

Kappa Kappa Gamma
Long Range Planning Task Force Report
2012-2016
Revised November 2014 and February 2016

I. LONG RANGE PLANNING TASK FORCE CHARGE

At the 2012 Convention, a resolution was brought forth calling on the Fraternity to examine the current structure of the Fraternity and evaluate the demands on Kappa volunteers. In response to the resolution, the 2012-2014 Kappa Kappa Gamma Fraternity Council created a Long Range Planning Task Force to consider:

1. The role of Council as the Fraternity's visionary, policy making, direction-setting body.
2. The role of Fraternity Headquarters staff.
3. Appropriate responsibilities for paid/professional staff and for volunteers.
4. Utilization of the regional and province teams.
5. Utilization of standing and special committees, with special consideration for the Nominating Committee.
6. Leadership development within the organization.
7. Reorganizing and creating "do-able", interesting and rewarding volunteer positions.

II. LONG RANGE PLANNING TASK FORCE COMPOSITION AND PROCESS

The Long Range Planning Task Force appointed by the Fraternity Council is comprised of individuals with different perspectives and diversity of Fraternity experience.

Logan Krogh Tootell, Long Range Planning Chairman, Gamma Xi, *UCLA*
Molly Bechtel, Risk Management Specialist, Epsilon Omicron, *UC Davis*
Anna Corpening Edwards, Advisor and former Province Director of Chapters, Epsilon Mu, *Clemson*
Ella Gaumer, Regional Director of Chapters, Epsilon Pi, *UC Riverside*
Kari Kittrell, Kappa Kappa Gamma Executive Director
Anne Osborne Matlock, Province Director of Chapters, Theta Central, Delta Sigma, *Oklahoma State*
Carol George Sanders, Bylaws Chairman, Epsilon Xi, *Cal State Northridge*
Erika Sheffield-Stull, Assistant to the Director of Standards, Delta Eta, *Utah*
Jennifer Williams, former Regional Director of Alumnae, Gamma Theta, *Drake*
Susan Pile, Director of Membership, *Miami (Ohio)*

Denise Rugani, Bylaws Chairman, Epsilon Omicron, *UC Davis* joined the Long Range Planning Task Force in June 2014 upon her appointment as Bylaws Chairman.
Carol George Sanders continued on the Task Force.

The Long Range Planning Task Force first met in June of 2013 at Kappa Kappa Gamma Fraternity Headquarters. Attendees discussed the governance structures of National Panhellenic Conference member organizations, corporations, and other non-profit groups; current position descriptions for Kappa Kappa Gamma; and strengths and weaknesses of the current volunteer structure. As part of this discussion the team recognized that chapter advisers are an integral aspect of the volunteer base, and thus an additional goal of the Long Range Planning Task Force was added to provide better support for chapter advisers. After breaking into three small groups, the Long Range Planning Task Force created their “ideal” structure. All three groups’ drafts were extremely similar – a visionary board, managers, and specialists providing support to alumnae associations and chapters. The rest of that first weekend was spent combining and refining the three versions into one and outlining position descriptions. Two weeks later the Long Range Planning Chairman presented the preliminary ideas to Fraternity Council and received approval to continue to develop the proposed structure.

The Long Range Planning Task Force also realized at this first meeting that a major weakness of the volunteer structure was that there was no system to capture a volunteer’s interest, skill, or time availability. Kappa Kappa Gamma also lacks a way to identify and communicate the needs of the organization in regards to volunteer opportunities. After examining websites of other National Panhellenic Conference groups the Task Force learned that Kappa Kappa Gamma was the only group that did not have such a system in place. A key part of the proposal was to hire a paid volunteer coordinator.

The Long Range Planning Task Force next met in November 2013 in Los Angeles, California. The purpose of the November meeting was to discuss the nominating process, recommend a timeline for transition, and further define position descriptions. The Long Range Planning Task Force reviewed detailed information provided by Marilyn Bullock, former Nominating Chairman. Marilyn had compiled nominating processes for other National Panhellenic Conference groups as well. Anne Matlock has served on a nominating committee and was a valuable resource during the review of Kappa Kappa Gamma’s nominating process. The recommendations are included here in this report.

A formal report was presented to Fraternity Council in January of 2014. After reviewing the report, Fraternity Council asked many questions of the Long Range Planning Task Force, which were then answered and added as an addendum to the January 2014 version of the report. Since that draft, clarifications have been added in the report itself or through detailed position descriptions. Julie Leshay, then Fraternity President, introduced the proposed governance structure at the 2014 General Convention.

A joint meeting of Fraternity Council and the Long Range Planning Task Force was held in November 2014 at Fraternity Headquarters. One of the key discussion points was title of the vice-presidents. The Long Range Planning Task Force had initially recommended four generic vice-presidents, and then changed this to four portfolio vice-presidents based on feedback from Fraternity Council in January 2014. At the joint meeting, after much reflection about the future of the Fraternity, Fraternity Council voted to move forward with four generic vice-presidents, which is reflected in the current proposal.

At the Regional Leadership Conference/Province Meetings and Associate Council Seminar in 2015, the proposed plan was presented and feedback solicited. Also during this period, content teams were appointed in Academic Excellence, Membership, Panhellenic, Philanthropy, Ritual and History, and Standards.

The Long Range Planning Task Force met again in September 2015 at Fraternity Headquarters to discuss the feedback received over the last 10 months and to further refine the proposed changes to the governance structure. Reporting lines, the role of the Advisory Board Committee, and verbiage were all determined and agreed upon. The Advisory Board Committee was made a Content Director with a team of specialists. This supports the Long Range Planning Task Force philosophy that the adviser is an important volunteer who is highly valued. These changes are reflected in the current report.

This final draft was submitted to Fraternity Council in February 2016.

III. EXECUTIVE SUMMARY

The Long Range Planning Task Force strongly believes that Kappa Kappa Gamma should adopt a new governance structure to better meet the needs of today's and tomorrow's members. The Fraternity must attract, inspire, and engage Kappa alumnae, collegians, and volunteers if we are to continue to be the world-class organization for women we have been for almost 150 years.

Under the proposed plan, Kappa Kappa Gamma will remain a volunteer-directed organization, supported by Fraternity Headquarters staff. Volunteer jobs have been made smaller and more manageable, and allow for a more comprehensive understanding of the Fraternity and develop a breadth of leadership skills.

Currently, in order to continue to volunteer within the Fraternity, there is a shared belief among volunteers that one must "move up." As a volunteer moves up, the number of volunteer opportunities becomes fewer due to the current hierarchical structure of the organization. This limits volunteer positions available to those interested in continuing to serve the organization.

Most Kappa volunteers volunteer because they want to give back to Kappa. However, the current expectations for volunteers, including Fraternity Council, are too expansive and task-oriented leading to volunteers feeling overwhelmed, under-valued, and burned out. Alumnae associations, chapters, advisory boards, and house boards desire more support and guidance, which is not adequately provided under the existing structure. It is essential to the longevity of the organization that members continue to feel engaged and connected; that will not happen if we continue with our current structure.

As such, the Long Range Planning Task Force recommends that Kappa Kappa Gamma adopt a new governance structure in which the Fraternity Council be reorganized to become a visionary and strategic body, the province and regional structure be replaced, additional volunteer positions in specific content areas be created, paid staff be added to Fraternity Headquarters, and the standing and special committees be rearranged to create a more meaningful and inclusive volunteer experience and to provide more support to associations, chapters, and boards.

In lieu of the current province and regional structure, the Long Range Planning Task Force recommends moving to fourteen districts of approximately twenty-two alumnae associations and ten chapters, each headed by a District Director and supported by a team of twelve content experts. The proposed structure blends alumna and chapter matters in order to provide a more global understanding of the Fraternity and the cross-sharing of successful ideas.

IV. RECOMMENDATIONS

A. Fraternity Council of Kappa Kappa Gamma

Recommendation

The Fraternity Council of Kappa Kappa Gamma shall consist of a President, four Vice-Presidents, Treasurer, Member-At-Large, National Panhellenic Conference Delegate, and the Executive Director. President, four Vice-Presidents, and Treasurer shall be elected at Convention and serve two year terms. Term limits shall be: President, two terms; Vice-President, three terms; Treasurer, two terms.

Rationale

As the leadership of Kappa Kappa Gamma and in order to take bold action for the future of the organization, it is imperative that the Fraternity Council be a visionary and strategic body. When the Long Range Planning Task Force examined the duties and responsibilities of the Fraternity Council, it was clear that duties and responsibilities that were purely operational needed to be shifted to other volunteers and/or Fraternity Headquarters staff. In freeing Fraternity Council from operational tasks, their time and talents can be focused on creating a vision that ensures effective planning for the future. This rationale also prompted the Long Range Planning Task Force to recommend changing the make-up of the Fraternity Council to include four general vice-presidents and a member-at-large.

The member-at-large, appointed by the Fraternity Council as an ex officio member, is intended to bring a new perspective to the Fraternity Council. For example, the position could be filled by an individual with a professional expertise needed by the organization. She may or may not have Kappa volunteer experience.

B. Content Directors

Recommendation

There shall be eleven content area Directors who will oversee a team of fourteen specialists, and be responsible for setting policies related to their content area. Content areas shall be Academic Excellence, Advisory Board, Alumna Relations, Leadership Development, Membership, Philanthropy, Programming, Public Relations, Risk Management, Ritual/History, and Standards. Directors shall be appointed by Fraternity Council and serve a two-year term, with no term limits.

Rationale

Due to the success of the Standards, Membership, Risk Management, and Academic Excellence committees under the current structure, the Long Range Planning Task Force feels that expanding that model to all content areas would provide better support to alumna and collegiate members of Kappa Kappa Gamma. Some former Fraternity Council positions have been shifted to the Content Director level. These positions were content based, and the shift supports the Long Range Planning Task Force's vision of the Fraternity Council of Kappa Kappa Gamma being a visionary body. Other Content Director positions have been created from Standing and Special Committees. This was done because of the value the organization places on these areas, like Ritual, History, and Academic Excellence. Overall, the Long Range Planning Task Force did not see the Content Director positions as committee chairmen because these positions have been given more autonomy in the proposed structure, thus acting more like a board than a committee.

Content Directors will be experts in their field, and the Long Range Planning Task Force did not want to limit volunteers who provide continuity, leadership, and knowledge by placing limits on their service. As with the current structure, Fraternity Council will have the option of not re-appointing a volunteer. The addition of the Director of Talent Management at Fraternity Headquarters allows the organization to provide stronger support for Kappa volunteers through skill identification and coaching.

The decision to appoint the Content Directors was based on the desire to create fewer elected positions within the organization. Under the current structure, most of the volunteers are elected, leading to a perceived division or hierarchy between elected and non-elected positions. Additionally, as the Fraternity Council shifts to a visionary body, it is important that they be able to appoint volunteers they feel will carry out that vision within the context of the various content areas.

While there is a Director of Public Relations, there are not specialists in this area. The Long Range Planning Task Force recognized that the Director of Public Relations' responsibilities are at a more national and international level.

C. District Directors and Specialists

Recommendation

Associations and chapters shall be divided into fourteen Greek letter districts, and a District Director shall oversee each district. The District Directors will work with her District Specialists to foster growth of associations and chapters within the district. District Directors shall be elected at Convention and serve a two-year term, with a two term limit.

District Specialists shall be appointed in the following areas: Academic Excellence, Advisory Board, Alumna Relations, Leadership Development, Membership, Panhellenic, Philanthropy, Programming, Risk Management, Ritual/History, and Standards. Fraternity Headquarters staff shall support the district as financial specialists. Specialists shall serve a two-year term, with no term limits.

Rationale

The district model allows for volunteers to specialize in one specific area, eliminating the seemingly overwhelming catch all volunteer job. This structure gives more flexibility to the volunteer in allowing her to serve in a role that fits her individual skills and time. Additionally, volunteers can move around the district, without having to move “up” or “out” after four years, creating a more inclusive environment for Kappa volunteers.

The Long Range Planning Task Force purposefully created areas that apply to both associations and chapters. In doing so, the volunteer opportunities have expanded by not limiting volunteers to one side or the other, and encourage a broader and more global view of the organization. In creating fourteen districts, the number of chapters and alumnae associations and chapters supported in each district is manageable and allows for solid relationships to be built within the district. Lastly, the district model better ensures that all members are receiving the same message in regards to the content developed and shared by the various specialists.

The term “district” was chosen over “region” or “province” in order to make a clean break between the current structure and the proposed structure. The fourteen districts are closely aligned with the sixteen provinces that currently exist. The districts have an average of twenty-two alumnae associations and ten chapters.

D. Standing and Special Committees

Recommendation

Bylaws, Convention, Extension, Field Representatives, Finance, House Board, the Key Magazine, and Panhellenic should be the eight standing committees. Chairmen of these committees will be appointed by the Council of Kappa Kappa Gamma and have a vote at convention.

Special Committees will be Alumna Advisory, Association and Chapter Development, Chapter Advisory, New Chapters, Sesquicentennial, Strategic Planning, and Technology. Chairmen of these committees will be appointed by the Council of Kappa Kappa Gamma and will not have a vote at Convention.

The Nominating Committee will be a special committee but the Chairman and Vice-Chairman will be elected at Convention.

Rationale

The Long Range Planning Task Force recognizes that the needs of advisory boards differ greatly from those of house boards, and that the current Chapter Support system may not be meeting those different needs. As such, it is the recommendation that the current Chapter Support committee be broken into two separate entities, Advisory Board content team and House Board committee.

The Long Range Planning Task Force envisions that the structure of the district will provide support for advisors and advisory boards through recruitment, training, and content area assistance. The Director of Talent Management at Headquarters will play a vital role in the identification and recruitment of advisors. It is also the recommendation that Headquarters add personnel to support House Boards.

Some committee chairmen have become Directors under the proposed structure. This was done because of the value the organization places on these areas. Additionally, due to the success of the Standards, Membership, Risk Management, and Academic Excellence committees, the Long Range Planning Task Force felt that expanding that model to other areas would provide better support to the members of Kappa Kappa Gamma.

As Kappa continues to expand, the Long Range Planning Task Force believes that it would benefit volunteers and chapters to have a New Chapters Chairman and committee whose sole responsibility would be to support new chapters. In doing so, resources and personnel would not need to be pulled from other areas, and new chapters would receive personal attention. The same rationale applies to the Association and Chapter Development Chairman and committee which would assist struggling associations and chapters. District Directors and Specialists will collaborate with these committee chairmen, but would not be directly responsible for the new and/or at-risk associations and chapters.

E. Nominating Committee

Recommendation

The Long Range Planning Task Force studied the Nominating Committee information provided by Marilyn Bullock, former Nominating Chairman. The information included the timeline for nominations, feedback regarding the nominating committee and process from former members, and the processes used by other National Panhellenic Conference groups. At this time, the Long Range Planning Task Force recommends that no **major** changes be made to the make-up of the committee or the nominating process.

We propose the following:

1. The Nominating Committee remains a randomly selected group (one from each district) of half alumna and half collegiate members.
2. Alumnae and collegians should be selected alternatively from a district each biennium.
3. The Nominating Committee continues to meet at Fraternity Headquarters in the spring before Convention, for the same length of time.
4. The Nominating Committee participates in a webinar detailing the Fraternity structure, expectations, etc., prior to meeting at Fraternity Headquarters.
5. The Fraternity pays for Nominating Committee to attend Convention.
6. The Nominating Committee members do not need to be the delegate from her association/chapter.
7. The Nominating Chairman and Vice-Chairman be elected at Convention.
8. The Nominating Chairman and Vice-Chairman be evaluated by the Nominating Committee, with feedback going to the President.
9. The Nominating Chairman should prepare a webinar, describing the process in as much detail as possible, emphasizing that all comments, positive or negative, will remain anonymous.
10. The entire membership is solicited for feedback on nominated candidates before the Nominating Committee meets.
11. The self-nomination form be revised to be more like the recommendation form.
12. Nominated candidates provide a picture to the Nominating Committee.
13. The Nominating Committee interviews candidates by Skype.
13. Director of Talent Management sits on the Nominating Committee without a vote.
14. The Nominating Chairman investigates the possibility of having online submissions.

Rationale

The Long Range Planning Task Force believes that it is important for the Nominating Committee to consist of members who are randomly selected in order to keep the committee from becoming a political body with members who may or may not

have a personal agenda. Having fourteen committee members, one from each district, guarantees that all parts of the country are represented.

The perception of “going down the list” trying to find “a warm body” when selecting Committee members can be avoided by paying for Nominating Committee members to attend Convention, and by not requiring them to be the official delegate from their association or chapter.

The Long Range Planning Task Force recognizes that it is important for the Chairman and Vice-Chairman to be trustworthy, respected, and knowledgeable about the Fraternity. These positions require strong facilitation skills that will keep personal biases out of the selection process. To that end, the Long Range Planning Task Force made the recommendation that these positions be elected at Convention and evaluated by their committee. ***Fraternity Council has decided NOT to accept this recommendation at this time.***

Additional recommendations were made to make the process more transparent and/or to help the committee when they are deliberating.

F. Fraternity Headquarters Staff

Recommendation

In its original report in January 2014, the Long Range Planning Task Force recommended the expansion of staff at Kappa Kappa Gamma Fraternity Headquarters.

In the last two years, the Executive Director has reorganized staff positions and hired a few new staff members. At this time, the Long Range Planning Task Force feels that no further recommendations are necessary.

Rationale

The Long Range Planning Task Force strongly supports the expansion of the Fraternity Headquarters staff. The expansion of these positions means making the volunteer positions easier and more manageable, and has a positive impact on the general membership. Fraternity Headquarters staff are a consistent presence with a volunteer-directed organization.

The Long Range Planning Task Force placed the highest importance on the hiring of a volunteer coordinator. In 2014, there was no database of prospective volunteers, no system of matching volunteer interest and expertise with positions, and no formalized mentoring program. Feedback reviewed by the Long Range Planning Task Force included comments that volunteers often did not know they were doing a good job or a bad job until they were or were not re-nominated. In order for the right people to be in the right job, for volunteers to feel valued, for there to be growth in an organization that values leadership, a change had to be made.

G. Meetings

Recommendation

The 2012 – 2014 Fraternity Council replaced Province Meetings with Regional Leadership Conference/Province Meetings starting in 2015. The Long Range Planning Task Force supports this decision, and recommends that the Regional Leadership Conferences continue and focus on leadership development and content. Workshops should be developed cooperatively by the Department of Education and Training, District Specialists and District Directors, which will allow for standardized, quality content to be presented to every part of the country.

Convention should continue to be in June of even numbered years. As with Regional Leadership Conferences, workshop content should be developed with the assistance of the Department of Education and Training.

Additionally, the Long Range Planning Task Force would like to see chapter Advisory Board Chairmen and one chapter officer brought to Columbus, Ohio in June of odd years for leadership development.

Associate Council Seminar (or its equivalent) would be held in June of odd years in Columbus, Ohio. Attendees would include the Fraternity Council, Directors, Specialists, and Headquarter staff who support districts, and invited committee chairmen. Day 1 attendees will meet by specialty area and on Day 2 attendees meet by district.

Mid-Year Evaluations would continue to be held in January. Attendees include Leadership Consultants, Chairman of Field Representatives, two Content Directors, one designated Vice President, and Fraternity Headquarters Chapter Support Services Staff.

Chapter Evaluations would continue to be held in late spring. Attendees include District Directors, Chairman of Field Representatives, Leadership Consultants, three Content Directors, one designated Vice President, and Fraternity Headquarters Chapter Support Services Staff.

Training School would continue to be held in the summer. Content Directors, Chairman of Field Representatives, Leadership Consultants, and Fraternity Headquarters staff would attend.

Rationale

Training is essential in a volunteer organization, and it needs to be meaningful and purposeful. In the new proposed structure, elections will no longer be held at the province/regional level, allowing the focus of the new regional meetings to be on the content provided. With a larger pool of associations and chapters at the regional meeting, it is hoped that more value will be placed attending the meeting.

Advisors are the first touch of our undergraduate women. It is imperative that they receive relevant and high quality training. As an organization we can communicate the value we place on these volunteers by bringing them in for leadership development and content education each year.

V. IMPLEMENTATION

The Long Range Planning Task Force recommends that the 2014-2016 be the transition period from the current structure to the new proposed structure. A two-year transition period will allow Kappa Kappa Gamma Fraternity Council to educate the membership, prepare for the fiscal impact, and fully and smoothly incorporate the recommendations from the Long Range Planning Task Force.

June 2014:

- Convention is held
- Fraternity Council and Regional Directors are elected and installed for a two-year term.
- Bylaws regarding committee changes are proposed
- Strategic Plan revealed to membership, with message that change is happening.
- Present workshops regarding Strategic Plan and Task Force proposals

Summer/Fall 2014:

- Directors of Standards and Membership and Risk Management, Ritual, History, Academic Excellence, and Philanthropy Chairmen appoint fourteen-person teams to begin mirroring the proposed District Specialist model where we will have fourteen districts. The National Panhellenic Delegate appoints a seven-person team.
- Specialists should be in place by Winter/Spring 2015 for Regional Leadership Conferences.
- Education of membership on proposed changes continues.

Winter/Spring 2015:

- Regional Leadership Conferences are held.
- Province Directors are elected and installed for a one-year term, and District Specialists begin to support district and province directors.
- New District map unveiled.
- Education of membership on proposed changes continues.

June 2015:

- Associate Council Seminar is held.
- Attendees include Fraternity Council, Regional Directors, Province Directors, District Specialists, and Headquarter staff who support districts, and invited committee chairmen. Day 1 of ACS attendees meet by specialty; Day 2 attendees meet by district.
- Education of membership on proposed changes continues.

Winter/Spring 2016

- Proposed changes to the *Bylaws* and *Standing Rules* changes are sent to the membership.
- Director of Alumnae and Director of Chapters prepare recommendations for transfer of materials and records from Province Directors to Fraternity Headquarters.
- Director of Talent Management develops a volunteer interest form.
- Kappa Kappa Gamma website is updated to enable members to identify positions of

interest by searching based on lifestyle criterion, talents and availability.

- Education of membership on proposed changes continues.

June 2016:

- Convention is held and *Bylaws* and *Standing Rules* are voted on.
- Fraternity Council and District Directors are elected.
- Initial appointments of Content Directors and committee chairmen are made.
- Member database is updated to include volunteer reports that allow members to identify interests, professional experiences and Fraternity experiences.

July 2016

- Fraternity Council and District Directors attend meeting at Fraternity Headquarters.
- Any vacancies of Content Directors and/or committee chairmen are filled.
- A transition team is put into place to assist newly elected and appointed volunteers with the transition to the new governance structure.

August 2016

- Specialist teams Advisory Board, Alumna Relations, Leadership Development, and Programming are appointed.
- Vacancies on specialist teams Academic Excellence, Panhellenic, Philanthropy, Risk Management, Ritual/History, and Standards are filled.

September 2016

- Trainings of specialist teams by Content Directors, Fraternity Headquarters Education Department, and Fraternity Headquarters Director of Talent Management.
- A Talent Match widget is placed on the Kappa Kappa Gamma web site which connects member data to available volunteer positions

VI. APPENDIXES

- A. Kappa Kappa Gamma Fraternity Council Position Descriptions**
- B. District Director Position Description**
- C. Content Directors Position Descriptions**
- D. Specialists Position Descriptions**
- E. Organizational Chart**
- F. District Map**

A. Kappa Kappa Gamma Fraternity Council Position Descriptions

POSITION: Fraternity President (V)

RESPONSIBILITIES: The Fraternity President guides the Fraternity Council and acts for the Fraternity in the interim between General Conventions. The Fraternity Council manages the business, finances and property of the Fraternity. The Fraternity President, along with members of the Fraternity Council, interprets the Fraternity *Bylaws* and *Standing Rules* between General Conventions.

The main responsibilities of the Fraternity President are to:

- Preside at all meetings of the Fraternity and of the Fraternity Council.
- Supervise the general affairs of the Fraternity.
- Interpret policies of the Fraternity.
- Act as liaison officer between the Fraternity and colleges and universities.

DUTIES:

Fraternity Council

25 percent

Address the needs of the Fraternity and its members.
Serve as a visionary guidepost of Kappa Kappa Gamma, provide the broadest view of a situation from multiple perspectives, maintain a strategic perspective and continuously anticipate future trends and consequences accurately.
Assume fiduciary responsibility for the Fraternity.
Collaborate with the members of the Fraternity Council and the Fraternity Headquarters staff to successfully execute Fraternity initiatives.
Oversee the appointments of qualified volunteers for Official Family positions, including the election of the trustees to the Kappa Kappa Gamma Foundation's Board of Trustees.
Serve as a member <i>ex officio</i> of all committees, with the exception of the Nominating Committee.
Call all general and special meetings of the Fraternity Council.
Sign official documents authorized by the Fraternity Council.
Preside at the installation of new chapters.

Management (as President)

35 percent

Assume full responsibility and accountability for the Fraternity.
Oversee the research, development and execution of a strategic plan, taking into consideration future trends, needs and possibilities for our membership and fiscal stability.
Communicate regularly with the Executive Director.

Serve on the Kappa Kappa Gamma Foundation Board of Trustees.
Speak to chapter and alumnae associations, as requested.
Issue the written chapter notice regarding Council Action per the Fraternity <i>Standing Rules</i> .
Oversee Panhellenic issues that are of international or national scope on campuses where Kappa holds the Panhellenic presidency.
Partner with the Bylaws Chairman on suggested revisions to the Fraternity <i>Bylaws</i> and <i>Standing Rules</i> .
Oversee the annual review of the Fraternity <i>Policies</i> .
Collaborate with the Convention Chairman on the planning of General Convention.
Prepare the Biennial Report for presentation at the General Convention.
Prepare and provide the President's message for publication in <i>The Key</i> , as requested.
Progress the organization toward completion of the goals and objectives outlined within the Fraternity and Foundation Strategic Plan.
Consult with professionals hired by the Fraternity, such as attorneys, insurers, accountants, etc.
Plan and lead a minimum of three Council meetings per year.
Plan and lead monthly Council conference calls or as needed.
Oversee the extension application process to include: participation in Kappa's campus presentations when available and call for the vote to accept an invitation to colonize, if invited, per the Fraternity <i>Bylaws</i> .

Foundation Trustee

10 percent

Collaborate with the Foundation Board of Trustees and the Foundation staff to successfully execute Foundation initiatives.
Assume fiduciary responsibility for the Foundation.

Fiscal

10 percent

Review Fraternity budget monthly.
Oversee committee budgets of the Bylaws Chairman, Extension Chairman, General Convention Chairman, History and Ritual Budget, National Panhellenic Conference Delegate and Sesquicentennial Chairman.

Reports

10 percent

Issue all reports including the Fraternity and Foundation mid-year, annual and biennial reports.
Review report results and recommendations.
Complete chapter and alumnae association visiting reports, if necessary.

Travel

10 percent

Required to attend: • Council meetings in January, June and August or as agreed upon. • Council conference calls held monthly and as necessary. • Finance Committee annual meeting and quarterly investment calls. • National Panhellenic Conference meetings, a minimum of two per year. • Convention in the even years. • Associate Council Seminar in the odd years. • Regional Leadership Conferences in the odd years. • Chapter Installations. • Convention site visit in the odd years. • Foundation Board of Trustees meetings. • Foundation Board of Trustees conference calls held monthly and as necessary.
Optional, as needed to attend: • Extension meetings and presentations. • Leadership Academy in mid-September. • Association of Fraternal Advisors, AFA, meeting in early December. • The Foundation Seminar, third week in August, as assigned. • Development, donor cultivation and meetings and events, as assigned.
Chapter and alumnae association visits as requested.

POSITION: Fraternity Vice President (V)

RESPONSIBILITIES: The Fraternity Vice Presidents help manage the business, finances and property of the Fraternity. The Vice Presidents, as members of the Fraternity Council, interpret the Fraternity *Bylaws* and *Standing Rules* between General Conventions.

The Fraternity Vice Presidents may be appointed to serve as Trustees to the Kappa Kappa Gamma Foundation and to be liaisons between the two entities.

The main responsibility of the Fraternity Vice Presidents is:

- To provide vision and direction to Fraternity volunteers and Headquarters staff.

DUTIES

Fraternity Council

25 percent

Address the needs of the Fraternity and its members.
To serve as a visionary guidepost of the organization, maintain a strategic perspective and continuously anticipate future trends and needs.
Assume fiduciary responsibility for the Fraternity.
Collaborate with members of the Fraternity Council and the Fraternity Headquarters staff to successfully execute Fraternity initiatives.
Approve qualified volunteers for appointments to the positions of Standing and Special Committee chairmen and other Official Family appointed positions, including Assistant positions.
Conduct a biennial review of the Fraternity Position Statements.

Management (as Vice President)

35 percent

Contribute to the research, development and execution of a strategic plan; maintain focus on the trends, needs and possibilities for our undergraduate and alumna membership.
Participate in the interview of final candidates for Leadership Consultants and recommend those who are selected for employment to the Fraternity Council for their approval.
Place votes for chapters on Council Action; initiate the writing and schedule the delivery of Council Action Letters, alongside District Directors.
Collaborate with Content Directors, District Directors and the Department of Education and Training to plan workshops for Associate Council Seminar; review, revise and approve all Associate Council Seminar documents.
Oversee the selection of the Alumnae Achievement Award recipients.
Speak to chapter and alumnae associations, as requested.

Other duties as requested.

Foundation Trustee

10 percent

Collaborate with the Foundation Board of Trustees and the Foundation staff to successfully execute Foundation initiatives.

Assume fiduciary responsibility for the Foundation.

Fiscal

10 percent

Review Fraternity budget monthly.

Champion chapter and alumna membership growth opportunities to address Fraternity budgetary goals.

Reports

10 percent

Complete all reports as assigned, including the Fraternity and Foundation mid-year and end-of-year reports.

Complete chapter and alumnae association visiting reports, if necessary.

Travel

10 percent

Required to attend:

- Council meetings in January, June and August, or as agreed upon.
- Council conference calls held monthly and as necessary.
- Convention in the even years.
- Associate Council Seminar in the odd years.
- Regional Leadership Conferences in the odd years.

Optional, as needed to attend:

- Training school for Field Representatives in August.
- Mid-year chapter evaluations meeting in January.
- End-of-year chapter evaluations meeting in May.
- Association of Fraternal Advisors meeting in early December.
- Convention site visit in the odd years.
- *The Key* Editorial Board meeting in fall.

Chapter and alumnae association visits as requested.

POSITION: Fraternity Treasurer (V)

RESPONSIBILITIES: The Fraternity Treasurer is responsible for the financial affairs of the Fraternity, reporting to the Fraternity Council and General Convention on the financial affairs and presenting the biennial budget for consideration and approval by the delegates. The Treasurer also serves as a Trustee to the Kappa Kappa Gamma Foundation and is the liaison from the Fraternity to the Foundation on financial matters.

The main responsibilities of the Fraternity Treasurer are to ensure funding for programs and administrative activities. The Fraternity Treasurer has financial oversight of the following:

- Fraternity accounting
- Financial reporting
- Investment and cash management
- Budgeting
- Fraternity Finance Committee

DUTIES

Fraternity Council

25 percent

Address the needs of the Fraternity and its members.
To serve as a visionary guidepost of the organization, maintain a strategic perspective and continuously anticipate future trends and needs.
Assume fiduciary responsibility for the Fraternity, including monthly reports.
Collaborate with the Fraternity Council and the Fraternity Headquarters staff to successfully execute Fraternity initiatives.
Recommend qualified volunteers for appointments to the positions of Standing and Special Committee chairmen and other Official Family appointed positions including Assistant(s) to Treasurer.

Management (as Treasurer)

35 percent

Contribute to the research, development and execution of a strategic plan; maintain focus on the fiscal stability of the organization in lieu of trends, needs and future possibilities.
Advise the Fraternity Finance Committee Chairman and collaborate with the Finance Department staff; share Fraternity Council direction.
Review monthly investment reports and provide updates periodically to the Fraternity Council and Fraternity Finance Committee.
Review monthly financial reports and provide updates to the Fraternity Council, Fraternity Finance Committee and Foundation Board of Trustees.

Review educational grants.
Plan with the Executive Director and the Director of Finance for maintaining the efficient financial operation of the Fraternity at Fraternity Headquarters.
Review the plan for the maintenance of the owned and leased facilities and equipment with appropriate staff, including the Director of Business and Operations and the Director of Finance; review the capital expenditure budget each year and present to Fraternity Finance Committee for approval.
Review all lease agreements and expenditures not exceeding \$5,000.
Advise on financial issues associated with House Boards, housing matters and chapter matters.
Assist in identification of volunteers to assist House Boards and chapters with financial difficulties; provide names to Director of Talent Management for follow-up communication and assignment.
Conduct an assessment of fraud risk and test controls related thereto at least annually.
Develop Biennial Convention budget in consultation with Convention Chairman and staff; recommend related fees, arrival departure list and oversee sponsorship program.
Recommend to the Fraternity Council badge and related jewelry pricing.
Conduct finance-related webinars and training sessions at Regional Leadership Conferences, Associate Council Seminar and General Convention, in collaboration with Headquarters staff.
Recommend ancillary fees to the Fraternity Council, including insurance and accounting fees.
Review with Fraternity Finance Committee Chairman and recommend approval of fundraising campaigns, housing renovation and construction projects, housing-related loans by the Fraternity and or outside financial institutions and loan guarantees.
Review and recommend updates to financial policies and procedures, including those related to volunteer expense reimbursements and financial policies for Fraternity Headquarters staff.
Complete other duties as requested.

Foundation Trustee

10 percent

Collaborate with the Foundation Board of Trustees and the Foundation staff to successfully execute Foundation initiatives.
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Fiscal

10 percent

Oversee committee budgets of the Finance Committee Chairman.
Monitor quarterly grant financial reports for educational grants and programs.

Reports

10 percent

Complete all reports as assigned including the Fraternity and Foundation mid-year and end-of-year reports.

Complete chapter and alumnae association visiting reports, if necessary.

Travel

10 percent

Required to attend:

- Council meetings in January, June and August, or as agreed upon.
- Council conference calls held monthly and as necessary.
- Finance Committee annual meeting and quarterly investment calls.
- Annual budget planning meeting in spring.
- Convention in the even years.
- Associate Council Seminar in the odd years.
- Regional Leadership Conferences in the odd years.
- Annual Foundation Board of Trustees meeting.
- Foundation Board of Trustees conference calls held monthly and as necessary.

Chapter and alumnae association visits as requested.

POSITION: Member-at-Large (V)

RESPONSIBILITIES: The Member-at-Large is appointed by the Fraternity Council for a one-year term. The Member-at-Large is responsible for providing insight and expertise on matters related to the current vision of the Fraternity Council. The Member-at-Large needs to be a member in good standing of Kappa Kappa Gamma Fraternity.

The main responsibility of the Member-at-Large is:

- To provide her expertise to the Fraternity Council

DUTIES

Fraternity Council

75 percent

Serve a minimum one-year term.
Address the needs of the Fraternity and its members.
Collaborate with the Fraternity Council and the Fraternity Headquarters staff to successfully execute Fraternity initiatives.
Contribute to the strategic vision of Kappa Kappa Gamma through the development of current and future goals, measureable outcomes and tactics and resources needed; identify and develop thoughtful solutions to large-scale problems faced by the organization; create or seek out innovative and purposeful ideas to be implemented.
Complete other duties as requested.

Reports

15 percent

Complete all reports as assigned, including the Fraternity and Foundation mid-year and end-of-year reports.
Complete chapter and alumnae association visiting reports, if necessary.

Travel

10 percent

Required to attend: • Council meetings in January, June and August, or as agreed upon. • Council conference calls held monthly and as necessary. • Convention in the even years.
Chapter and alumnae association visits as requested.

POSITION: National Panhellenic Delegate (V)

RESPONSIBILITIES: Lead the Fraternity Panhellenic content area and guide the work being done by District Panhellenic Specialists. Maintain expert knowledge of Panhellenic on a national, collegiate and alumnae level. This position is a commitment of 15 hours per week.

REPORTS TO: Fraternity President (V)

DUTIES:

Management **25 percent**

Supervise the work of Panhellenic Specialists; act as primary resource and decision maker for the Fraternity in this content area.
Provide information on trends in higher education, and campus and Greek organizations to Fraternity Council.
Attend NPC annual meetings, accept assignments and perform duties as requested by the NPC Board of Directors.
Proactively build relationships with Fraternity and Sorority Advisers and campus administrators; respond to any request for information, interview or statement on chapter events or organizational policy.

NPC Board of Directors **25 percent**

Represent the Fraternity and vote on behalf of the Fraternity within the National Panhellenic Conference.
Define and advance NPC's mission.
Ensure, develop and conserve the organization's fiscal, property and human resources.
Provide oversight of management and ensure assessment of the organization.
Engage in outreach as a bridge and a buffer between the organization and its stakeholders.
Participate in NPC annual meeting, conference calls, in-person meetings and a conference committee as assigned.

Communication **25 percent**

Respond to requests for information as listed in the Fraternity <i>Policies</i> .
Serve as a conduit of information to the Content Director of Membership regarding chapter total reset, changes to recruitment timeline or style, recruitment rules and infractions filed through campus Panhellenic during Recruitment.
Serve as initial point of contact for campus Fraternity and Sorority Advisers regarding extension opportunity.

Submit reports to Fraternity Council as requested.
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Prepare written communication as needed.
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Training and Development

5 percent

Counsel and train Fraternity officers and Field Representatives on NPC Unanimous Agreements, resolutions and Panhellenic procedures.
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Conceptualize and implement a training program for the Panhellenic Team.
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Travel

5 percent

Attend regular and special meetings of Fraternity Council and participate in its conference calls as requested.

Attend meetings as assigned.

B. District Director Position Description

POSITION: District Director (V)

RESPONSIBILITIES: To build partnerships, serve as a central point of contact in assigned district by facilitating a team of Content Specialists, aimed at fostering growth of chapters and alumnae associations through the implementation of their content initiatives. Utilize Fraternity documents and resources as a basis for decision-making and guiding District Team. District Directors shall be elected at Convention and serve a two-year term, with a two-term limit.

REPORTS TO: Fraternity Council (V)

DUTIES:

Management

35 percent

Build partnerships and communicate regularly with chapters, alumnae associations and chapter advisers; serve as key point of contact for association Presidents, chapter Advisory Board Chairmen and chapter Presidents.
Provide leadership and coaching to specialists in the district.
Conduct annual goal setting and evaluation of chapters and alumnae associations in collaboration with the specialists in your district; develop a plan to provide support and assistance for each alumnae association and chapter in your district; partner with the specialists in your district to execute the development plan.
Partner with the Chairman of Field Representatives in determining chapter visits; conduct preparatory conversation(s) with the Leadership Consultant prior to her visit.
Identify at-risk alumnae associations and chapters; make a request to Fraternity Council for additional assistance.
Ensure each chapter and alumnae association is visited by a District Team member or Fraternity visitor at least once each biennium.
Approve requests for chapter visitation in conjunction with Risk Management Specialist in the district.
Convene meeting of all District Directors on a rotational basis; develop and execute meeting agenda.
Serve on screening team to assess and make recommendation of final candidates for interview for Leadership Consultant position.
Monitor and allocate the budget of the district; provide reports on state of budget to Fraternity Council.

Communication

50 percent

Assist with the writing of Fraternity Council Action letters and schedule delivery; present vote for chapters on Council Action.
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Compile annual statistics, reports and other information as requested by Fraternity Council
Monitor and respond to daily communication; delegate to a specialist as needed.
Communicate in a timely fashion with Fraternity constituents.
Upon request, provide information on alumnae association extension.
Upon request, provide information on campus extension and participate in the colonization and installation of new chapters within the district.
Serve as communicator and liaison to outside parties such as Fraternity and Sorority Advisers, chapter member parents or university officials as situations dictate.

Training and Development

5 percent

Assist in the planning, development and presentation of programming for Associate Council Seminar, Regional Leadership Conferences and General Convention within the guidelines set by Fraternity Council.
--

Travel

10 percent

Conduct chapter and alumnae association visits, as needed.
Attend General Convention held in June of even-numbered years.
Attend Regional Leadership Conference.
Attend Associate Council Seminar in June of odd-numbered years.
Attend additional meetings, events and activities as requested.

C. Content Directors Position Descriptions

POSITION: Content Director of Academic Excellence (V)

RESPONSIBILITIES: Lead the Fraternity academic excellence content area and guide the work being done by Academic Excellence Specialists. Maintain expert knowledge of academic excellence as it relates to chapters and alumnae.

REPORTS TO: Fraternity Council (V)

DUTIES:

Management **50 percent**

Chair the Academic Excellence Team, which is composed of the Academic Excellence Specialists.
Review statistics and reports submitted by Academic Excellence Specialists.
Periodically research trends and best practices within higher education related to student advising, learning, academic success and retention.
Partner with the Content Directors of Alumnae Relations and Programming to develop initiatives and programs to create a seamless transition of undergraduates to alumna membership (i.e., graduate school applications, senior programming, a speaker series, etc.).
Partner with the Content Directors of Alumnae Relations and Programming to develop initiatives and programs to demonstrate the Fraternity's belief in and support of lifelong learning for alumna members (i.e., lifestyle webinars, museum events, all-member education programs, etc.).
Investigate and distribute Fraternity and local or university resources to improve academic performance and complete expectations during Period of Concern.
Maintain a historical record of academic performance of each district and monitor the progress in addressing any academic declines.
Monitor approvals to grade exceptions for Recruitment, officer transition and continuation of chapter members to standards.
Manage academic excellence budget; provide reports on state of budget to Fraternity Council.

Communication **25 percent**

Motivate and guide each Academic Excellence Specialist toward a better understanding of their role in the academic performance of chapters in their district.
Provide feedback on academic excellence reports and Period of Concern forms submitted for assistance from district specialists.

Collect and review correspondence, suggestions, reports, accomplishments and concerns of alumnae and undergraduates.

Collaborate with District Team on a regular basis, including biannual evaluations of each chapter and biennial evaluations of each alumnae association.

Training and Development

20 percent

Conceptualize and develop a customized academic excellence program for chapters falling below their university's all-sorority-average for more than three terms; monitor progress of implementation by regular communication with the Academic Excellence Specialists.

Collaborate with Content Director of Leadership Development and Director of Education and Training to create curriculum to train chapters about study skills, student development, time management, etc.

Travel

5 percent

Attend necessary meetings to include monthly team meetings, District Leadership Training, joint meeting(s) with Fraternity Council and Convention.

Conduct chapter and alumnae association visits, as requested.

POSITION: Content Director of Advisory Boards (V)

RESPONSIBILITIES: Lead the Fraternity Advisory Board content area and guide the work being done by District Advisory Board Specialists. Maintain expert knowledge of Advisory Boards as it relates to chapters and alumnae. This position is a commitment of 5–8 hours/week.

REPORTS TO: Fraternity Council (V)

DUTIES:

Management

50 percent

Chair the Advisory Board team, composed of the District Advisory Board Specialists; develop relationships with Advisory Board Specialists, Director of Alumna Engagement and Director of Chapter Services; partner with these roles to identify and monitor data, create new initiatives and programs and resolve problems related to this content area.
Encourage communication and cooperation between chapters, Advisory Boards and alumnae associations to support and further the goals of the Fraternity.
Monitor the overall state of advisory boards based on the reports being provided by Advisory Board Specialists.
Partner with the Content Director of Alumna Relations and Director of Talent Management to develop programs for identifying and recruiting potential volunteers for local Kappa positions (Advisory Board, House Board, Alumnae Association officers and chaperones).
Monitor the needs and execution of extension efforts toward the identification and recruitment of adviser and House Board volunteers.
Partner with the Content Director of Alumna Relations, Advisory Board Specialists and the Director of Chapter Services in the development of communication for Advisory Boards.
Complete quarterly reports to Fraternity Council on notable trends and statistics from content area.
Manage the budget of the Content Director of Advisory Boards; provide reports on state of budget to Fraternity Council.

Communication

25 percent

Review, revise and approve all Advisory Board-specific communication.
Coordinate, plan and lead conference calls with Content Specialist at determined time intervals.
Collaborate with District team on a regular basis, including biannual evaluations of each chapter and biennial evaluations of each association.

Training and Development

20 percent

Conceptualize and develop a customized Advisory Board training program for the Advisory Board specialists.

Collaborate with Content Director of Alumnae Relations and Director of Education and Training at Kappa Headquarters to create curriculum to train and transition alumnae serving on Advisory Boards.

Travel

5 percent

Attend necessary meetings to include monthly content area team meetings, District Leadership Training, joint meeting(s) with Council, Associate Council Seminar and Convention.

Conduct chapter and alumnae association visits, as needed.

POSITION: Content Director of Alumna Relations (V)

RESPONSIBILITIES: Lead the Fraternity Alumna Relations content area and guide the work being done by District Alumna Relations Specialists. Maintain expert knowledge of alumna relations as it relates to chapters and alumnae. This position is a commitment of 5-8 hours/week.

REPORTS TO: Fraternity Council (V)

DUTIES:

Management

50 percent

Chair the Alumna Relations Team, composed of the District Alumna Relations Specialists. Develop relationships with Alumna Relations Specialists and Director of Alumna Engagement; partner with these roles to create and monitor data, create new initiatives and programs and resolve problems related to this content area.
Identify innovative strategies for increasing alumnae association membership; partner with additional Content Directors to execute new ideas.
Monitor the overall state of alumnae associations based on the association health continuum being reported by Alumna Relations Specialists (per membership growth/decline, participation levels, finance, etc.).
Partner with the Advisory Board Content Director and Director of Talent Management to develop programs for identifying and recruiting potential volunteers for local Kappa positions (Advisory Board, House Board, alumnae association officers and chaperones).
Monitor the progress of reorganization, merger and inactivation of alumnae associations taking place in each district; partner with the Chapter and Association Committee to assist deteriorating associations.
Monitor alumnae association mentoring programs for new graduates (big sister programs for alumnae associations).
Partner with the Content Director of Programming to ensure participation of alumnae associations in new member and senior programming events.
Monitor the needs and execution of extension efforts toward the identification and recruitment of Advisory and House Board volunteers.
Partner with the alumna engagement team at Fraternity Headquarters to distribute partial grants to alumnae associations for Regional Meeting and Convention attendance.
Provide formal quarterly reports to Fraternity Council on trends, gaps in information and knowledge, solutions to problems, needs for education and collective "continuum status" of chapters and associations in district.
Gather and identify trends related to alumnae association membership occurring in the district and include in quarterly formal reports.
Gather and tabulate the suggestions for Alumnae Achievement Award recipients each biennium; present proposed

names to Fraternity Council for review and selection.
Serve as host for Alumnae Achievement Award recipients during General Convention.
Manage the budget of the Content Director of Alumna Relations; provide reports on state of budget to Fraternity Council.

Communication

25 percent

Review, revise and approve all alumna-specific communication.
Develop and prioritize content for the alumna newsletter, aimed at engaging alumnae association membership; collaborate with the Alumna Engagement Coordinator at Fraternity Headquarters for creation and distribution of newsletter.
Coordinate, plan and lead conference calls with Content Specialists at determined time intervals.
Collaborate with District Team on a regular basis, including biannual evaluations of each chapter and biennial evaluations of each association.

Training & Development

20 percent

Conceptualize and develop a customized alumna relations training program for the Alumna Relations Specialists.
Collaborate with Content Director of Leadership Development and Director of Education and Training at Fraternity Headquarters to create curriculum to train and transition alumnae serving in officer roles for alumnae associations.
Collaborate with Content Director of Advisory Boards and Director of Education and Training at Fraternity Headquarters to create curriculum to train and transition alumnae serving on Advisory Boards.

Travel

5 percent

Attend necessary meetings to include monthly team meetings, District Leadership Training, joint meeting(s) with Council, Associate Council Seminar and Convention.
Conduct chapter and alumnae association visits, as needed.

POSITION: Content Director of Leadership Development (V)

RESPONSIBILITIES: Lead the Fraternity Leadership Development content area and guide the work being done by District Leadership Development Specialists. Maintain expert knowledge of Leadership Development as it relates to chapters and alumnae. This position is a commitment of 5-8 hours/week.

REPORTS TO: Fraternity Council (V)

DUTIES:

Management

60 percent

Chair the Leadership Development Team, which is composed of the District Leadership Development Specialists.
Serve as volunteer point person for the Regional Meetings.
Advise the District Leadership Development Specialists in the facilitation of training/transition programming for Chapter Councils and alumnae association boards. Partner with Content Director of Advisory Boards to train and transition Advisory Boards.
Monitor and evaluate data from Leadership Academy and Regional Meetings. Identify impact of programming on development of Fraternity officers in chapters and alumnae associations. Utilize data to form strategies for leadership development of present and future officers.
Approve all meeting documents and communications.
Completes quarterly reports to Fraternity Council on notable trends and statistics from content area.
Manage Leadership Development budget and provide reports on state of budget to Fraternity Council.

Communication

25 percent

Motivate and guide each District Leadership Development Specialist toward a better understanding of their role in the succession planning for chapters and alumnae association boards in their district.
Collaborate with District Team on a regular basis, including biannual evaluations of each chapter and biennial evaluations of each association.

Training & Development

10 percent

Conceptualize and develop a customized Leadership Development program for District Leadership Development Specialists.
Collaborate with Headquarters Director of Education and Training to create curriculum to train chapter and alumnae association leaders about leadership practices and behavior.

Partner with the Department of Education and Training at Fraternity Headquarters to coordinate leadership development and training events provided by education volunteers.

Travel

5 percent

Attend necessary meetings to include monthly team meetings, District Leadership Training, joint meeting(s) with Council and Convention.

Conduct chapter and alumnae association visits, as requested.

POSITION: Content Director of Membership (V)

RESPONSIBILITIES: Lead the Fraternity membership content area and guide the work being done by Membership Specialists. Maintain expert knowledge of chapter and alumnae membership.

REPORTS TO: Fraternity Council (V)

DUTIES:

Management **20 percent**

Oversee the planning and coordination of all recruitment visits; seek and incorporate input from the Membership Team, District Director and the Field Representatives Chairman.

Review membership statistics and reports submitted by Membership Specialists and Fraternity Headquarters.

Grant initiation exceptions in extraordinary cases; direct proxy and special circumstances alumna initiations.

Manage membership budget; provide reports on state of budget to Fraternity Council.

Communication **30 percent**

Partner with Fraternity Headquarters in the organization and distribution of communications and articles on topics of membership and Recruitment.

Training and Development **40 percent**

Conceptualize and implement a training program for the Membership Team.

Collaborate with the Department of Education and Training to create curriculum to train chapters and alumnae associations on membership-specific topics.

Travel **10 percent**

Attend necessary meetings to include monthly team meetings, District Leadership Training, joint meeting(s) with Fraternity Council and Convention.

Conduct chapter and alumnae association visits, as requested.

POSITION: Content Director of Philanthropy (V)

RESPONSIBILITIES: Lead the Fraternity philanthropy content area and guide the work being done by Philanthropy Specialists. Maintain expert knowledge of chapter and alumnae philanthropy.

REPORTS TO: Fraternity Council (V)

DUTIES:

Management **55 percent**

Chair the Philanthropy Team, which is composed of the Philanthropy Specialists.
Champion and serve as liaison to the Fraternity's partnership with our national philanthropy, Reading Is Fundamental (RIF).
Educate, inform and recommend financial support of the Kappa Kappa Gamma Foundation to chapter and alumnae associations.
Review and revise guidelines for alumnae associations and chapters to follow in their fundraising efforts.
Assist the Philanthropy Specialists in supporting alumnae associations and chapters to conceptualize and execute service projects and fundraisers.
Manage philanthropy budget; provide reports on state of budget to Fraternity Council.

GIRLS Academy **20 percent**

Advise the GIRLS Academy committee; attend their meetings and conference calls.
Partner with the Departments of Education and Training, and Marketing and Communications to promote GIRLS Academy.
Assist with the development and presentation of any GIRLS Academy workshops at Convention.
Attend session(s) of GIRLS Academy, if possible.

Communication **15 percent**

Periodically review and communicate notable and innovative philanthropic initiatives.

Training and Development

5 percent

Conceptualize and implement a training program for the Philanthropy Team.

Collaborate with the Department of Education and Training to create curriculum to train chapters and alumnae associations on philanthropy topics.

Travel

5 percent

Attend necessary meetings to include monthly team meetings, District Leadership Training, joint meeting(s) with Fraternity Council and Convention.

Conduct alumnae association and chapter visits, as requested.

POSITION: Content Director of Programming (V)

RESPONSIBILITIES: Lead the Fraternity Programming content area and guide the work being done by District Programming Specialists. Maintain expert knowledge of programming as it relates to chapters and alumnae. This position is a commitment of 5–8 hours/week.

REPORTS TO: Fraternity Council (V)

DUTIES:

Management

70 percent

Chair the Programming Team, which is composed of the District Programming Specialists.
Stay abreast of new educational programming and technology.
Collaborate with Headquarters Director of Education and Training to develop educational programming and content (e.g., educational events, facilitator-led content, online learning, training workshops) as it pertains to chapters, alumna members and alumnae associations; engage Programming Specialists in development and implementation as needed.
Partner with the Director of Education and Training in the identification and development of programming for Regional Meetings.
Provide input into the development of new curriculum, Kappa Learning Institute, Leadership Academy, the All Member Program and Kappa Trainers.
Partner with the Department of Education and Training to develop and implement program ideas for new member and senior programming to support the lifelong education and engagement of members.
Collaborate with Content Director of Alumna Relations to promote and ensure participation of alumnae associations in new member and senior programming events.
Partner with the Director of Education and Training to provide feedback on the Education Project calendar.
Completes quarterly reports to Fraternity Council on notable trends and statistics from content area.
Manage programming budget; provide reports on state of budget to Fraternity Council.

Communication

15 percent

Motivate and guide each District Programming Specialist toward a better understanding of their role in the succession planning for chapters and association boards in their district.
Collaborate with District team on a regular basis, including biannual evaluations of each chapter and biennial evaluations of each association.

Training & Development

10 percent

Conceptualize and develop a customized training program for District Programming Specialists.

Partner with the Department of Education and Training at Fraternity Headquarters to coordinate training events provided by Kappa Trainers.

Travel

5 percent

Attend necessary meetings to include monthly team meetings, District Leadership Training, joint meeting(s) with Council and Convention.

Conduct chapter and alumnae association visits, as requested

POSITION: Content Director of Public Relations (V)

RESPONSIBILITIES: Lead the Fraternity Public Relations content area and guide the work being done by the Fraternity's Public Relations team. Maintain expert knowledge of Public Relations as it relates to chapters and alumnae. This position is a commitment of 5–8 hours/week.

REPORTS TO: Fraternity Council (V)

DUTIES:

Management

60 percent

Chair the Public Relations team, which is composed of <i>The Key</i> Chairman and the Technology Chairman and collaborate with the Headquarters Director of Marketing and Communications and Editor of <i>The Key</i> .
Guide and educate the chapters, associations and chapter advisers in the Fraternity's public relations efforts and communicate with chapter Public Relations Chairmen and alumnae association officers on a regular basis.
Partner with the Director of Business and Operations on trademark and Affinity licensing matters related to questionable content, requests for marketing opportunities and member responses to vendor communications.
Oversee Fraternity branding in partnership with the Director of Marketing and Communications.
Initiate biennial review of Fraternity position statements, guide Fraternity Council discussion of statement updates and collaborate with department of Marketing and Communications to update and replace on website.
Oversee the Fraternity's social media regulations and policies and ensure chapters and associations are adhering to these policies effectively.
Attend annual Editorial Board meeting and provide guidance on major initiatives, issue themes and story subjects.
Provide assistance to the Fraternity President and National Panhellenic Conference Delegate for Government Affairs.
Serve as a member of the Fraternity's crisis communication team.
Respond to all Fraternity public relations matters which address issues of cultural sensitivity.
Approve all print material for Convention.
Complete quarterly reports to Fraternity Council on notable trends and statistics from content area.

Communication

25 percent

Curate updates from Fraternity Council after every in-person meeting. Write and distribute Fraternity Council updates to Official Family with the assistance of the Marketing and Communications Department.
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Collaborate with District team on a regular basis.

Training and Development

10 percent

Conceptualize and implement a training program for the Public Relations team.

Collaborate with Director of Education and Training at Fraternity Headquarters to create curriculum to train chapter and alumnae association leaders about communication policies and best practices.

Travel

5 percent

Attend necessary meetings to include monthly team meetings, Convention and joint meeting(s) with Council.

Conduct chapter and alumnae association visits, as requested.

POSITION: Content Director of Risk Management (V)

RESPONSIBILITIES: Lead the Fraternity Risk Management Program content area and guide the work being done by Risk Management Specialists. Maintain expert knowledge of risk management policies and processes. This position is a commitment of approximately 10 hours/week.

REPORTS TO: Fraternity Council (V)

DUTIES

Management

40 percent

Chair the Risk Management team, composed of the Risk Management Specialists; Provide oversight to the specialist team and partner with them and the Risk Management Coordinator to monitor data, update Fraternity risk materials and policies, create new initiatives and programs and resolve problems related to this content area.
Partner and communicate with Chapter Event and Risk Management Chairmen, their advisers, and alumnae association officers as questions arise; grant exceptions to Fraternity <i>Policies</i> as issues are appropriately identified.
Write risk management focus letters to chapters in collaboration with District Director and Risk Management Specialist.
Partner with the Content Director for Advisory Boards for comprehensive risk management concerns.
Monitor changes in alcohol policies on campuses with Kappa chapters; partner with chapter officers to understand these policies and conform with them and KKG policies and procedures in planning events.
Collaborate with the National Panhellenic Conference delegation and Panhellenic team as needed.
Consult with Fraternity legal counsel as needed with prior approval from Fraternity Council.
Complete quarterly reports to Fraternity Council on notable trends and statistics from content area.
Manage risk management budget; provide reports on state of budget to Fraternity Council.

Communication

40 percent

Maintain open communication lines with Risk Management Specialists, District Directors and Fraternity Council.
Update <i>Kappa Risk Management Chairman Leadership Guide</i> and all Fraternity risk management resources; update overall risk management policies, guidelines and processes for alumnae associations and chapters; collaborate with Headquarters staff to get documents submitted, approved and made available electronically
Collaborate with MJ Insurance professionals as needed to update the Fraternity Risk Management Program, policies and procedures.
Maintain periodic contact with Greek advisers on campuses where collegiate chapters are located.

Training and Development

10 percent

Provide risk management training for Headquarters risk management staff, Kappa volunteers, chapter officers, Field Representatives and alumnae association officers.

Travel

10 percent

Attend meetings as necessary to include monthly team meetings with Content Specialists, District team meetings, Associate Council Seminar, General Convention and others as requested.

Conduct chapter and alumnae association visits, as needed.

POSITION: Content Director of Ritual/History (V)

RESPONSIBILITIES: Lead the Fraternity ritual/history content area and guide the work being done by Ritual/History Specialists. Maintain expert knowledge of Fraternity ritual and history as it relates to chapters and alumnae.

REPORTS TO: Fraternity Council(V)

DUTIES:

Management **45 percent**

Chair the Ritual/History Team, which is composed of the Ritual/History Specialists.
Protect the integrity of the Fraternity's ritual by interpreting the ritual and the instructions for the presentation of ritual.
Assist chapters and alumnae associations in the knowledge and proper execution of Fraternity ritual.
Collaborate with the History Standing Committee and Fraternity Archivist in achieving goals and strategic priorities.
Manage ritual/history budget; provide reports on state of budget to Fraternity Council.

Communication **35 percent**

Prepare reports as requested by Fraternity Council.
Communicate with Ritual/History Specialists and Fraternity-at-large on topics of Fraternity ritual and history.

Training and Development **10 percent**

Conceptualize and implement a training program for the Ritual/History Team.
Collaborate with the Department of Education and Training to create curriculum to train chapters and alumnae associations on ritual and history topics.
Develop and deliver ritual trainings with Ritual/History Team.

Travel **10 percent**

Attend installation of new chapters.
Attend necessary meetings to include monthly team meetings, District Leadership Training, joint meeting(s) with Fraternity Council and Convention

Conduct chapter and alumnae association visits, as requested

POSITION: Content Director of Standards (V)

RESPONSIBILITIES: Lead the Fraternity standards content area and guide the work being done by Standards Specialists. Maintain expert knowledge of chapter and alumnae standards.

REPORTS TO: Fraternity Council (V)

DUTIES

Management

50 percent

Oversee and provide information, recommendation on loss of membership (i.e., resignation and dismissal), and reinstatement procedures and requests; initiate vote by Fraternity Council.
Partner and communicate with Standards Specialist to identify, remedy and restore general state of chapter and alumnae standards; provide status updates on implemented solutions.
Provide oversight of unaffiliated transfers and active members on Associate Member Status.
Review statistics, reports, loss of membership votes and data submitted by Standards Specialists.
Partner with the Risk Management Specialist and Chapter Services at Headquarters on issues where risk management and standards overlap.
Submit annual and mid-year reports to Council and additional reports as requested by Fraternity President and or Vice President.
Serve as point of contact for Hazing Hotline call info; conduct follow-up communication with applicable Standards Specialist and District Director.
Consult with Fraternity legal counsel as needed with prior approval from Fraternity Council.
Manage standards budget.

Training and Development

40 percent

Update Fraternity <i>Leadership Guides</i> and all standards resources; create overall standards documents for alumnae associations and chapters; collaborate with Headquarters staff and Leadership Consultants to get documents approved and made available electronically.
Collaborate with Director of Talent Management to conceptualize and implement training program for the Standards Specialist team to include Fraternity documents, decision-making and potential standards scenarios.
Collaborate with the Director of Leadership Development and Department of Education and Training to create curriculum to train chapters about Kappa values, values congruence, etc.; outlets for training to include Biennial Convention, Regional Leadership Conferences, Associate Council Seminar, webinar series and other Fraternity meetings as requested.

Travel

10 percent

Attend meetings as necessary to include monthly team meetings, District Leadership Training, joint meeting(s) with Fraternity Council, Council Action visits and Convention.
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Conduct chapter and alumnae association visits, as requested.

D. Specialists Position Descriptions

POSITION: Academic Excellence Specialist (V)

RESPONSIBILITIES: Serve as member of Fraternity Academic Excellence Team and assigned District Team. Maintain expert knowledge of academic excellence for chapters and alumnae. This position is a commitment of three to five hours per week.

REPORTS TO: District Director (V) and Content Director of Academic Excellence (V)

DUTIES:

General

50 percent

Serve as member of Academic Excellence Team and District Team.
Collaborate with District Team on a regular basis, including biannual evaluations of each chapter and biennial evaluations of each alumnae association.
Partner with the Alumnae Relations and Programming Specialists in your district to implement initiatives and programs to create a seamless transition of undergraduates to alumna membership (i.e., graduate school applications, senior programming, a speaker series, etc.).
Partner with the Alumnae Relations and Programming Specialists in your district to implement initiatives and programs demonstrating the Fraternity's belief in and support of lifelong learning for alumna members (i.e., lifestyle webinars, museum events, all-member education programs, etc.).
Partner with each chapter to identify and deploy Fraternity and local or university resources to improve academic performance and complete expectations during Period of Concern.
Partner with the Content Director of Academic Excellence to develop a customized academic excellence program for chapters falling below their university's all-sorority average for more than three terms; monitor progress by regular communication with the chapter.
Maintain a historical record of academic performance within the district and monitor chapter progress in addressing any declines.
Partner with Membership and Leadership Development Specialists in your district to approve grade exceptions for Recruitment and officer transition.
Partner with the Standards Specialist in your district on support for chapters in need of improving academic performance and requests to send chapter member to standards for academic performance.
Maintain expert knowledge of trends and best practices within higher education related to student advising, learning, academic success and retention.

Communication

30 percent

Motivate and guide each Vice President-Academic Excellence in the district toward a better understanding of their role.
Provide feedback on academic excellence reports and Period of Concern forms submitted by each chapter.

Keep the District Director and Content Director of Academic Excellence informed with appropriate correspondence, suggestions, reports, accomplishments and concerns of alumnae and undergraduates.

Collaborate with District Team on a regular basis, including biannual evaluations of each chapter and biennial evaluations of each association.

Training

15 percent

Provide Kappa-specific training for Vice Presidents-Academic Excellence and their advisers.

Collaborate with Content Director of Academic Excellence and specialists to develop and provide training to associations; revise and create additional resources.

Travel

5 percent

Plan and coordinate membership recruitment visits.

Conduct additional chapter and alumnae association visits, as needed.

Attend additional meetings, as assigned.

POSITION: Advisory Board Specialist (V)

RESPONSIBILITIES: Serve as member of Fraternity Advisory Board team and assigned District team. Maintain expert knowledge of Advisory Boards as it relates to chapters and alumnae. This position is a commitment of 3–5 hours/week.

REPORTS TO: District Director (V) and Content Director of Alumna Relations (V)

DUTIES:

General 60 percent

Serve as member of Fraternity Advisory Board Committee and District team.
Develop relationships with Advisory Board Chairmen and Chapter Council Advisers; serve as primary point of contact for Advisory Board members in your district and connect Advisory Board members with appropriate specialists in district based on the need/question.
Complete informal monthly report on chapters and alumnae associations in district; distribute to Content and District Director; identify trends related to advisory boards occurring in the district and include in quarterly formal reports.
Partner with the Alumna Relations Specialist to identify and recruit potential volunteers for local Kappa positions (Advisory Board, House Board and chaperones).
Assist Alumna Relations Specialists in securing support of alumnae in areas where extension is being considered. Once invited to extend, partner with Alumna Relations Specialist to identify and recruit advisers and House Board volunteers.

Communication 25 percent

Communicate with Advisory Board members on a regular basis.
Collaborate with District team on a regular basis, including biannual evaluations of each chapter and biennial evaluations of each association.
Participate in conference calls with Content Director at time intervals determined by leader.
Participate in conference calls with District Director at time intervals determined by leader.
Keep the District Director and Director of Advisory Boards informed with appropriate correspondence and reports, accomplishments and concerns of collegians and alumnae and suggestions.

Training 10 percent

Assist the Content Director of Alumna Relations, Content Director of Advisory Boards and Director of Education and Training in the development of curriculum to train and transition alumna serving on Advisory Boards.

Travel 5 percent

Attend necessary meetings to include monthly team meetings, District Leadership Training, Associate Council Seminar and Convention.

Conduct chapter and alumnae association visits, as needed.

POSITION: Alumna Relations Specialist (V)

RESPONSIBILITIES: Serve as member of Fraternity Alumna Relations Team and assigned District Team. Maintain expert knowledge of Alumna Relations for chapters and alumnae. This position is a commitment of 3–5 hours/week.

REPORTS TO: District Director (V) and Director of Alumna Relations (V)

DUTIES:

General

60 percent

Serve as member of Fraternity Alumna Relations Committee and District Team.
Develop relationships with alumnae association Presidents through monthly contact; serve as primary point of contact for alumnae association Presidents and officers and connect officers with appropriate specialists in district based on their needs/questions.
Serve as main point of contact for virtual and special alumnae associations (Owls on a Limb, Keys Oversees, Keepers of the Key, etc.); receive notification of new “Owls on a Limb” alumna members and serve as main point of contact for these members.
Serve as primary contact for chapter officers in your district who work with alumna members.
Complete informal monthly report on chapters and associations in district; distribute to Content and District Director; identify trends related to alumnae association membership occurring in the district and include in quarterly formal reports.
Cultivate and facilitate innovative strategies for increasing alumnae association membership and partner with additional Specialists to execute new ideas.
Evaluate the state of the associations based on the association health continuum (membership growth/decline, participation levels, finance, etc.) and identify associations needing to be moved to inactive status.
Partner with the Advisory Board Specialist to identify and recruit potential volunteers for local Kappa positions (Advisory Board, House Board, alumnae association officers and chaperones).
Secure support of alumnae in areas where extension is being considered. Once invited to extend, partner with Advisory Board Specialist to identify and recruit advisers and House Board volunteers.
Work in cooperation with the district team and Headquarters staff to help identify individuals willing to serve in volunteer capacities in the district.
Advise chapters and associations on the creation and planning of partnership events (e.g., RIF events, Holiday Teas).
Advise alumnae associations on the development and planning of alumnae association events that transition members from undergraduate to alumna status.
Promote reorganization of inactive associations and identify the opportunities for new associations. Set expectations of Convention attendance.

Facilitate the merger of associations through communication with both parties to find common ground and form a joint association.
Promote development of alumnae association mentoring programs for new graduates (big sister programs for alumnae associations).
Promote the participation of alumnae association members in senior programming offered by the local chapter.
Partner with alumna engagement team at Fraternity Headquarters to develop and promote a Dues Direct campaign.
Serve as liaison with Finance Department at Fraternity Headquarters to ensure the financial stability of alumnae associations.
Manage the budget of the Alumna Relations Specialist; provide reports on state of budgets to the Director of Alumna Relations.

Communication

25 percent

Communicate with alumnae associations on a regular basis.
Collaborate with District Team on a regular basis, including biannual evaluations of each chapter and biennial evaluations of each association.
Participate in conference calls with Director at time intervals determined by leader.
Participate in conference calls with District Director at time intervals determined by leader.
Develop content for an alumna newsletter, aimed at engaging alumna membership; collaborate with the Alumna Engagement Coordinator at Fraternity Headquarters for creation and distribution of newsletter.
Keep the District Director and Content Director of Alumna Relations informed with appropriate correspondence and reports, accomplishments and concerns of collegians and alumnae and suggestions.

Training

10 percent

Assist the Director of Alumna Relations, Director of Leadership Development and Director of Education and Training in the development of curriculum to train and transition alumnae serving in officer roles for alumnae associations.
Assist the Director of Alumna Relations, Director of Advisory Boards and Director of Education and Training in the development of curriculum to train and transition alumnae serving on Advisory Boards.

Travel

5 percent

Attend necessary meetings to include monthly team meetings, District Leadership Training, Associate Council Seminar and Convention.
Conduct chapter and alumnae association visits, as needed.

POSITION: Leadership Development Specialist (V)

RESPONSIBILITIES: Serve as member of Fraternity Leadership Development Team and assigned District Team. Maintain expert knowledge of Leadership Development for chapters and alumnae associations. This position is a commitment of 3–5 hours/week.

REPORTS TO: District Director (V) and Content Director of Leadership Development (V)

DUTIES:

General **55 percent**

Serve as member of Fraternity Leadership Development Committee and District Team.
Collaborate with District Team on a regular basis, including biannual evaluations of each chapter and biennial evaluations of each association.
Conduct goal setting and action plan developments with chapters and alumnae associations. Identify and connect officers to necessary resources.
Assist in identifying the impact of programming on development of Fraternity officers in chapters and alumnae associations. Utilize data to inform strategies for leadership development of present and future officers.
Evaluate best practices and current leadership trends.
Partner with the Director of Talent Management to conduct volunteer appreciation efforts in district.
Maintain expert knowledge of trends and best practices within higher education related to leadership development, assessment and student development.

Communication **25 percent**

Directly communicate with VP Organization and VP Organization adviser to ensure Chapter Council transitions are done effectively. Directly communicates with alumnae association Presidents to ensure officer transitions are done effectively.
Partner with Advisory Board Specialists to communicate directly with ABC to ensure Advisory Board transitions are done effectively.
Keep the District Director and Director of Leadership Development informed with appropriate correspondence and reports, accomplishments and concerns of undergraduates and alumnae and suggestions.
Collaborate with District Team on a regular basis, including biannual evaluations of each chapter and biennial evaluations of each association.

Training **15 percent**

Collaborate with Content Director of Leadership Development and District Specialists to provide training to associations and revise and create additional resources.
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Partner with the Education and Training Department to create leadership training for chapters and alumnae associations.

Travel

5 percent

Plan and coordinate Leadership Development visits to chapters and alumnae associations for leadership development and transition.

Conduct additional chapter and alumnae association visits, as needed.

Attend additional meetings, as assigned.

POSITION: Membership Specialist (V)

RESPONSIBILITIES: Serve as member of Membership Team and assigned District Team. Maintains expert knowledge of chapter and alumnae Membership Recruitment. This position is a commitment of three to five hours per week.

REPORTS TO: District Director (V) and Content Director of Membership (V)

DUTIES:

General

20 percent

Oversee the planning and coordination of all recruitment visits; seek and incorporate input from the Membership Team, District Director and the Field Representatives Chairman.

Maintains expert knowledge of trends and best practices.

For alumnae associations

10 percent

Evaluate alumnae association's current membership numbers and galleys; create growth goals; develop plans to achieve growth; train association officers on how to recruit members by utilizing marketing techniques, such as social media, events, etc.

For chapters

20 percent

Maintain ongoing proactive communication with Membership Chairmen and Membership Advisers; evaluate chapter Recruitment using chapter Report on Recruitment, Release Figure Methodology report, visit reports and communication with Membership Chairman and Membership Adviser; work with Membership Chairman and Membership Adviser to identify areas for improvement and develop plans to address those needs; determine visit needs and schedule as appropriate.

Respond to chapter Report on Recruitment; review NPC Release Figure Report; in extraordinary circumstances, grant exceptions to Release Figure Methodology carry figures and flex lists; consult with Academic Excellence Specialist to determine exceptions to Fraternity academic requirements.

Review and approve all skits and videos presented by chapters during Recruitment; monitor Membership Chairman Facebook group; work with chapters to develop Continuous Open Bidding plans; work to ensure all chapters are at or above total.

Understand NPC and campus Panhellenic rules as they relate to Recruitment; grant exceptions for New Member Programs outside of the six to eight week requirement.

Communication

20 percent

Continuously inform the District Director and Content Director of Membership of appropriate correspondence, suggestions, reports, membership recruitment accomplishments and concerns of alumnae and undergraduates.

Directly communicate with chapter Membership Chairman, Membership Adviser and alumnae association representatives regarding Membership Recruitment and legacy questions, chapter reports and areas of concern.

Collaborate with District Team on a regular basis, including biannual evaluations of each chapter and biennial evaluations of each association.

Compile membership statistics and reports for district.

Training

20 percent

Provide training in areas of membership and Recruitment for chapters, alumnae associations and membership advisers.

Collaborate with Content Director of Membership and specialists to develop and provide membership recruitment training to associations; revise and create additional resources.

Travel

10 percent

Conduct membership recruitment visits.

Conduct additional chapter and alumnae association visits, as needed.

Attend additional meetings, as assigned.

POSITION: Panhellenic Specialist (V)

RESPONSIBILITIES: Serve as member of Panhellenic Team and assigned District Team; maintain expert knowledge of chapter and alumnae Panhellenic. This position is a commitment of three to five hours per week.

REPORTS TO: District Director (V) and the Fraternity National Panhellenic Delegate or alternate delegate.

SKILLS AND QUALIFICATIONS: Organizational agility, global perspective, strategic thinking, organizing, priority setting, effective communicator, interpersonal savvy, political savvy, conflict management, embraces and manages diversity, intellectual agility, problem solving, and ethics and values.

Knowledge of Fraternity *Bylaws*, *Standing Rules*, *Policies* and recruitment processes; National Panhellenic Conference Unanimous Agreement, policies and best practices; fraternity and sorority landscape; and issues facing NPC member groups.

DUTIES:

General **60 percent**

Supervise the work of chapter Panhellenic delegate; act as primary resource and decision maker for assigned district in this content area.

Review and suggest revisions to the collegiate Panhellenic bylaws, standing rules and recruitment rules in consultation with district-designated NPC delegation member.

Communication **25 percent**

Proactively communicate and support chapter Panhellenic delegate, Panhellenic Adviser and alumnae association representatives regarding Panhellenic issues.

Be prepared for communication from NPC Delegate, delegation members and College Panhellenic Area Advisers appointed by NPC regarding campus culture concerns or policy changes.

Defer all communication from Fraternity and Sorority Advisers or campus administrators to NPC Delegate.

Training and Development **15 percent**

Counsel and train the chapter Panhellenic delegate, Panhellenic Adviser and alumnae association representatives on NPC Unanimous Agreements, policies and best practices and pertinent resources in NPC *Manual of Information* and officer *Leadership Guide*.

Travel

Attend Greek regional conference as requested; potential for one to two weekends per year.

Conduct chapter and alumnae association visits, as requested.

POSITION: Philanthropy Specialist (V)

RESPONSIBILITIES: Serve as member of Philanthropy Team and assigned District Team. Maintain expert knowledge of chapter and alumnae philanthropy. This position is a commitment of three to five hours per week.

REPORTS TO: District Director (V) and Content Director of Philanthropy (V)

DUTIES:

General

45 percent

Guide and educate the chapters, associations and chapter advisers in the Fraternity's philanthropic efforts, goals and visions.

Maintain expert knowledge of Fraternity philanthropy expectations; act as primary resource for district in this area.

Communication

40 percent

Communicate with chapter Philanthropy Chairmen and alumnae association philanthropy officers on a regular basis.

Keep the District Director and Content Director of Philanthropy informed with appropriate correspondence, suggestions, reports, accomplishments and concerns of alumnae and undergraduates.

Collaborate with District Team on a regular basis, including biannual evaluations of each chapter and biennial evaluations of each association.

Training

10 percent

Provide Kappa-specific training in the area of philanthropy to chapter Philanthropy Chairmen, advisers and association officers.

Collaborate with Content Director of Philanthropy and specialists to develop and provide philanthropy training to associations; revise and create additional resources.

Travel

5 percent

Plan and coordinate philanthropy visits.

Conduct additional chapter and alumnae association visits, as needed.

Attend additional meetings, as assigned.

POSITION: Programming Specialist (V)

RESPONSIBILITIES: Serve as member of Fraternity Programming Team and assigned District Team. Maintain expert knowledge of programming for chapters and alumnae. This position is a commitment of 3–5 hours/week.

REPORTS TO: District Director (V) and Content Director of Programming (V)

DUTIES:

General **60 percent**

Serve as member of Fraternity Programming Committee and District Team.
Stay abreast of new educational programming and technology.
Educate chapters and alumnae associations about curriculum, Kappa Learning Institute, Leadership Academy, the All Member Program and Kappa Trainers.
Participate in the development and implementation of educational programming and content (e.g., educational events, facilitator-led content, online learning, training workshops) as it pertains to chapters, alumna members and associations as requested by Content Director of Programming or Department of Education and Training.
Partner with the Alumna Relations Specialist to ensure participation of alumnae associations in new member and senior programming events in assigned district.
Assist chapters and associations with programming needs.

Communication **25 percent**

Partner with District Team to identify programming needs for all members (chapters, associations, alumna members).
Keep the District Director and Director of Alumna Relations informed with appropriate correspondence and reports, accomplishments and concerns of collegians and alumnae and suggestions.
Collaborate with District team on a regular basis, including biannual evaluations of each chapter and biennial evaluations of each association.

Training **10 percent**

Collaborate with Director of Programming and District Specialists to develop and provide training to chapters and associations; revise and create additional resources.

Travel **5 percent**

Attend meetings as assigned or requested.

Conduct additional chapter and alumnae association visits, as needed.

POSITION: Risk Management Specialist (V)

RESPONSIBILITIES: Serve as member of Fraternity Risk Management team and assigned District team; Maintain expert knowledge of chapter and alumnae risk management. This position is a commitment of approximately 10 hours/week.

REPORTS TO: Content Director of Risk Management; District Director (V)

DUTIES:

General 40 percent

Support and counsel the work of chapter Risk Management and Event Chairmen
Act as primary resource and decision maker for assigned district in this content area; receive and respond to Event Planning Forms from all assigned chapters.
Partner with and support Risk Management advisers.
Identify trends in the area of risk management that may affect Kappa collegiate chapters and alumnae associations.

Communication 35 percent

Serve as first point of contact for chapter Risk Management Chairmen, Event Chairmen, Risk Management and Event Advisers; proactively communicate with these audiences.
Serve as contact for alumnae association officers who have questions regarding risk management; proactively communicate with this audience.
Periodically update the Content Director and District Director on the status of risk management in the district.
Collaborate with contacts at MJ Insurance.
Collaborate with Headquarters staff as needed to support the work of chapter and association officers.

Training and Development 20 percent

Advise and educate the chapters, associations, and chapter advisers in the Fraternity Risk Management Procedures.
Support and assist in the implementation of chapter developmental plans in the area of risk management.
Identify and communicate risk management training needs to Content Director of Risk Management based on trend data; deliver training in area if needed or requested.

Travel 5 percent

Attend meetings as necessary to include monthly team meetings with Content Specialists, District team, Associate Council Seminar and General Convention.
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Conduct chapter and alumnae association visits, as requested.

POSITION: Ritual/History Specialist (V)

RESPONSIBILITIES: Serve as member of Fraternity Ritual/History Team and assigned District Team. Maintain expert knowledge of Fraternity ritual and history as it relates to chapters and alumnae. This position is a commitment of three to five hours per week.

REPORTS TO: District Director (V) and Content Director of Ritual/History (V)

DUTIES:

General

50 percent

Serve as member of Fraternity Ritual/History Team and District Team.

Collaborate with District Team on a regular basis, including biannual evaluations of each chapter and biennial evaluations of each association.

Maintain expert knowledge of chapter and alumnae ritual; act as primary resource for district in this area.

Guide and educate the chapters, advisers and alumnae associations in the Fraternity ritual, including Inspiration Period, Initiation, Formal Pledging, Affiliation Services, Founders Day, protocol for formal meetings and special services, and voting procedures.

Ensure the integrity and historical significance of Kappa Kappa Gamma ritual is maintained and members are educated on ritual; this includes historical significance of Founders Day, and appreciation of Fraternity and chapter history.

Communication

35 percent

Keep the District Director and Content Director of Ritual/History informed with appropriate correspondence, suggestions, reports, accomplishments and concerns of alumnae and undergraduates.

Collaborate with District Team on a regular basis, including biannual evaluations of each chapter and biennial evaluations of each association. Receive and respond to reports and help identify trends

Training

10 percent

Provide Kappa-specific training for chapter Marshals, Registrars and alumnae association officers on a regular basis.

Collaborate with Content Director of Ritual/History and Specialists to develop and provide ritual and history education and training to chapters and associations; revise and create additional resources.

Travel

5 percent

Plan and coordinate ritual/history visits.

Conduct additional chapter and alumnae association visits, as needed.

Attend additional meetings, as assigned.

POSITION: Standards Specialist (V)

RESPONSIBILITIES: Serve as member of Standards Team and assigned District Team; maintain expert knowledge of chapter and alumnae standards. This position is a commitment of three to five hours per week.

REPORTS TO: District Director and Content Director of Standards (V)

DUTIES:

General **50 percent**

Supervise the work of chapter Standards Committees; act as primary resource and decision maker for assigned district in this content area.
Collaborate with chapters in assigned district on social probation plans and probation terms as requested.
Receive, review and respond to weekly Standards Committee meeting minutes, probation reports and terms of probations; make recommendations to Content Director of Standards regarding loss of membership.
Review Leadership Consultant reports for standards issues and proactively work with Vice President-Standards and adviser in addressing issues and concerns.
Consult with Content Director of Standards to grant permission to request resignation and broken pledge to membership, based on information and documentation from chapter.
Upon determination of Fraternity Council Action (Probation, Warning of Probation or Focus Letter), partner with Content Director of Standards to determine suggestions for chapter behavior change, proactively follow up with chapter on terms of Council Action, and report chapter progress to Content Director of Standards and District Director.
Collaborate with District Team on a regular basis, including biannual evaluations of each chapter and biennial evaluations of each association.
Coordinate with Director of Membership Services at Headquarters regarding granting of exceptions as issues are identified.
Approve Requests for Visitation in consultation with District Director.

Communication **35 percent**

Serve as first point of contact for chapter Vice President-Standards, Standards Adviser or alumnae association representatives regarding standards issues; proactively communicate with these audiences.
Provide monthly updates to District Director and Content Director of Standards of members on Council Action (dismissal, council vote, etc.) correspondence, suggestions, reports, accomplishments and concerns from alumnae and undergraduates; increase in frequency may be requested, determined.
Submit probation tracking data to Content Director of Standards at designated to interval.

Training and Development **15 percent**

Advise and educate chapters, associations and chapter advisers in the Fraternity <i>Bylaws</i> , <i>Standing Rules</i> , <i>Policies</i> and procedures of the Fraternity in the area of standards.
Identify and communicate standards training needs to Content Director of Standards based on trend data; deliver training in area if needed, requested.
Provide education on alternate standards contract as needed.

Travel

5 percent

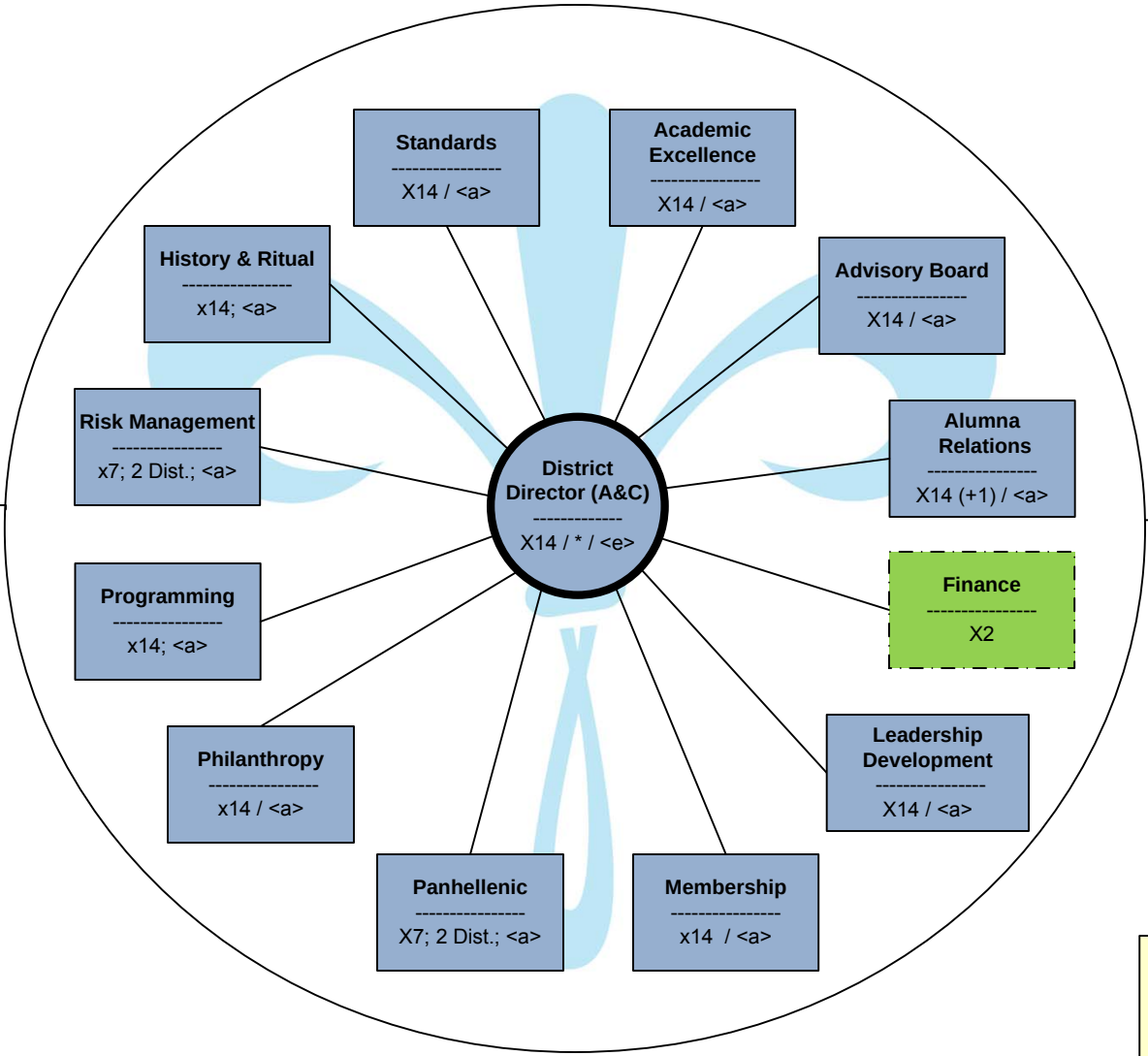
Conduct chapter and alumnae association visits, as requested.
Attend additional meetings, as assigned.

E. Organizational Chart

FRATERNITY COUNCIL

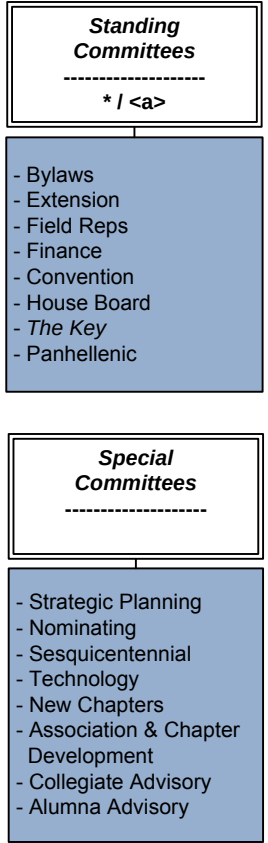


CONTENT DIRECTORS



CONTENT SPECIALISTS

COMMITTEES



LEGEND

* Convention Vote
Δ Council Vote
<e> Elected
<a> Appointed

Shared btw Districts

STAFF

VOLUNTEER

OPTIONAL

F. District Map

DRAFT

KAPPA KAPPA GAMMA

Proposed Districts and Chapter Locations

DRAFT

