
Phi Beta Delta, Honor Society of International Scholars

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Chapter Manual

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Organizing a Chapter

Many resources are available to help you start a chapter on your campus. The information below can serve as an overview of the steps you will take to get started. Once you have reviewed this information, you should contact:

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The Executive Office, the Vice President, the Regional Vice-Presidents, and nearby Chapter Coordinators will all be available to help answer your questions and lend you assistance.

Policies and Rules of Procedure for Chartering Chapters

Minimum Qualifications:

(A) The institution initiating a petition to be a chartered chapter must be one that:

1. offers at least a baccalaureate degree
2. holds regional accreditation
3. has faculty members who are formally engaged in juried or refereed scholarly creative activity of international scope (as evidenced in resumes or other documentation), and
4. demonstrates a regard for and commitment to the provision of:
 - programs and services for international (visa) students and scholars on campus.
 - study abroad programs, and
 - international faculty exchanges.

(B) A petition for the chartering of a chapter must be submitted to the Executive Office of Phi Beta Delta and must include:

1. an official application form (request from Phi Beta Delta Executive Office)
2. a letter of interest and intent indicating institutional adherence to the above four criteria for minimum qualifications
3. full payment of non-refundable petitioning fee (\$100.00)
4. supporting documentation on the services for international students and study abroad programs offered by the institution; and
5. a letter of support from the President/Chancellor (or designee) of the institution indicating support of the petition and the establishment of a chapter

(C) If the Board of Directors approves the petition, the institution will be notified, and the payment of Chartering (\$200.00) and Authorization Fees (\$50.00) will become due. The Chartering and Authorization Fees (\$250.00) must be paid in order for chapter designation to be granted. The Board of Directors may ask an institution to submit additional information

after reviewing and before a final decision is made. Upon denial an institution may submit a new petition no sooner than twelve months after denial of the first petition. The decision of the Board of Directors is final.

In The Beginning

As you begin thinking about establishing a chapter of Phi Beta Delta, it is important to realize that the way in which a chapter is organized will significantly affect the success of the organization as a whole. It is extremely important to get key individuals involved who represent a broad cross-section of your institution. Support from the highest levels of your college/university is imperative. Most importantly, your institution must be committed to the establishment of the chapter and the goals and objectives of the Society. The following are suggestions for sequential procedures for organizing a chapter.

Develop a Strategy

1. Strategy will depend on such factors as size, type, location and institutional involvement in and commitment to international interchange. Strategy will also depend upon your institution's organizational structure and your knowledge of how things get done at your college/university.
2. Carefully review all written statements of your institution which might support the formation of a chapter, including institutional mission, international policy statements, catalogs, brochures, etc.
3. Prior to discussing the formation of a chapter, be prepared to articulate the importance of the Society in fulfilling the mission, goals and objectives of your institution. Be prepared to point out how the Society will augment and enhance the internationalization of your campus. Emphasize the benefits which will be of most concern to your particular institution. (e.g., recognition and encouragement of scholarship and research, development of networks, increased cooperation, coordination and communication).
4. Write down the benefits to your institution for distribution when discussing the formation of a chapter.
5. Develop a realistic timetable and a written checklist of steps and times for completion. Determine exact dates for task accomplishments which include the following:
 - a) Getting formal endorsement from institutional authority
 - b) Scheduling organizational meeting(s)
 - c) Establishing committees
 - d) Establishing a bank account or a trust account at your institution
 - e) Planning and scheduling the founding meeting
 - f) Selecting officers

Secure Support and Endorsement

1. Discuss formation of a chapter with key university administrators, faculty and students (U.S. and international). This step is very important to gain initial broad-based support. You should discuss with them the emphasis of your chapter. Will it be driven by scholarships, programs, service, or more ideally, a combination? Making these

decisions will give focus to your chapter.

2. Carefully study the Chapter Manual available from the Executive Office. This publication is essential in developing the structure of a chapter and will be helpful with your strategy for securing endorsement.
3. Acknowledge (in writing) individuals who have offered their support and endorsement of the chapter. This record may be helpful at a later day and should also be included in the chapter archives.

Form a Campus-Wide Organizational Committee

1. This committee should include key faculty, administrators, international and U.S. students who have demonstrated an interest in and commitment to international interchange.
2. The number of representatives on this committee will depend on the size of your institution. In general, the committee should be large enough to involve a broad cross-section of the institution. Major academic units of the institution should eventually have some representation.
3. Committee members must be willing to be actively involved.
4. Provide written information about the Society to the Organizational Committee prior to their first meeting and, as much as possible, talk with each member individually about the Society.

Plan Organizational Meeting

1. Explain the history, purpose, goals and objectives of the Society. Provide specific examples of programs, services and activities of other chapters and what your chapter may do. Describe chapter and national structure.
2. Distribute written materials describing the Society to those who have not previously received them. Written materials might include the following: National Constitution and By-Laws, Phi Beta Delta brochure, national newsletter-The Medallion, written history, chapter list, and sections from this manual.
3. Discuss the plan of forming a chapter of the Society- on your campus and elicit ideas, comments and suggestions.
4. Call for a vote of support. This step is important because the Organizational Committee must acknowledge ownership as well as commitment to establishing a chapter.
5. It is advisable to elect officers (ad hoc) at the organizational meeting, since officers with specific responsibilities will be necessary in the formation of the chapter. For example, a campus account will need to be established with appropriate signatures. At this stage, interim officers would be needed to make certain decisions about initial selection of founding members, a timetable, institutional procedures and committee appointments. Official officers will be voted in by the chapter members at a later date or at the following year's installation meeting.

Establish Sub-Committees

In order to organize your chapter and plan for the founding meeting, you will need to establish ad hoc committees. Appoint a dynamic chairperson for each committee. Committees should be assigned specific tasks and a timetable for completing tasks. Ad hoc committees include the following as well as any other you may deem necessary.

1. **Constitution and By-Laws:** Using the Society's national constitution and by-laws as a model, this committee should develop your chapter's constitution and by-laws for approval by your Organizational Committee. Charter constitution and by-laws must conform to the national constitution and by-laws.
2. **Programming:** This committee develops the program for the founding meeting including time, location, format, agenda, ceremony, speakers, etc. Many chapters have held a banquet for their founding meeting with a prominent speaker, including the institution's president, provost or an acknowledged leader in international education. The Program Committee should also be responsible for developing programs for the first year (see sections on Programming Suggestions).
3. **Publicity/Public Relations:** This committee has the very important function of informing the university/college community about Phi Beta Delta and engendering support for and interest in the formation of the chapter. Media coverage should be comprehensive and include campus and community newspapers, radio stations, posters, and faculty newsletters. The committee is responsible for pre- and postpublicity for the founding meeting.
4. **Nominations:** This committee is responsible for nominating the officers for the first year, as well as determining the length of office and qualifications for officers according to your chapter by-laws. The Nominations Committee develops a slate of officers which should be approved by the Organizational Committee. To ensure acceptance, recognition, and visibility for the new chapter, the Nominations
5. **Committee** should attempt to get the most prominent administrators, faculty and students as officers. Many chapters have selected members of the Organizational Committee to serve as ad hoc officers for the first year of the chapter.
6. **Membership:** This committee establishes criteria for membership based on the chapter and national constitutions and by-laws. The committee also is responsible for developing procedures for the nomination and selection process of members.
7. **Scholarship:** This committee is responsible for developing methods and procedures for promoting and recognizing scholarship, one of the primary objectives of the Society. Some of the methods may include: scholarships, waivers of out-of-state fees, monetary awards, incentive grants, certificates, plaques, recognition banquets, brief articles in newspapers, etc.

Founding Meeting

Please consider the following, as you plan your Founding Meeting:

- Theme of program must be related to the purpose of the Society.
- Secure a well-known, dynamic speaker with strong international credentials or a genuine commitment to international interchange.
- Introduction of ad hoc officers (selected by Organizational Committee).

- Installation of founding members and officers
- Ceremony should follow guidelines from the Chapter Manual
- Award the Society medallions and certificates
- Take a photograph of the founding members of your chapter and place it in your archives or Chapter Manual.

Membership Selection

Membership selection is one of the most important tasks of the Society. The process should be done with care and initiated well in advance of the planned induction ceremony. As indicated in the national by-laws, each chapter has some degree of autonomy for developing membership criteria and for the method of selection. Your organizational committee will want to consider the size, type and constituency of your institution (and therefore familiarity among potential members) as it plans the selection procedures.

Selection begins in the membership committee when decisions are made concerning chapter criteria for selection. Local chapter organizers should consider the following questions in their planning since these decisions are at the discretion of the chapter.

1. How many members should be inducted each year?
2. Should there be a maximum number of members? If so, how should it be determined?
3. What proportion of the membership should each category of membership hold: faculty, staff, students, (U.S., international)?
4. What honorary members are to be selected? (See "Honorary Members" in this section.)

Method of Selection

The National Board has determined that each chapter must select its members through nomination. This method requires designated individuals (faculty, deans, directors, and department heads) to recommend individuals who are known to them and whom they believe meet the membership criteria. In the case of faculty and staff nominations, this can be done by sending letters to designated individuals describing the Society, its goals and criteria for membership. Nomination forms with a description of the criteria should be included in this mailing. For student nominations, designated individuals can be asked to either return student nominations, give the nomination forms to faculty members-who could then nominate qualified students, or give the forms directly to students with instructions to return them to the membership committee. The third option is a combination of faculty nomination and student application.

It is important to note that scholastic standing is a mandatory criterion in selecting international students. Most chapters require a minimum G.P.A. of 3.2 for undergraduate (juniors and seniors only) and 3.5 for graduates. U.S. students are normally selected on the basis of successfully completing an overseas study program approved by the institution. Faculty and staff are nominated by deans and administrators or by two active members of the Society.

At a large institution, it is possible that qualified students may not be known to administrators or faculty. Academic departments and the international office are helpful in determining which F-students have achieved high scholastic standing and meet the G.P.A. requirement for nomination.

All nominees should be voted on for acceptance by the membership committee. Nominees should be made aware that there is a membership cost to join the Society. International students, who may not be familiar with honor societies, especially should understand that their membership requires the payment of dues.

The Membership Committee also must consider members who do not remain active by failing to pay their annual membership dues, as well as procedures for members who leave their institution and wish to join a chapter at another institution. Any member of the Society may transfer membership from one chapter to another chapter. Transferring membership is included in the National Office business and procedures booklet included in this manual.

Recommended Timeline for Membership Selection

Weeks prior to Ceremony:

10+

Set membership criteria and determine procedure. Select membership committee to review applications or nominations.

8

Prepare and send letters for nomination and application. Publicize the information on application and procedures. Invite honorary members, if any.

6

Nomination deadline. Membership committee reviews nominees/applicants and selects potential members.

5

Send letters of invitation to potential members and an invitation to attend the Installation Ceremony (include banquet information, if planned). Be sure to include a form to collect the dues and initiation fee with the invitation to join.

4

Deadline for nominees' acceptance of membership and payment of dues must be in advance of the installation in order to properly conduct business with the National Office.

4

Order Society medallions and certificates, pins, etc. from the National Office. Please note that the national initiation fee includes the medallion and certificate.

2

Final review of plans for Installation Ceremony.

The Vice President, Regional Vice President and the Executive Office are available to provide guidance in helping you to establish your membership criteria.

Membership Definitions

Active Members: An active member is one who has paid national and chapter dues for the current year.

Honorary Members: An honorary member is one who has been designated as a member at an official meeting (chapter or national) of the Society, but is not inducted through ceremony nor charged any dues (chapter or national). Honorary members are presented with the Society medallion and/or certificate. Honorary members may include individuals of distinguished merit, contributors to the Society, institution presidents and vice-presidents, outstanding leaders in the field, and major speakers at Society functions. Chapters may designate honorary members by a consensus vote of the chapter officers. The individual becomes an honorary member of that particular chapter and the chapter coordinator or president must notify the Executive Office so that the honorary member's name will be placed in the official records of the Society.

Installation Ceremony

While making arrangements for your founding meeting and installation ceremony, it is important to remember that Phi Beta Delta members are a unique group. This idea should be conveyed in all aspects of planning, from selecting a suitable location to preparing the invitation. The atmosphere of the ceremony will set the tone for your chapter.

Plans for the ceremony should begin several months in advance of the event. Early decisions on a keynote speaker and location are necessary in order to reserve the desired date and place. Other decisions must be made concerning the type of room and set-up, decorations, program agenda, invitation, membership materials, and publicity. For information on membership selection and publicity, please refer to those sections in this manual.

The following points should be carefully considered:

Environmental Considerations

1. Location. On- or off-campus?
2. Room arrangements. Theater style or banquet room? Table at the front, podium, microphone? Table to hold certificates, medallions, pins? Foyer with table for signing the guest/membership book or collecting name tags? Room for reception?
3. Decorations. Phi Beta Delta banner, red/gold tablecloth, candles, flowers?
4. Photography. Photographs of officers, speakers, and class of new members, etc.? Does the room offer a good background for photographs?

Program Materials

1. Phi Beta Delta Crest. The crest should appear on all official documents (letterhead, certificates, chapter newsletters) of the Society. The crest includes symbols representative of the Society's meaning, objectives and colors. The insignia appears on the Society medallions.
2. Certificates. Certificates are available from the National Office and are to be given to each initiate. Certificates are signed by national and chapter officers.

3. Medallions. The medallions, decorated with the insignia, hang from a gold and red silk ribbon. The medallions should be used by the officers of the Society, and in particular by the individual who is conducting the ceremony. After presenting the medallion, take a photograph of the class of new members with the officers of the chapter. (Many chapters have received approval from their institutions to incorporate the wearing of the medallion in graduation ceremonies.)
4. Invitations. Invitations should be printed, if the budget permits, or typed in letter format on Phi Beta Delta stationery. A sample format is included at the end of this section.

Program of Events

1. Human resource needs. Speaker, moderator, reader of induction statement, presenter of medallions/pins, person at registry table, photographer. (Arrange for speaker early.)
2. Guests. Determine special guests. Send personal invitations. Will a special section be reserved for guests? Will they be recognized? How? When? By Whom?
3. Agenda. The program agenda should be similar to the following outline.
 - a) History of Phi Beta Delta, nationally and locally
 - b) Description of symbols and colors
 - c) Objectives of Phi Beta Delta
 - d) Speaker's address
 - e) Statement of Installation/Induction
 - f) Presentation of medallions
 - g) Photograph of class (new members)

Publicity

Make arrangements for pre- and post-publicity. (See section on Publicity.)

Archives

Maintain a record of all chapter activities! Include copies of printed articles and program materials about the installation ceremony, photographs, and guest book records.

Symbols and Colors

Phi Beta Delta symbols and colors play a significant role in the installation ceremony. The colors of the Society are red and gold, symbolizing the strength of humankind and the energy of the sun from which all cultures draw strength and life. These colors may be used in the decorations (candles, flowers, table covers, etc.). Initiates may be given a red candle with red and gold ribbons.

The crest is presented in the colors of the Society. The globe represents the international perspective of the Society's members. The torch represents the leadership and influence of the Society. The sun represents the energy from which all cultures draw strength. The book represents the coining and sharing of knowledge. The shield represents the preservation of academic freedom.

The motto “Scientia Mutua Mundi” (World's Shared Knowledge) is inscribed at the base of the crest.

The Use of Emblems

The emblems of Phi Beta Delta are to be awarded only to individuals who are active members of a chapter, and honorary members who have been selected according to the requirements stipulated in this manual (see Honorary Members in section on Membership Section).

The Society prohibits the awarding or allocation of these emblems to individuals who do not qualify according to the established criteria.

Only chapter and national officers of the Society are authorized to present these emblems.

Emblems may be presented only at official functions of the Society.

The name of the Society and its emblems are protected by copyright and federal registry.

Objectives of Phi Beta Delta

1. The following objectives of Phi Beta Delta should be included in the program-.
2. To recognize achievement in international educational interchange;
3. To increase the recognition, credibility, and importance of the international experience;
4. To develop a cadre of individuals (students and faculty) involved in the international experience;
5. To create a catalyst for international academic-based programming on campus; and
6. To connect individuals on U.S. campuses involved in the international experience.

Speaker's Address

The address of the speaker should include an international perspective, charging Phi Beta Delta members with their opportunities for continuing international involvement and recognizing their achievements.

Statement of Induction

The statement of induction is to be read by one of the following: President or Vice President of Academic Affairs of the institution, a national officer of the Society, or the Chapter President. (If a national officer is not available for the founding meeting, the chapter should invite the president of the institution to read the statement of induction.)

The statement of induction and confirmation of membership is:

"I, _____, in my capacity as the President (Academic Vice President, etc.) of (institution), hereby install you as members (or founding members) with full privileges in the ambitions and aspirations of Phi Beta Delta, the Honor Society for International Scholars. I confirm your membership based on the affirmation of your interest in the initiatives and conduct of international scholarship locally and nationally, and on the basis of the confidence invested in you by the governing board of the (designation) Chapter at (institution) in their certification that you qualify for membership under the established criteria of the Society."

Terminology

Founding Meeting: The first official meeting of the chapter, which includes the installation of officers and the induction of members. These members become known as the Founding Members of the chapter.

Installation Ceremony: The official ceremony of installing the new officers of the chapter.

Induction Ceremony: The official ceremony of inducting the new members (initiates) of a chapter.

Please note that for consistency, chapters should refer to the annual meeting for new officers and new members as the Installation Meeting.

Suggestions for Programming

All programs sponsored by the Society should be designed to accomplish the specific objectives of Phi Beta Delta as outlined in the by-laws. It is stated in the by-laws that chapters should conduct at least one program each term. An official Program Committee, appointed by the chapter president, should be responsible for planning, implementing and evaluating programs. When possible, it is a good idea to plan programs for the entire year, thus addressing several objectives in one meeting. As the Society matures, program needs may change. For example, a newly formed chapter in a large institution where faculty members are not in frequent might want to plan a social event at the beginning of the year to bring people together and promote networking. A smaller institution where faculty interaction is more frequent may forego a social program for an educational or cross-cultural program to begin the year.

In order to conserve resources, your chapter might consider co-sponsoring educational programs with other campus programs and departments such as Global Studies, Asian Studies, Languages, Political Science, Social Science Education, Student Activities, Latin-American Studies, and the International Student/Programs Office. Co-sponsoring programs with international community-based organizations is also a possibility. Please note that ninety percent of the programs of your chapter should be educational in content and scope.

Good program development requires careful planning. The purpose of this section is to identify the steps necessary for developing good programs; to present different types of programs in categories that promote the objectives of Phi Beta Delta; and, to describe several of these programs. Much of this material, including the conceptual framework of programs has been drawn from articles and materials developed by Richard F. Reiff (1986), at the University of Georgia.

Program Planning

The following ten easy steps for planning a program (Blimling & Miltenberger, 1981) should be helpful in efforts to promote international interchange:

1. Assess needs and generate ideas for programs.
2. Set program objectives.
3. Involve others in the formation of ideas and the organization of programs.
4. Develop a tentative plan.

5. Plan the program, determining specific dates, times, locations, responsibilities, facilities, resources, budget, publicity, policies, etc.
6. Publicize the program.
7. Review your program plan and check that everything is being done.
8. Arrive early to prepare for the program.
9. Participate in the program,
10. Evaluate the program.

Types of Programs

Generally, programs sponsored by the Society can be divided into these main categories: academic, cross-cultural, and social/educational. The categories, their primary objectives and specific examples are listed below:

Academic

Symposium: A symposium provides the opportunity for information-sharing and discussion of internationally significant topics, issues, or ideas. A topic or issue should be selected; then distinguished speakers, faculty and students should be invited to participate as presenters. Such a program increases understanding of the topic or problem, stimulates discussion among speakers, faculty, students and members of the audience, promotes leadership development of participating students, and increases visibility and credibility of the organization and its goal.

Speakers' Bureau: A speakers' bureau can be organized by asking members (faculty, students; international, U.S.) to speak upon invitation from a social, civic or educational group in the community or region. Members might volunteer at least one engagement per year. Since this program will require on-going administration, it is important to identify a member who will be responsible for receiving requests and inviting speakers. Initially, this contact person will need a membership roster which lists areas of expertise and/or nationality. The creation of a speakers' bureau could address several objectives of the Society: increase visibility and credibility, provide information, promote understanding, stimulate interest and involvement, and for student members, provide opportunities for leadership development.

International Exhibit: An international exhibit could be planned in cooperation with international students, student organizations and/or academic departments on campus. The exhibit could feature arts, crafts, clothing, photographs, audio-visual presentations and other materials representing the countries/cultures. Food samples could be given out or sold for a nominal fee. Students are often successful in obtaining materials from the embassies or consulates. The individuals representing the countries should be present at the exhibit to answer questions. Personal invitations can be sent to local elementary and secondary schools. This program can be jointly sponsored with students preparing the exhibit and chapter members making the logistical arrangements, preparing the publicity, and coordinating the event. By adding a nominal admission charge to the exhibit, this event could serve as a fundraising project for scholarships.

Forums: International forums can be quite successful in promoting international exchange and cross-cultural understanding. Often these programs are most successful when regularly scheduled (weekly, bi-weekly, monthly) and in the same location. Programming over the

lunch hour is sometimes effective, such as a "Tuesday Lunch and Learn" session. It is a good idea to select a central location on campus in close proximity to food services or where "brown bag lunching" is welcome. Selecting a regular time and/or a clever name for the program may help people to remember the event, for example a "Second Thursday Seminar," if it is a monthly event. Topics for discussion should be carefully chosen to address multicultural or world issues of current importance.

Other programs may include the following: discussion groups, foreign film festivals, occasional paper series, and recognition of special international issues (i.e., World Hunger Week/Day).

Cross-Cultural

Workshop on Cross-Cultural Communication: Members can offer their expertise in the area of cross-cultural communication by providing workshops to faculty, staff or students throughout the campus. These workshops can be designed for specific professionals, or housing student resident assistants, or publicized and offered for anyone interested in attending. The purposes of the workshop would be to provide information about international students, cultural differences, and communication styles; and promote understanding of these cultural differences. These goals may be achieved through a variety of handouts, lectures, discussions role playing, perception activities, simulation games and completion of a cultural inventory. An evaluation of the session should be completed at the end.

Travel Abroad Network: Establishing a travel abroad network is a good way to develop close communications and networking among members and promote cross-cultural understanding in the campus community. Members who have traveled and lived abroad could serve as resources for others planning to travel to the same locations. International student members might be particularly interested in providing travel information about their countries. Posters and brochures can usually be obtained from travel agencies and foreign embassies. A member should be identified to coordinate this program, keeping the list of countries and volunteers and serving as a contact person.

Culture Library: The chapter may decide to become a resource for the community on information about different cultures, thus encouraging cross-cultural understanding and visibility in the community. Culture kits/packets can be developed that include a variety of information and materials about each country, such as the following: posters, brochures, pictures, slides, flags, pamphlets and brief written overviews of the countries. Materials can be collected from several sources: embassies, consulates, travel agencies, contributions from members, and from students returning to home countries during vacation periods. The chapter would need to locate space for the collection and designate a "librarian" to be responsible for checking out materials. If the chapter does not have a place to house the materials, an arrangement might be made with the local public library, whereby the chapter collects the materials and then donates them to the library. These materials could also be used by members involved in a speakers¹ bureau.

Social/Educational

Coffee Hour: The international coffee hour serves as an informal setting for the communication and exchange of ideas among individuals who are interested in international

education and interchange. It helps bring together individuals sharing international interests so that they can become better acquainted. A regularly-scheduled time (weekly, bimonthly, or monthly) is most successful in promoting continued attendance. All interested members of the campus community should be invited to attend. A different culture or the international experience of a member could be highlighted at each coffee hour, with refreshments, exhibits and music representing the culture.

Field Trips: The chapter might organize field trips for members to attend events of international significance such as lectures, meetings of state government officials concerning international topics, councils and consortiums investigating international issues, a symposium at other institutions and/or programs sponsored by other Phi Beta Delta chapters in the region. Such trips can create opportunities for exchange among members in addition to increasing the visibility of the Society and providing information for members. This type of event may be both social and academic.

Receptions: Receptions may be planned as primary events or with another program, such as a lecture, symposium or film festival. The chapter might plan a reception in conjunction with a program sponsored by an academic department or campus international office. The purpose of such a joint-sponsored program might be to increase networking and visibility on campus. Other social programs may include teas, theme parties, potluck dinners and banquets.

Evaluation

Evaluation is the final step in the process of program development. Although sometimes overlooked, evaluation is necessary to determine whether the organization is working towards its goals and whether program objectives have been met. The results of evaluation can then be used to make decisions about future plans and programs.

The two types of evaluation which the program committee should address are formative evaluation and summative evaluation. Formative evaluation is an on-going process of measuring organizational movement towards established goals. (Are we headed in the right direction?) In making a summative evaluation, the program committee should look at each program to determine if the activity addresses the objective for which it was designed. (Did we get there?)

On-going or formative evaluation might be done informally through observations during the academic year. The evaluators could be chapter officers, committee members or others involved in planning for the chapter. The following questions might be raised:

1. Are programs addressing the Society's goals?
2. Have all resources, human and material, been identified and are they being used?
3. Is the chapter addressing the needs of the membership?
4. In general, does program attendance meet expectation?

Retaining Members

Membership retention is one of the greatest challenges for chapters of Phi Beta Delta. Like other honor societies, Phi Beta Delta inducts many people who join for the recognition but

often do not regain active because of other interests and commitments. Yet, the society's goals of promoting networking, increasing visibility and enhancing internationalization cannot be fully realized without the long term commitment, support and involvement of its members.

To ensure the continuous active involvement of its members each chapter must provide programs and activities that are not only interesting and educational but, most importantly, that meet a need on their respective campuses. The most effective means of determining that need is to examine the mission statement and strategic plan of the institution, to assess the existing international services, programs, and activities and to survey the members. The needs will vary depending on the international strengths and weaknesses. For example, some colleges and universities may have excellent international programs with a large number of international students and American students participating in study abroad but lack any substantive interaction among the international students and scholars on campus. Other institutions may lack visibility or quality programming.

In order to determine if faculty and student needs and interests are being met, every chapter should conduct regular evaluations of programs as well as periodic surveys of all the members. Periodic surveys are important because some members may not be attending programs and activities because they are not of interest or are not perceived to meet a personal or institutional need. It is vital to know what types of activities are deemed relevant by all the members.

In recent years most colleges and universities in the U.S. list internationalization of the campus as a high priority. Internationalization is included in most institutional strategic planning. Chapters that can demonstrate how they effectively augment and enhance that goal will be more successful in their efforts to retain members. Since many faculties recognize the importance of and are committed to internationalizing they will be more likely to stay involved with programs and activities that attain that worthwhile goal. Of all the ingredients of internationalization - language study, area studies, international relations, faculty, and student exchanges - what is most often lacking is recognition and visibility. As an honor society for international scholars, Phi Beta Delta is best able to provide those ingredients and to meet that need.

Involving key administrators and faculty in chapter activities is a good way to demonstrate the importance of the organization to the wider university community. Wherever possible, they should be involved in the governance as well as the programs of the society. Their participation will help send the message that those with institutional power and influence also see the worth and value of an honor society for international scholars. By demonstrating how Phi Beta Delta can augment and enhance internationalization, those in leadership positions will be more likely to become and stay involved. It will be viewed as a way to internationalize with little or no cost to the institution.

Maurice Harari, one of the most prolific writers on internationalization and a consultant on the subject, stresses the importance of having an "international ethos" on campus. For a college or university to be internationalized, it requires more than programs, student and faculty exchanges and an internationalized curriculum; it requires a pervasive feeling and awareness that internationalization is an integral part of the mission and day to day life of the institution. An international perspective must become the modus operandi of the way administrators, faculty, and students think and act. Faculty and students must think and act from an international perspective and a world view.

Phi Beta Delta is in an excellent position to promote an international ethos on campus by demonstrating the value placed on international educational exchange and by providing quality programs that promote it. Every chapter should consistently demonstrate and remind the campus community how the purposes and the goals of the society are also those of the

institution: promoting internationalization and diversity. If this is effectively achieved, membership retention will increase.

Publicity

Effective publicity and good public relations with local and institutional community members are crucial in developing a dynamic organization. Publicity efforts should begin once the decision is made to form a chapter. A strong commitment of international support will lay the groundwork for future publicity efforts.

A publicity committee should be formed from members representing a cross-section of the campus. In addition to sharing the workload, this diverse representation of members will help build support and increase access to institutional publications.

The publicity committee should establish objectives that will support and promote the goals of the Society; for example:

1. Promote initial interest in the formation of the chapter.
2. Inform members of activities of local, regional, and national initiatives.
3. Inform members about international programs and activities taking place locally, regionally, and nationally.
4. Inform the local and institutional communities about Phi Beta Delta events.
5. Publicize Phi Beta Delta committee activities.

Suggested Activities

Pre-publicity for the formation of the chapter and subsequent programs of the chapter should be addressed in a similar manner. The formation of the chapter should be widely publicized on campus and in the local community to promote interest and support. A press release with pertinent information should be prepared and delivered to local newspapers and radio stations. If officers have been selected, include a photograph of the officers. When sending press releases, ask for both feature articles and listings in the calendar of events section. Be sure to check with the appropriate office at your institution to determine any necessary requirements for sending a press release.

Good publicity requires using a variety of resources. Send articles and press releases to departmental newsletters, faculty and student newspapers and student radio stations. Place posters on bulletin boards. Identify committee or chapter members who have connections with local media individuals and who may convince them of the value of Phi Beta Delta goals.

Publicity by "word of mouth" is also very effective. The publications office at your institution may provide a variety of additional resources.

Flyers and personal invitations are also effective methods for increasing interest and participation. Distribute flyers to academic departments, and ask faculty to make announcements of programs in appropriate classes. Student members can be asked to place posters in the residence halls or family living areas.

During programs it is a good idea to arrange for photographs of the event. Black and white photographs can be used in post-publicity, chapter and national newsletters and also kept for the chapter archives. It is important to assign this responsibility to a specific member because the newspaper and/or campus public relations office may not send a photographer when requested.

Post-publicity for programs should include photographs submitted to the local newspapers and articles in the chapter news bulletin or newsletter. Photographs can also be submitted for regional and national newsletters.

Newsletter

A chapter newsletter is one of the most effective means for disseminating information concerning chapter events and programs, recognizing contributions of chapter members, and relaying information from the national organization. At a large institution, the newsletter is particularly important for informing members of other international activities and programs on campus. Possible sections for a newsletter might include the following:

1. Calendar of local, regional and national events related to international education and exchange.
2. Report on local board activities.
3. Profile of a member with outstanding contributions and accomplishments.
4. Focus on an institutional department or program of studies (e.g., Global Education, English Language Program, Latin American Studies).
5. Feature article on internationally related campus programs or events.
6. Photographs of past events sponsored by the chapter.

In summary, developing good public relations procedures is extremely important. Regular and frequent contact among chapter officers, committee chairpersons and publicity committee members will help ensure that members of the chapter are well-informed.

Resource Development

In order to function most effectively and to accomplish the objectives of the Society, each chapter must fully develop campus and community human and material resources. These human and material resources will be vital in implementing the various programs, activities and services of the organization. Human resources will include key individuals and organizations whose experiences, goals and activities correspond to those of the Society. Human resources will provide the personal and physical support needed to plan and conduct activities. Human resources may or may not be members of the Society.

Material resources are also necessary to carry out the activities of the chapter. Material resources might include funds, audio-visual equipment, file cabinets, office space, ceremonial regalia (candelabra, banners, table cloths), microphones, typewriters and computers. Often materials may be borrowed or rented. Sometimes individuals, organizations or businesses might contribute space and/or equipment. It is important that every chapter secure a convenient, safe, permanent location for storage of chapter files, equipment and ceremonial regalia.

Human Resource Development

Steps in human resource development might include the following:

1. Identify individuals (students, faculty, people from community) who are interested in and involved with international interchange.
2. Familiarize them with the goals, objectives and activities of the Society.
3. Obtain their permission to be identified as resource-persons for your chapter, noting

their areas of expertise (e.g., newsletter or journal articles, panelist, speaker, slide show presenter, etc.).

4. Actively involve such individuals in the services, programs and activities of the chapter.
5. Provide leadership development through workshops, seminars and printed materials. Inform resource people of opportunities for leadership development offered outside the chapter.
6. Communicate regularly with resource people about the plans and activities of the chapter.
7. Recognize contributions of individuals and organizations through thank-you letters, recognition in newsletters, certificates of appreciation and awards. Careful consideration should be given to ensure that appropriate recognition be given for various kinds of contributions.

Material Resource Development

At a very early stage each chapter should determine what its material and physical needs are in order to carry out its activities. The chapter can determine what needs to be purchased, borrowed or rented. Meeting and program space, as well as office equipment, should be listed. An approach to developing material resources might include the following:

1. Determine what material resources are needed to carry out the business of the chapter.
2. Develop a list of all the materials needed.
3. Determine which campus and community individuals and organizations might be targeted to contribute resources. Resources might be contributed through donations, loans or rentals.
4. Request contributions in person (usually President or Vice President of the chapter) or in writing. The request should also be accompanied with a concise description of the goals, objectives and specific activities of the chapter, as well as why the requested donation or loan is needed and how it will be used.
5. Recognize individuals or organizations contributing material resources through thankyou letters and recognition in the chapter newsletter.

Fundraising

Fundraising is an important issue for consideration as members begin setting goals that require more than a "basic" budget. This section suggests ideas for fundraising. Suggestions include soliciting contributions and developing revenue-generating projects. Fundraising is an effective means of supplementing chapter funds for educational programs and activities, providing scholarships to deserving students, and creating awards to recognize outstanding faculty.

Contributions

Contributions may be solicited from the following target groups:

1. Individuals in the community who have a special interest in international education or who have traveled abroad extensively.
2. Alumni of the Society and/or institution.
3. Community, civic and social groups that have international committees.
4. Businesses in the area or in the state which are part of international companies. The university/college placement office can be helpful in providing the names of these companies.

Some groups/organizations might also be interested in establishing awards for the chapter. It is a good idea to identify a specific award or need, so that a chapter member may approach groups with particular awards in mind.

Revenue-Generating Projects

In addition to seeking contributions, the chapter might undertake a revenue-generating project for educational programs. Projects that involve community members can have multiple benefits. As well as raising needed funds, the chapter becomes more visible and respected in the community. In addition, the project may result in an increased awareness in the community of other cultures and international issues.

Suggested Fundraising Projects

1. Publish a journal that focuses on international issues with articles from the members. Market the journal on an institutional, state and/or regional level.
2. International Resource Directory - Develop a directory of individuals at your institution involved in international activities, programs, education and exchange. List their areas of expertise and experience (cultures, languages, topics, travel, etc.)
3. Publish an International Recipe Book using recipes contributed from faculty and students.
4. Host an International Theme Dinner or sponsor an International Fashion Show. Ask students, faculty and children to participate by wearing traditional dress from their countries.
5. Sponsor an International Exhibit or Bazaar. Ask international groups to participate by hosting tables representing their countries. Charge admission.

Alumni

Each individual chapter may implement a plan for developing alumni relations. Before this can be done, however, the chapter must determine the specific objectives of any alumni activities based on the goals and objectives of the Society. What can an alumni program do to augment and enhance the objectives of the Society? What can the chapter do to serve the interests of alumni after they have left the institution and/or returned to their home countries (international students and faculty)? Who will be responsible for alumni relations? Will it be an individual or committee? Is an alumna/alumnus interested in maintaining regular membership status or some other relationship with its chapter?

Each individual chapter will need to determine what the possible alumni relationships might be and what the dues would be. In considering alumni relations a chapter should be realistic in terms of time and budget constraints.

Steps in Developing Alumni Relations

1. Identification and recordkeeping - It is important that an individual or committee be responsible for obtaining a permanent mailing address for any member who leaves the institution. If possible, recordkeeping should be computerized. This procedure should be followed whether or not the chapter has implemented an alumni program.
2. Communication - Your chapter should have periodic communication with alumni. Such communication might be in the form of a chapter or regional newsletter, special alumni newsletter, an annual report on chapter activities and individual correspondence.
3. Activities and services - Sponsor or encourage alumni meetings, conferences or workshops. Provide information to alumni about chapter and/or national activities and research (e.g. chapter or national newsletter, national journal, conference information). Provide a list of other alumni (with their permission) who live in the same area.
4. Evaluation - It is important that periodic evaluation of an alumni program be conducted to determine if it is effectively meeting its objectives.
5. Involvement - Alumni of the chapter might conduct workshops, seminars, conferences or programs which promote the objectives of the Society.

Suggested Activities for Alumni

1. Alumni can contribute to the newsletter and journal of the Society.
2. Alumni can form a network for exchange of information.
3. Alumni can assist in fundraising efforts for individual chapters and the national Society.
4. Alumni can sponsor a particular scholarship, fellowship, or award.
5. Alumni living in other countries can host visiting members from the chapter traveling overseas.