolutions are hereby ratified, confirmed and adopted.



CORPORATE SECRETARY'S CERTIFICATE

I, Elsie Cooke-Holmes, National Secretary of Grand Chapter of the Delta Sigma Theta Sorority, Incorporated, a nonprofit corporation organized and existing under the laws of the District of Columbia (the "Corporation"), hereby certify that the foregoing is a full, true and correct copy of Resolutions of the Board of Directors of the Corporation, duly and regularly adopted by the Board of Directors of the Corporation in all respects as required by law and the Constitution and Bylaws of the Corporation at a meeting at which a quorum of the Board of Directors of the Corporation was present and the requisite number of such directors voted in favor of said Resolutions, or by the unanimous consent in writing of all members of the Board of Directors of the Corporation to the adoption of said Resolutions.

I further certify that said Resolutions are still in full force and effect and have not been amended or revoked, and that the specimen signatures appearing below are the signatures of the officers authorized to sign for the Corporation by virtue of such Resolutions.

Date: September 27, 2020

Elsie Cooke-Holmes

Elsie Cooke-Holmes, National Secretary of Grand Chapter of the Delta Sigma Theta Sorority, Incorporated, a District of Columbia Nonprofit Corporation



Appendix A-9: Request Form for Excused Absence from a Regional Conference

DELTA SIGMA THETA SORORITY, INCORPORATED
A Service Organization Since 1913



Request Form for Excused Absence from a Regional Conference

Any chapter that will not be represented at the national convention/regional conference must complete the "Request Form for Excused Absence from a Regional Conference" and forward it to National Headquarters for processing six weeks prior to the scheduled convention/conference. National Headquarters will forward the request to the Regional Director for her approval or disapproval. After the Regional Director's assessment, the request will be forwarded to the National Secretary for final action. The National Secretary will send copies indicating her decision to the Regional Director, the Chapter President and National Headquarters. A reason for the requested excused absence MUST be provided.

Chapter Name: _____ Chapter No: _____

School/University: _____
 (Collegiate Chapters)

Address: _____

City/State: _____ Zip Code: _____

Telephone: (Home) _____ (Work/Cell) _____

President: _____ Region: _____

The Chapter respectfully requests that its attendance at the national convention/regional conference in _____ on (Location) _____ be excused for the following reasons: _____ (Date)

List the last two Regional Conferences; the chapter had a delegate in attendance?

_____ Regional Conference	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
_____ Regional Conference	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>

President: _____ Advisor: _____
 (Signature) (Signature-Collegiate Only)

Regional Director: _____ Approved: Yes No
 (Signature)

National Secretary: _____ Approved: Yes No
 (Signature)



Appendix A-10: Request Form for Excused Absence from a National Convention

DELTA SIGMA THETA SORORITY, INCORPORATED
A Service Organization Since 1913



Request Form for Excused Absence from a National Convention

Any chapter that will not be represented at the national convention/regional conference must complete the “Request Form for Excused Absence from a National Convention” and forward it to National Headquarters for processing six weeks prior to the scheduled convention/conference. National Headquarters will forward the request to the Regional Director for her approval or disapproval. After the Regional Director’s assessment, the request will be forwarded to the National Secretary for final action. The National Secretary will send copies indicating her decision to the Regional Director, the Chapter President and National Headquarters. A reason for the requested excused absence **MUST** be provided.

Chapter Name: _____ Chapter No: _____

School/University: _____
(Collegiate Chapters)

Address: _____

City/State: _____ Zip Code: _____

Telephone: (Home) _____ (Work/Cell) _____

President: _____ Region: _____

The Chapter respectfully requests that its attendance at the national convention/regional conference in (Location) _____ on (Date) _____ be excused for the following reasons:

List the last two National Conventions; the chapter had a delegate in attendance?

____ National Convention	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
____ National Convention		<input type="checkbox"/>		<input type="checkbox"/>

President: _____ Advisor: _____

Regional Director: _____ (Signature) Approved: Yes

National Secretary: _____ (Signature) Approved: Yes



Appendix A-11: Verification of Membership

VERIFICATION OF MEMBERSHIP FOR VISITING SORORS PROTOCOL

Frequently, sorors want to attend meetings in a new community and want to affiliate with that community's chapter. Upon their arrival, they often do not have a membership card or other documents needed, in their immediate possession to verify their membership in Delta Sigma Theta Sorority, Inc. At times, some chapters have been reluctant or negligent in requiring sufficient proof of membership.

As a result, an on-site verification of membership process has been devised and it is mandatory that it is used by all chapters before granting admittance to chapter meetings and to determine if a soror is in good standing with the organization. Without proper verification of membership (membership card, membership certificate, or letter of verification), a visitor should *not* be admitted.

The following must be completed when conducting on-site verifications of membership:

1. Proof of Membership

Membership card; membership certificate; verification via the Red Zone, or Verification of Membership Letter completed by National Headquarters (allow at least three business days of receipt).

OR

2. Vouching for Sorors/Members

Vouching for a person, is when a member of the chapter can attest to the veracity of the visitor's claim of membership. Such attestation must be based on knowledge of the visitor's initiation or past activities with Delta Sigma Theta Sorority, Incorporated.

AND

3. Verification of Good Standing

Access the list of all sorors/members who have been placed on suspension, probation* or have been expelled from the organization. This information is consistently updated on the Home Page of the official website (Membership Tab).

NOTE: To alleviate disruption at the entrance, the Chapter President should be notified in advance and proof of membership should be provided **at least five to seven business days** prior to the meeting, ceremony, etc. To secure the contact information for the Chapter President, please visit the official website (www.deltasigmatheta.org) and click on the **Chapter Locator**.

(*) Sorors on probation may be granted admittance only if part of a Rehabilitation Plan prescribed by the Regional Director. The soror is required to have a copy in hand for presentation at the door.



Section XXII: Acknowledgements

Chapter Management Handbook 2023 Revision

International President and Chair, National Board of Directors

**Elsie Cooke-Holmes, International President and Chair, National Board of
Directors**

National Scholarship and Standards Committee 2022 – 2023

**Pamela Smith, National First Vice President and
Chair, National Scholarship and Standards Committee**

Dee Dee James Kong, National Second Vice President

Sue E. Wilson, Central Region

Marie Carmel Durandisse-Pressley, Eastern Region

Robin Fisher, Farwest Region

LaNeice Jones, Midwest Region

Pamela Lewis, South Atlantic Region

Sabrina Polote, Southern Region

Nicole Taylor, Southwest Region

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Karen Piper, Administrative Coordinator, Member Policies and Procedures



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08-01-2023

