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THE THEORY OF PARTICIPATIVE LEADERSHIP

COMMENT

Editor: R. John Kaegi, III

Photographer: John S. Foster, III, z

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By C. Ross Anderson
President

The format and basic content of the Pi Kappa Alpha 1973 Leadership Academy were a radical departure from the Fraternity's traditional approach. The Supreme Council, national officers, staff, faculty, and participants were all involved in putting together an innovative and totally new group learning experience. At the end the participants were asked to evaluate the program so we could determine how closely it was meeting the needs and expectations of the brothers. The final composite ratings were higher than is normally considered possible. For instance, on a scale from 1 to 7, the participants gave the Academy a 6.7 mean rating. Needless to say, we were all very encouraged by the results and anxious to move forward with the program.

I see the 1973 Academy as just the beginning of an exciting new direction for the Fraternity. Our founders declared that "mutual benefit and advancement" were two of the basic principles upon which Pi Kappa Alpha was founded. Throughout the years, most Pikes have been satisfied with the natural benefits and advancements which occur through the much quoted and important principles of "Friendship on a firmer and more lasting basis" and "the promotion of brotherly love and kind feeling." Little is done or said about the equally important and more easily definable principles of "mutual benefit and advancement."

The real challenge of the future to Pi Kappa Alpha lies in our ability to conceive and implement a totally integrated program to create recognizable personal improvement for all brothers

through national conventions, leadership academies, regional and district conventions, visits by travelling consultants and most importantly chapter operation. The areas of principle concentration should be programs which provide better self understanding, understanding of basic human behavior patterns, and group process. Each Pi Kappa Alpha chapter offers an ideal opportunity for observation and experimentation with basic principles and skills such as effective communications, self-discipline, self-improvement, problem-solving, leadership, resistance to change, motivation, organization, delegation of responsibility, creativity, and many more. After all, isn't this what life is all about?

In the long run I am convinced that Pi Kappa Alpha and for that matter the entire system will succeed only if the majority of members will consider their fraternity experience as the most meaningful and worthwhile time in their life. With all the current competition for a student's time and money, I firmly believe Pi Kappa Alpha must be a leader and innovator in the college community. National and local fraternity leadership is more than an opportunity, it's our responsibility.

As your national President, I have committed myself to seeing that Pi Kappa Alpha prepares and implements a fully integrated personal development and leadership program so that all brothers can say as I do that my membership in Pi Kappa Alpha has been the most meaningful and worthwhile experience in my life. The 1973 Leadership Academy was just another of the many truly exceptional experiences I have enjoyed as a brother in Pi Kappa Alpha Fraternity.

OPEN FORUM

Shame on editor

After all that editorial jaw-jawing about "dichotomous roles" and the utilization of the college fraternity's "potential," you devote an obscure one-sixth page of your September issue to "The Dedication of the Dirksen Library."

Shame on you!

How do you expect the alumni to become interested in a magazine of your *untried* theoretical freaky undergraduate ideas (some are way out) if you cannot "see the woods for the trees"?

Ever hear of the generation gap?

Can't you see that it is *your* not yet outgrown collegiate selfish attitude that causes the "je - m' en - fi - chis - me" among alumni? This is exactly what you can expect when a new generation of "fat cats" get too big in the britches to observe the principles taught in the Christian religion-school of common sense.

Carl Portz

Editor's Note: After responding to Brother Portz's concerns and seeking more constructive-type criticism, he suggested that I print his letter. Perhaps I am misreading our audience. But Brother Portz's letters are the only negative-tone correspondence that reach my mail box regarding the Shield & Diamond! Trying to appraise and homogenize the diversity of opinion common for an organization as large and broad-based as ours is no easy task. During the two years prior to becoming Editor, I found the "generation gap" a feeble excuse for hardheaded reticence. I believe that the magazine's content does not have to be proportioned along generation lines. Rather, I earnestly strive to publish a membership magazine, one which is written to interest, inform and entertain all PiKA's regardless of their age or membership status. This may be "untried theoretical idealism," but judging by the magnitudinously positive response the policy has received thus far, I think it's succeeding. If it's not, please let me hear from you with your concerns and suggestions. We can't please everyone all the time, but we can do our darndest to put out a membership magazine that is relevant to our vast majority.

Wicker forgot development

Congratulations on having the guts to print in your September issue Vinton McVicker's profile of Tom Wicker whose endorsement of Greek life on the campus is certainly far from enthusiastic!

Undoubtedly, he has scaled new heights in the journalism field of the United States. It would be interesting to note what his personality and general development would have been absent whatever enrichment fraternity life may have contributed during his years at Chapel Hill.

When I think back to fraternity life and can remember some of the smooth, polished gentlemen in the fraternity and compare them with the days when they first came into the house as poorly mannered, roughshod "kids", it makes me realize that still in this world today there is a great need for small brotherhoods of men united by common ideals for worthy causes.

William S. Rader
Alpha Zeta alumnus

"Active" implies?

I certainly agree with your concern to involve alumni as cited in your editorial in the September issue of the *Shield & Diamond*.

However, in my opinion, your use of the word "active" to designate an undergraduate member serves to perpetuate the impression that an alumnus is, therefore, an "inactive."

Some of the most active members have been alumni; conversely, many who call themselves, "active" promote Pi Kappa Alpha, only in a restricted sense. Unfortunately, these men never learn what it's all about, and ultimately are critical of fraternities as was Tom Wicker on pages 26 and 27 of the same issue. I urge that you consider the implications of the word "active" on the activities of members.

John C. McFarland

Contract grading works

I read with interest, and some dismay, "Are College Grading Procedures Outdated?" in the September, 1973, *Shield & Diamond*. Many of us in university teaching/personnel work constantly fight the battle of grading, interest, motivation,

reward, self-satisfaction, etc., and search for alternatives in evaluation. Luckily for everyone, more and more writers are beginning to attack this problem. Unfortunately, seldom do alternative methods surface which represent a concrete model for testing. Lip service, and print, is being given in the hope that change will occur. Change Models for experimentation are not so plentiful.

You did include a list of eight (really seven) alternative methods, and devoted one or two sentences to each (page 21). Each contained a sentence or phrase which produced a negative shadow as to its worthwhileness. Would not a better method of search be to describe the alternatives in some detail and allow the readers to determine their worth?

Several of my experiences have centered around the Contract Grading alternative. I am convinced that it is workable and represents an improvement in evaluation. Fortunately, this contract system in no way resembles your description. It is sound in that it treats the college student as an adult and *forces* him to search for information relative to the course. The professor decides what material will be covered and how it will be presented. It is not cumbersome. The students do have a clear idea of what's expected since they decide the grade that they want and then negotiate with the professor the varied projects which justify the grade.

I am truly anxious to get to solutions to the problem which your group outlined. The problem has now been defined. Please get on with the next step.

Dr. John M. (Mike) Hargis
Past SMC, Epsilon Phi chapter

Postscript to closing

It is a sad and unfortunate thing when a college or a university has to close its doors. Not only are precious days of learning lost, not only do professors and teachers have to find new places of employment, but friends and comrades are torn inexorably apart. I am a victim of two of the above. I attended Parsons College in Fairfield, Iowa, which after 98 years of existence was forced to close its doors. The last set of brothers at Zeta Delta are now as far west as Belmond, Iowa, and as far east as Rutland, Vermont. Pi Kappa Alpha to all of us was a

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The days of the authoritarian leader in American industry are numbered. A rash statement? Perhaps. Nonetheless, many behavioral scientists, who are concerned with the effects of leadership upon organization success, see authoritarian management as increasingly anachronistic in the late twentieth century. Traditionally, the authoritarian style of leadership has sprung from basic assumptions about the worker which may no longer be true (if, indeed, they ever were true). The first assumption about the worker is he generally shuns responsibility. A second assumption is the worker will

usually avoid working unless he is watched. From these beliefs sprang the notion that workers must be closely and carefully supervised.

These assumptions, and others equally questionable, have spawned several generations of authoritarian leadership dating from the dawn of the Industrial Revolution. This breed of management has precipitated the rise of unionism, whose role has been to protect the worker from arbitrary, and often unjust, supervision.

Today, sizeable remnants of the authoritarian philosophy of management cling on and reinforce an adversarial encounter between management and labor. These two groups have become so locked into a cycle of mutual distrust and enmity that it will require new approaches by labor and management to establish a more wholesome and productive relationship. In short, what will be needed is for one or both parties in this conflict to make a major shift from some of its most cherished beliefs and myths about the other party. For management, it will require a more egalitarian spirit in its leadership behavior. For labor, it will mean shouldering a sizeable responsibility for the economic health of business and industry.

In order to break the adversarial dead-



Companies are giving more to get more

THE THEORY OF PARTICIPATIVE LEADERSHIP

lock between union and employer, new models of industrial leadership will be necessary. The essential question is: After authoritarian leadership passes on, what should take its place? Many have advocated that motivational leadership is the most appropriate alternative. This opinion, however, ought to be examined carefully.

Motivational leadership

During the last thirty years or so there has been a growing use of behavioral scientific theory by American business leaders. A new type of leader has emerged who is familiar with the motivational theories of Maslow, Herzberg, and others. He believes that the key to getting higher levels of organization performance is through "motivational leadership." Essentially, such a style of leadership operates from a base of scientific knowledge about human behavior. The worker is viewed as an organism who will behave in ways consistent with his desires and needs. Motivation theory assumes that the worker's motivation to perform is

proportionate to his degree of perception that by doing his work well he may achieve rewards (higher pay or prestige) or avoid punishments (reprimand or termination). The role of the leader is to apply motivation theory in ways that will raise the performance level of his subordinates. He is expected to be a practitioner of motivational "techniques." To be successful in this particular mode of leadership, he must be sensitive to the psychic characteristics of his men, know their need structures and what it takes to "turn on" his men.

Underlying this style of leadership is

the basic notion that men can be "turned on" (motivated) if the leader learns which button to push. Clearly this may be described as a manipulative relationship between leader and follower, a relationship based upon Machiavellian principles. This type of relationship between superior and subordinate is more humane than the authoritarian ethic of unquestioning discipline. Even so, it falls short of the proper criterion for establishing a more positive relationship between manager and worker. Whereas authoritarian leaders may control subordinates through coercion, motivational leaders control through manipulation. From this perspective, motivational leadership is not too far removed from authoritarian leadership. Both styles are designed to "use" the worker.

More specifically, motivational techniques build barriers between individuals and groups by arousing defensiveness and distrust. It is difficult for a leader to "turn on" an employee when the employee is aware that the leader is trying to reach his "switch." The contemporary work force is far more sophisticated than previous ones. Because of this it is increasingly difficult for the motivational leader to keep his technique from showing. In light of this it is not sur-

BY
DR. ROBIN WIDGERY
ASSOC. PROF. OF COMMUNICATION
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prising to hear labor groups point accusingly at motivational programs as just another "ploy of management."

Motivation programs by business and industry are legion. Some work well for a while; some work well for quite a while. Many of them are counterproductive, causing negative change. The craze for developing motivational skills among business and industrial leaders has worked, I believe, to reinforce the adversarial relationship between labor and management. Whereas authoritarian leadership created this kind of relationship, motivational leadership has insured its perpetuity. In short, manipulative managerial behavior heightens suspicion and promotes climates of distrust between individuals, and within work groups and companies.

Participative leadership

If authoritarian and motivational styles of leadership are wanting in their ability to create satisfactory human relationships in the work environment, what else is there? Consider participative leadership. As implied by the term "participative," the functions of leadership are disseminated throughout the work group and not monopolized by a single leader (supervisor). Unlike the other styles mentioned, participative leadership views the supervisor and his subordinates as co-partners in the enterprise of maintaining group and organizational health. Even though ultimate authority and responsibility gravitate upwards towards the organization's apex, many of the leadership functions are shared at lower levels of the hierarchy.

Before addressing the advantages and weaknesses in this mode of organizational leadership, consider the overriding concern of the top executive of any profit-making organization. His central problem is to find ways to maximize net profit. He probably believes that leadership is a



"The end result of greater participation by employees is heightened job satisfaction"

critical factor in achieving this objective. However, participative leadership and its accompanying assumptions may be radically deviant from the status quo in his organization. For a chief executive to jump from authoritarian or motivational systems to a participative system is a Herculean task. Not only must he and his supervisory group be willing to adopt a new philosophy, they must accept risks. In viewing such organizational changes and the accompanying risks, Niccolo Machiavelli's insights are still instructive.

It must be remembered that there is nothing more difficult to carry out, nor more doubtful of success, nor more dangerous to handle, than to initiate a new order of things. For the reformer has enemies in all those who profit from the old order, and only lukewarm defenders in all those who would profit by the new order, this lukewarmness arising partly from fear of their adversaries . . . and partly from the incredulity of mankind, who do not truly believe in anything new until they have actual experience of it.

The manager who seeks to initiate a new order of leadership must be willing to struggle against a significant probability that he will fail. Can he afford to risk it? Viewed inversely, can he afford not to try? The manager who has a tight, authoritarian system running at a high level of efficiency, will not likely risk making changes in leadership philosophy. Most businesses, however, are not so fortunate. Recent figures indicate that American business mortality is about ninety percent every twenty years. Most businesses are either operating with only marginal success or are one step

removed from bankruptcy. A manager of an organization experiencing either of these conditions may be more likely to take the risk. In making his decision the manager should consider what may be gained or lost by his move toward participative leadership.

Arousing anxiety. Authoritarian or motivational (manipulative) supervisors, feeling secure and comfortable in their present styles of managing people, will resist change. That which is unknown is generally frightening, especially if it requires the individual to modify his behavior in an environment where relationships have become highly predictable. It is difficult for a supervisor to learn to interact with his subordinates in a more egalitarian spirit. This is particularly troublesome for the authoritarian. The motivational leader may be able to make the transition more easily. He may already have established positive working relationships with his subordinates. For him, participative leadership means using the work itself as the motivator and no longer relying upon his own manipulative behavior.

Loss of control. This is a major concern of management whenever discussion turns to participative leadership. Implicit in this philosophy of management is the

correlary of decentralization of authority. Using his legitimate power to control his organization, the manager seeks to maintain his own influence over the firm's destiny. Even though the result of greater participation in decision making may be to improve the ego involvement and motivation of the work force, the risk, he feels, may be too great. Implied in this risk is the manager's concern lest the collective wisdom of his employees be unequal to the task of greater decision-making responsibilities. The manager who gets low levels of performance from his people and has already tried the authoritarian and manipulative routes, may realize that the risk of decentralized authority is worth taking.

Expense. Many jobs in business and industry cannot be restructured to accommodate greater latitude for decision-making without great capital outlay. In order to enable hourly workers to participate in meaningful work decisions, one organization allowed its employees to help re-design the layout of the work area. This was done at a significant expense to the company, but the resultant increase in productivity soon offset the cost. Volume and quality increased. Absenteeism dropped twenty-five percent, while costly grievances dropped ninety-five percent.

One European automobile company recently invested several million dollars in a new assembly plant designed to accommodate work teams instead of the traditional assembly line. In testing the team approach, they found that turnover and absenteeism fell significantly. They attributed this to the greater employee commitment that came with participative decision making. They explained increased motivation among workers as a function of a more meaningful work experience and not the result of the motivational leadership provided by super-



NEW DEPARTMENT. Dr. Widgery's article is the forerunner to a new, regular *Shield & Diamond* department. In a question-answer format, Dr. Widgery will reply to your inquiries about leadership problems in **GROUP TALK**. Questions concerning the entire scope of leadership, from corporate to chapter, will be selected for answering by Brother Widgery. Please send all questions in care of the Editor, 577 University Blvd., Memphis, Tn., 38112.

vision.

Ego involvement. Now consider some of the possible benefits of the participative philosophy of leadership. The central thrust of this philosophy is to secure the commitment of the employee to his job, company, plant, and fellow employees. The route to achieving such a commitment is through structuring the work environment in ways that will insure the ego involvement of the employee. Simply stated, ego involvement occurs in proportion as the employee makes a psychological investment in his work. As this occurs, the employee perceives, consciously or unconsciously, a positive association or relationship between his work and his own identity. In essence, dislike for his work would create a psychological condition that would threaten his own ego. When a mental commitment has been made to the job, the employee will take pride in the work because the work is "his."

Improved motivation. Creating a more participative work climate for employees can pay dividends in an increased motivation level. This higher level of motivation is not dependent upon the manipulative behavior of the work group leader. Instead, it grows out of the work itself.

For instance, one company pulled its first-line supervisors out of an entire department, allowing hourly employees to set up their own work standards, order stock, control quality, enforce discipline, and maintain equipment. This was a radical departure from the most fundamental management principles. Even though the change created initial instability within the department, after a while the productivity rose sharply, scrap dropped, and quality improved. Costly absenteeism and grievances also dropped. Commitment improved to such an extent that employees often repaired their own machines instead of waiting for repairmen to do the work. A few years ago this type of success story would have shocked the most experienced industrial manager. Today such stories are increasingly reported, and managers are more often finding their own roads toward participative leadership.

Restructuring work for the purpose of greater motivation has been called by such names as *job enrichment* or *job enlargement*. These are not really the same, however. Whereas *job enrichment* is designed to increase the psychological or mental involvement of the employee, *job enlargement* simply exchanges boring task A with boring tasks B and C.

Many managers make the mistake of assuming that added tasks will increase ego involvement and commitment. When this does not occur they are then ready to give up on the participative philosophy. In deciding if a new job structure is actually enriched, the manager should ask this question: Does the newly designed job allow the employee to develop himself as he pursues his work? The new work structure can motivate the individual when he realizes that the work is the vehicle by which he can realize higher levels of his own ability. The employee,

once he sees the relationship between the job and the satisfaction of a higher need, will invest himself mentally and physically in his job.

Improved decisions. Behavioral scientists have known for many years that, on the average, groups of people make better decisions than those who work on the same problem alone. While occasionally an individual may do better than the group, the group will generally produce a higher quality output. Some have called this phenomenon *synergy*. The synergistic principle says essentially that the whole is greater than the sum of the parts. Equating this in terms of human resources, organizations which have not adopted participative strategies of group problem solving are, in essence, suppressing productive potential.

Sharing decision-making responsibilities is difficult for top management. It may be far easier to gather as much pertinent information as possible and then make the decisions at the top level. Pushing down responsibilities to lower levels within the organization requires more than taking risks. It requires a manager who is aggressive, energetic, and capable. Participative leadership is more difficult than either the authoritarian or motivational styles.

The manager who is successful at initiating and orchestrating participation in decision making and problem solving will find that he is acting more as a facilitator and supporter than as a supervisor. This does not mean that his own authority or responsibility has been usurped. It does mean that he is unleashing those untapped human potentials that will eventually increase the overall performance of his organization.

This style of leadership does not imply "a management by human relations" philosophy. The "nice guy" manager who fails to require high levels of performance



"A great source of employee dissatisfaction is the inconsistency between values of society and work"

from employees should not be too surprised when performance is poor. Participative leaders support their employees psychologically by keeping channels of two-way communication open and maintaining a climate of trust. At the same time, a participative manager will set goals high and provide the tools and information necessary to the achievement of those goals. This kind of leadership is best suited to establishing the kind of superior-subordinate relationships that will release a greater share of unused human energy.

Improved employee satisfaction. The end result of greater participation by the employee in meaningful and interesting decisions is increased levels of job satisfaction. More than simply liking a slice of the responsibility for the organization's success, the employee likes the feeling that management trusts him to do a good job and to make an important contribution. The confidence shown in him by his superiors adds an ego bonus to the job that has intangible, but real, value for the employee. By allowing employees to satisfy such higher psychological needs through their work, top management is sure to increase the overall level of employee satisfaction. Higher levels of satisfaction mean less turnover, lower

absenteeism, fewer grievances, less scrap, and higher quality. In short, it means better efficiency or productivity, and, in the long run, higher net profit.

The human climate

Prescribing a participative philosophy for all organizations and all types of work structures may not be realistic. However, General Motors Corporation has made a major commitment in recent years to a participative approach through a major organizational development program. In explaining the GM strategy, Steven H. Fuller, Vice-President of Personnel Adminis-

tration and Development, has said:

We are concerned not only with job enrichment and employee motivation, but also other activities such as increased employee involvement, better communications and training, team building, and planned personnel development involving every employee. Improvements also are sought through changes in such areas as job content, supervisory relationships, organizational structures, and in the overall working environment. These are all basic elements of GM's philosophy of organizational development -- a management concept which has gained wide acceptance throughout the Corporation and continues to grow.

The central thrust of this approach is to increase employee commitment by allowing them more meaningful participation in decision-making processes. Moreover, the purpose has been to improve the human climate within the organization — promoting a work environment more consonant with the value of mutual respect and understanding between individuals and groups.

A great source of employee dissatisfaction in American business and industry is the inconsistency that exists between

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Beyond breaking barriers

By R. John Kaegi

Pity the poor authoritarian leader. His "manager of men" leadership style assumes that *only he* is capable of making good decisions in his occupational realm. He views his subordinates (or followers) as supportive helpers, rather than sources for added input and creativity who, as we now know, would strengthen any final decision.

At least 250 individuals now recognize his style for what it's worth. They attended the 1973 Pi Kappa Alpha Leadership Academy last August in

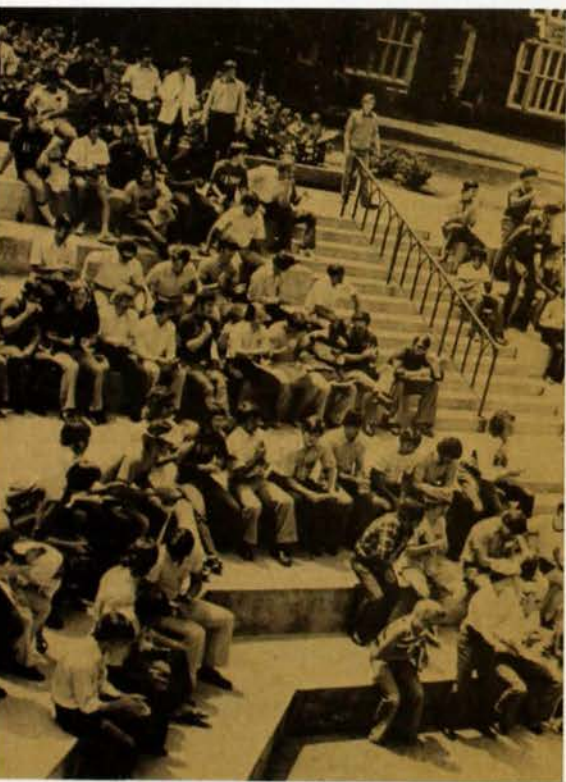
Memphis. They were introduced to the relatively new phenomenon of "group-centered leadership," a style which assumes the whole as greater than the sum of its parts. In other words, a decision made by the group, with its collective brainpower in force, is a better decision than the one made by an authoritarian pseudo-leader.

Fraternity men of past years may have indeed become leaders partly because of their collegiate experiences. But their potential for leadership was never so great as today. Pi Kappa Alpha's deliberate and determined entrance into the group concept has added a new dimension to the traditional fraternity claims of cultivating leadership development. And, as a bonus, PiKA is currently the only Greek-letter organization so thrust into teaching *real* leadership skills. It all started with the 1973 Leadership Academy.

Historically, IKA's Academy dealt

with nuts-and-bolts problems at the chapter level. About a year ago, the alumni leaders of the Fraternity determined that past Academy agendas were ineffective and even inappropriate, today. Therefore, a Memorial Headquarters staff member was recruited to lay the foundation of a totally new and truly leadership-oriented Academy for 1973. He in turn regaled a half-dozen communication experts from around the country and they, with the aid of IIKA's Educational Advisor, initiated Pi Kappa Alpha's leadership development program at the Academy. The objectives in mind included offering participants new definitions of leadership and teaching related skills. Master groups served to orient the enthusiastic participants. They broke down into small groups (eight persons) to perform exercises that would bring home the appropriate lessons. Participants utilized their free time to hash over the day's avalanche of knowledge and they even followed up on faculty offers to mail

(1) Partial Academy crowd. (2) Roy Hickman (left) receives Distinguished Achievement Award from Pat Halloran. (3) Terri Ann Michel, IIKA International Dream Girl, presents outstanding undergraduate award to Ed Pease (Indiana). (4) Smythe Award chapters with Ross Anderson.



additional information. It was a resounding success beyond the imagination of virtually every instructor or planner.

"The faculty was very much impressed with IIKA's direction. To a man, they were inspired with the people at the Academy and with their willingness to engage in the activities," recalls Dr. John Bakke, chairman of the Communication Arts Division at Memphis State.

Dr. Bakke and IIKA alumnus Robin Widgey are continuing their service in this vein as advisors to the Fraternity. They are preparing a series of workshops to be administered at regional and district IIKA meetings in addition to special chapter consultant training exercises that will aid them in diagnosing hidden problem areas and administering the Academy-type exercises.

"We are making the Fraternity as self-supporting as possible," maintains Bakke.

At various stages during the Academy, participants were asked to evaluate their experiences. A sampling of opinion:

"The little 'games' kept my interest up. I can't wait to see the end results and my feelings after the Academy is over."

"I was amazed that everyone seemed to pick up the ball. The type of activity where there is no definite leader, or right or wrong answer, seems to stimulate individual response."

"The day's activities have been brain-picking, causing me to think as well as look at the Fraternity internally instead of observing problems outright without knowing how or why these problems existed."

"The sessions today really made me stop and think about myself, who I am, my capabilities and where I am going."

Post Academy evaluation results look like this. Ninety-six percent of the participants extremely enjoyed participating in the Academy. Another 84 percent definitely acquired new, useful information. Seventy-eight percent felt strongly that they acquired new leadership behaviors. And, 93 percent felt it would be very beneficial for more members of their chapter to participate in a similar program. There were absolutely no negative responses to these general question areas.

The Academy now is likened to a bubbling spring giving birth to a flood of leadership training activities in the near future. Regional conferences, district conventions and national academies and conventions will provide the partakers more insight into the techniques of effective decision-making, problem-solving processes. Fraternity chapter consultants will be more accurate than ever in diagnosing problem areas and will hold



training sessions for the entire chapter during their visits. Even outside resources including reading lists, filmstrips and slide presentations are under consideration for future use.

Of course, the intangible knowledge is difficult to evaluate in terms of tangible results like increased membership. However, Widgery and Bakke have developed surveys and benchmarks for this purpose. One survey will accurately define the innermost problem areas of chapters such as distrust and other interpersonal problems.

What it all means is that Pi Kappa Alpha is, like always, a progressive fraternity, one that continually searches for ways to bring about "benefit and advancement" of its members in accordance with its 105-year-old Preamble. And, as the accompanying article notes, it is not an experience reserved only for undergraduate members. Those of us who learned the authoritarian "management of men" style during our heyday still have a chance. **III**

(5) Academy instructor Tony Clark
(6) Pat Jack (Georgia Tech) participates in "M" group skit. (7) Academy students were all smiles during past President Gary Sallquist's remarks. (8) Sallquist concludes Academy with address.

And the testimonials followed

The seemingly invariable series of testimonials during and following each of the Fraternity's conferences have contributed to the evaluation of each. Conventions and conferences of late have fortunately received their share of excellent reviews, but none so enthusiastic or genuine as the response to the 1973 Leadership Academy. One such testimonial from Region II Vice President Michael D. Moore accurately reflects the far-reaching enlightenment shared by most of the Academy participants. To his great surprise, the Academy, which he played a significant role in organizing, was beneficial to him in return. His comments prompted this subsequent interview.

QUESTION: What was the Supreme Council's approach to the development of the 1973 Leadership Academy?

MOORE: We are very concerned with developing an exciting approach to leadership and group dynamics. Our major concern was to develop for our undergraduate members a significant long-range leadership training program.

Along every step of the way we asked ourselves, "Is this really something they can gain from?" I sincerely believe we broke some barriers and that we laid the groundwork for a truly meaningful approach to leadership training for our undergraduates.

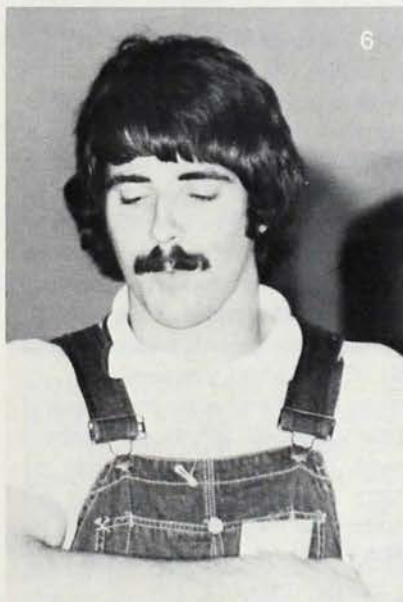
QUESTION: Since you were a participant just as much as you were an observer, what was your reaction to the Academy experiences?

MOORE: The real surprise was how meaningful the program became for me, an alumnus and businessman. I discovered our program was every bit as meaningful to alumni as to undergraduates. The group-centered leadership concept, the skills and the ideas presented, were pertinent and rewarding.

QUESTION: How might alumni utilize the experience?

MOORE: Our new leadership program presented to me an entirely unique concept in the management and functioning of groups. It so intrigued me that I am now in the process of applying what I

Continued page 27



SMC's on SMC's

Our second roundtable focuses on the realm of the chapter SMC. He must motivate membership involvement. Involvement not only in the solutions to problems, but in the problem-solving process itself. He must strive for consensus agreement on goals. He must gain and preserve peak enthusiasm.

There is no multi-step process. There are, however, techniques the imaginative SMC can use to get involvement, consensus and enthusiasm. Using rush as our primary example, roundtable moderator Dick Burt discusses the techniques used by the leaders of four excellent chapters.

Michael Scales is president of Epsilon chapter at Virginia Tech. Bruce Wolfson holds the same office at Beta Pi, Pennsylvania. Randy Marmor and Mark Kizzire were sophomore SMC's of their chapters, Zeta Gamma at Eastern Illinois and California State at Northridge respectively. They have both moved on to new challenges. Moderator Dick Burt is a Gamma Eta, Southern California, alumnus and a Memorial Headquarters staff member.

MODERATOR: There has always been a good deal of discussion within the Fraternity about the solutions to problems commonly experienced by chapters. There is little talk about the process by which the solutions are found.

Our purpose is to discuss problem-solving processes, the dynamics of decision-making if you will. Let's take a common chapter problem, rush, and investigate how you would help your chapter toward a solution.

Mike, I understand you took drastic measures to reestablish a serious attitude in your chapter toward problem-solving involving a new small group format for discussion and evaluation of ideas. How did you get the chapter to go along with it?

SCALES: I said, "here it is, fellows. Take it or leave it." But, not before I held a special chapter officers meeting to ask them not to dominate the small group discussions.

The role which I wanted the officers to play was that of moderators instead of decision-makers, and, to prod brothers who weren't speaking much. I wanted those brothers to have an opportunity to express themselves even if their ideas weren't those we eventually accepted.

MODERATOR: How did you get them to go into a chapter meeting and break up what has always been a huge group? Wasn't that a change in itself?

SCALES: I didn't talk them into it. I told them I had an idea and just asked them to try it.

MODERATOR: Did you tell them what you wanted them to do in the small group meetings?

SCALES: Yes, I set out ground rules such as no one is to dominate the conversation; every member should express himself, and, to come up with a specific goal as a result of each small meeting.

So, we got to the chapter meeting and the secretary named all those brothers who would be graduating by way of dramatically stressing the fact that we needed some new members.

MODERATOR: And you told the chapter . . . ?

SCALES: I told the chapter I would break it up into five small groups and I told them where they could hold their discussions.

MODERATOR: You had it well organized before you went into the meeting.

SCALES: Yes. I more or less told the Executive Committee what I hoped to accomplish and told them that if it didn't work out well, then we'd drop it. But if it

works we'll continue to use it.

Some of the brothers were a little apprehensive and didn't know how it would turn out. They assumed it would be a long meeting and they complained about that. You know how it is. Everyone wants to get out in an hour.

MODERATOR: How did you get past that?

SCALES: You can't order them to do something. You simply ask them to *try* it and see how it turns out.

MODERATOR: Obviously that approach worked.

SCALES: Yes.

MODERATOR: What did you ask each committee to do?

SCALES: To get a consensus of opinion on the number of pledges they wanted to get and to let everyone speak stating his opinion. Also, to discuss what they thought about this small group idea.

MODERATOR: All they had to do was come back with the number of people they wanted?

SCALES: Right. Just the number. A goal. And, they were also to react to the small group idea.

MODERATOR: There were nine or ten men in each small group?

SCALES: Right.

MODERATOR: When they left the chapter meeting to go to their groups, how much time did you allot for discussion?

SCALES: Thirty minutes.

MODERATOR: What happened in some of those small groups?

SCALES: A lot of brothers, before it started, thought it was going to be a joke. But, it was probably one of the most rewarding sessions we have ever had. I mean that sincerely because even some of the brothers who had been down on rush participated in it and, as a result, we had an excellent rush.

MODERATOR: What did *you* do? Did you stay with one group or go from group to group?

SCALES: I went from group to group, but I didn't say anything. I just wanted to see how it was going. There was a different officer in each group. Then, after all the groups had finished and had come back, the secretary stood at the blackboard while each group gave its goal. Surprisingly, they were all about the same.

MODERATOR: Back up for a moment, Could you describe what the groups were like? Were they serious or still joking about this?

SCALES: No, there was some serious discussion going on. The guys I expected to take the whole thing lightly were offering the best discussion of the session. It was an experience for me. We are going to be doing this all the time.

MODERATOR: In the chapter, what did they say when they came back? Did you ask one member from each group to talk about what the group felt?

SCALES: Yes. One guy was selected by the group as the speaker or reporter for that group and he said what the goal was and why. If there were any other pertinent discussions, another member of the group could expound upon it.

MODERATOR: What were some of the things that were said?

SCALES: It developed that we were having some problems and didn't know how to rush. The rush chairman, who is a very enthusiastic guy, took down some of the comments. We're working on those slowly but surely.

MODERATOR: What were the members' feelings about the small group experience?

SCALES: They were 100% behind it. Everybody wanted to have more, so we had another one later on.

We had just joined the Pike Bike Race campaign and we used a small group session as a follow-up to what we have done in the past; more or less a review session, and also to rekindle some enthusiasm. We had a goal for the race that we had determined and we sought some feedback. We evaluated and redefined our goal in the small group meetings.

MODERATOR: Did you get some more ideas?

SCALES: Yes. We got many new ideas. And, it definitely increased enthusiasm.

MODERATOR: Did you have any problems getting the reassembled chapter to come to a consensus in either situation?

SCALES: No. There was very little variance in the goals set by the small groups, so getting chapter consensus was easy. That, too, surprised me.

MARMOR: I can relate a similar experience. I also tried an experience like yours, Mike. I asked each member to list five problems they thought were worst. While still in the large group, we tried to reach a consensus on the most pressing problems. Each guy would volunteer his concerns. We then took the most critical problems, which were finances, alumni relations and pledge programming, and broke up into small groups. Each group discussed one problem. Anyone could go into any group.

MODERATOR: Did everyone stay for the small group discussions?

MARMOR: For the most part. I was surprised.

MODERATOR: What happened after that?

MARMOR: Each group selected a spokesman who came before the large group again to report ideas they had come up with.

MODERATOR: Was there any discussion in the large group?

MARMOR: Mostly clarification.

MODERATOR: Any good ideas?

MARMOR: The group discussing finance came up with a very good idea. Other committees didn't come up with definite solutions, but I think it was a success anyway. The chapter really wasn't even aware that there were problems at all until this system made them aware that there were.

MODERATOR: Mark, has your chapter started any new projects such as those already discussed?

KIZZIRE: We felt we had a series problem with the "type" of men we were bringing into the chapter. As a chapter we were limiting ourselves in many ways. Our process for solution was not by way of chapter meetings directly. Some solutions were generated by small committees meeting voluntarily or by request of the SMC.

Ideas did evolve from members concerning our rush program. Discussion concerning the "social pressure" being applied to our rushees and how to change that problem came out. We needed solutions to a few immediate problems and the long, drawn-out chapter meeting was not the place to find them. Through outside discussions, we found our solutions.

MODERATOR: How did this happen?

KIZZIRE: Many of our chapter policies are formulated outside of chapter meetings now. We are relatively a small chapter and we see a great deal of each other outside of official fraternity functions. For example, we might be sitting around our pool and the brothers simply "feel" like talking about a chapter problem. We feel it is important that different individuals participate in these discussions so we can get a variety of opinions. Often, we will have two or three groups with four or five individuals in each group. We also feel informality with situations like this aids in true communication. We would then try to combine our ideas and have "key" people present them to the chapter.



Mike Scales

"The guys I expected to take the whole thing lightly were offering the best discussion."



Randy Marmor

"The chapter really wasn't aware there were any problems until this system."



Mark Kizzire

"We needed solutions and the long, drawn-out chapter meeting wasn't the place to find them."



Bruce Wolfson

"To be effective, the president has to be sensitive to what people are saying."



Dick Burt

"It seems like all of you demonstrate that you are serious and want to listen."

MODERATOR: Describe the process of bringing up ideas in the chapter meeting.
KIZZIRE: Often when ideas are presented they fizzle out and are not as strong or enthusiastically accepted as they were in small group meetings. These ideas or solutions do, however, get discussed and there are times as in our member selection problem in which ideas are put to use.

We feel much of the time is wasted or not put to proper use in chapter meetings. If we relied on this as our only means of chapter communication, we would be in trouble. When "change" is involved, enthusiasm must be there and I never received it while sitting in a chapter meeting. By asking individual brothers their opinions and by asking them to participate in these small group sessions, enthusiasm is generated. Chapter meetings then become legislatively valuable.

MODERATOR: Is the committee system enhanced?

KIZZIRE: The committees are for the most part well informed. But, a "committee report" is not what we're looking for in the chapter meeting and is not what we get. Although the process varies each time due to its informality, we get viable results and direction for the committees to act upon.

MODERATOR: Bruce, Pennsylvania has always been an innovative chapter. What about the process Beta Pi uses in determining its rush program?

WOLFSON: Although our rush changes mostly by evolution, rush is one area in which we do review the program and procedure as part of a decentralized committee structure. We follow procedures similar to this.

Primarily, in the budget area, the rush chairman will call a meeting. It won't be the chapter meeting night, but it will be a night when people generally are free. It will be informal with a beer or soda and anyone can come. We attempt to determine what was wrong with last year's rush program, though we do phrase the question more positively, such as "What would you suggest to improve this year's rush?"

In a second follow-up meeting we discuss the area of goals. Again, everyone is invited. We talk about how many people we want to get, whether we want to shoot for the whole house being involved; philosophical type discussions. While the turnout has been fairly good, we don't look for the whole house to be at any one meeting.

Apart from those meetings, the rush chairman will talk to brothers individually and get as much information as he can. For example, last spring he circulated a questionnaire to everyone in the house. It was a good procedure for gathering information, particularly over the summer or near the end of the year when other meetings are scarce. He will also plan a retreat at the beginning of the year, which is something kind of new to us. We talked about the ideas I just discussed. Based on the retreat and the informal meetings, we know what the consensus of opinion is regarding rush goals.

MODERATOR: Then, are the goals generally accepted or must they be formally accepted?

WOLFSON: The rush chairman calls a committee meeting to come up with the formal proposal which is brought before the house meeting. But, we don't generally propose it as legislation per se. If there are any suggestions, we will discuss them. The rush chairman and his committee make the final decisions.

MODERATOR: How do you resolve problems in this system?

WOLFSON: Once we get going with rush there are always problems. When the rush chairman gets a feeling that there is discontent, he calls a gripe session. This is when the sentiment coming back indicates that we have to take another look at our rush program and see whether we are getting enough people involved. The committee digests the opinions which come from the gripe session and come back to the chapter meeting with alternative proposals that seem appropriate.

As I listened to Mark, Mike, and Randy, I realized that to be effective, the president has to be sensitive to what people are saying. He has to seek out opinion, make sure all the officers are listening to their peers and reporting properly, and make certain that there are ample opportunities for comments and evaluation.

MODERATOR: That is a profound observation. All of you indicate to your chapter that you are interested in what an individual might have to say and you have found ways of doing that so that even the guys you don't think care come up with some good ideas. It seems like all of you listen and try, through some structure, to demonstrate that you are serious and really want to listen. **III**

Graham's 37th



grid selection

Jimmy Poulos, Georgia

By Dillon Graham

Jimmy Poulos, University of Georgia tailback, now joins a select group of Pi Kappa Alpha's football greats.

The 5-foot-11, 187-pound speedster who has thrilled Georgia backers with his dazzling break-away runs, becomes the 23rd player — in the almost half-century that fraternity All-America teams have been selected — to be named to the A-A team three times.

Poulos is named captain of the 1973 Pi Kappa Alpha All-America team forecast selection, chosen at mid-season.

Jimmy was Georgia's number 2 ground gainer as a sophomore with 733 yards and its number 1 gainer as a junior with 556 yards. At mid-season in his senior year he again was the club's leading rusher with more than 300 yards. He had more than 100 yards in a single game, against Clemson.

He first gained national attention after his sophomore season by rushing for more than 160 yards in the Gator Bowl game and being selected as Most Valuable Player in that contest.

Poulos also was one of Georgia's leading scorers.

Here's the all-star team forecast:

Ends: Marty Watts, Houston; David Sasser, Clemson; Phillip Layton, Southwestern State, Oklahoma; Larry O'Neal, Rice; and Greg Browne, Eastern Illinois.

Inside linemen: Roger Cook, Mississippi State; Jeff Butts and Hank Bethea, Wofford; Jim McPipkin and Joe McPipkin, Georgia; Tom Anderson, Wake Forest; Paul Oglesby, Florida State; and Clay Eubank, Richmond.

Center: David Mains, Murray State.

Linebackers: Bobby Bailess, Mississippi; Jerry Jones, East Tennessee State; and Tommy Cones, Texas Tech.

Backs Jimmy Poulos, Georgia; Tom Pandolfi, Murray State; Ted Leverenz, North Carolina; Tracy Powers, Hampden-Sydney; Robert Giblin, Houston; Steve Sroba, Virginia; Chris Griffin, Florida State; and Ray Wallace, Memphis State.

Poulos, Watts, Sroba, Layton, Butts, Bailess and Jones are repeaters from last year's team.

O'Neal, Anderson, Mains and Griffin are sophomores. Watts, Sasser, Bethea, Joe and Jim McPipkin, Eubank, Oglesby, Jones, Pandolfi, Giblin, Cones and Wallace are juniors.

The others are seniors.

Steve Sroba, Virginia's safety, had another fine year and could be an all-Atlantic Coast conference team selection.

Roger Cook, Mississippi State captain and offensive tackle, is a possible all-Southeastern Conference team choice.

Jim McPipkin is an offensive guard and his brother, Joe, is a defensive guard. They are the first twins ever to be selected on the Fraternity's team. Both stand 6-foot-2 but Jim, at 235, is 10 pounds heavier than Joe.

Griffin, Florida State



Wallace, Memphis State



Oglesby, Florida State



Sroba, Virginia





O'Neil, Rice



Giblin, Houston



Powers, Hampden-Sydney



Bailess, Mississippi



Pandolfi, Murray State

Robert Giblin, right corner back, was rated the most likely Houston player to win national football all-star team selection. Marty West, a 6-foot-3, 205-pound tight end, was Houston's leading pass receiver at mid-season.

Tom Pandolfi, Murray State quarterback, was one of the Ohio Valley Conference leaders in passing, scoring, and total offense. He was named "Offensive Player of the Week" for his performance against Western Carolina. He scored two touchdowns and passed for another. Against Tennessee Tech, he tossed a 47-yard scoring pass and then passed for the two-point conversion with only 22 seconds left to give Murray State a one-point victory.

Ted Leverenz, North Carolina wingback, was sensational in last year's Sun Bowl catching two touchdown passes and a two-point conversion. He had a fine start with the Tar Heels, including scoring twice on passes against Kentucky.

Chris Griffin, Florida State defensive back, made the varsity a year ago as a freshman. He has a perfect 4.00 grade average in pre-law and was named FSU's "Top Scholar-Athlete for 1972-73."

Jeff Butts, Wofford offensive tackle, was 1972 All-State in South Carolina and was given honorable mention on some Little All-America team selections.

Ray Wallace, at 5-foot-9, 170 pounds, was the smallest of all the Memphis State regulars.

But he was selected as "Defensive Player of the Week" twice during the first half of the season. He battered down a last-second Ole Miss pass in the end zone to save a victory for MSU.

Bob Anderson, offensive tackle at Florida State who was chosen on last year's Fraternity team, did not play this season. He was badly injured in a pre-season practice. Anderson is expected to play again next year.

Greg Browne hadn't missed a minute of play on offense for Eastern Illinois at mid-season. He had caught 11 passes for 193 yards and 2 touchdowns.

There were a number of excellent players who were pledges and thus ineligible for selection. These included Peter Talty, North Carolina defensive tackle and Center Tim Oster of Nicholls State.

Honorable mention goes to these players:

Ends: Bobby Rose, Southwestern State, Oklahoma; Ricky Blythe, Florida State; Scotty Crump and Tom Almy, Murray State; Steve Mothersell, Utah State (P); Les Stinson, Georgia; Joe Haley, Hampden-Sydney; Larry Keller, Houston; and Forey Smith, Iowa State.

Tackles: John Mjoseh and John Randolph, Southwestern State, Oklahoma; Nicky Thomas, Hampden-Sydney; Mark Lacy and Dan Helfrich, Murray State; Peter Talty, North Carolina (P); Mike West, Mississippi State; Hugh Atkinson, Wofford; and Jim LaBass and Tui Halaufia, Utah State.

Jim McPipkin, Georgia



Butts, Wofford



Bethea, Wofford



Joe McPipkin, Georgia





Watts, Houston



Leverenz, North Carolina



Browne, Eastern Illinois



Cook, Mississippi State

Guards: Bill Heitman, Kansas State-Pittsburg; Richard Pace and Charlie McKinney, Houston; Rob Lawlis, Southwestern State, Oklahoma (P); Gary Black, Hampden-Sydney; Mark Norrid, Murray State; and Dee McCurry, Rice.

Centers: Reed Miller, Murray State; Rick Martin and Vance Downs, Utah State; Tim Oster, Nicholls State (P); and Jim Martine, Hampden-Sydney.

Linebackers: Paul Morrison, Houston; Craig Stackhouse, Southwestern State, Oklahoma; Dusty Ballard and Ed Keeper, Hampden-Sydney; Bruce Farris, Murray State; Darrel Scott and Randy Kelley, Wofford; and Michael Andler, Northwestern.

Backs: Lance Brune, Southeast Missouri State; Chuck Fairbanks and Todd Williamson, Houston; Mike Hobbie, Doug Baker and Paul Coltharp, Murray State; Bob Fuhrman and Tom Wilson (P), Utah State; Mat Robinson (P) and Phil Porter, Georgia, (P); Stan Axsmith, Millsaps; Robin Gifford and Tom Gordon, Kansas State-Pittsburg; Todd Young, Larry Hentz, and George Simons, Hampden-Sydney; David Mangum, Wofford; Mickey Fratesi and Harry Harrison, Mississippi; Jack Reynolds, Southwestern State, Oklahoma (P); Dennis Clancy, Washington State; Doug Glosson, Florida State; and Buddy Chuoke, Rice.

Dillon Graham, Alpha Eta chapter (University of Florida), who made this All-America team forecast, was a press association sports writer in Atlanta, Washington and New York for many years. He still follows college football

and PiKA players very closely. He has selected the PiKA All-America grid team for 37 years and prior to that he assisted in the team's selection for six years.

HOW COULD A RICE UNIVERSITY FOOTBALLER MAKE A IKA TEAM?

On rare occasions in the past, PiKA Brothers from different chapters have found themselves head up against each other in football frays. As far as we know, Brothers from the same chapter have never been lined up against each other on opposing teams--until this year.

If you wondered while reading the IKA All-American football selection article how players from Rice University, where IKA has no chapter, could make the team here's the answer. Legislation passed at the 1972 Miami Convention permits chapters to pledge and initiate men attending nearby schools without IKA chapters. Epsilon Eta at the University of Houston was one of about a dozen chapters to take advantage of the new law immediately. One result which surely is not manifested in other areas of fraternal activity, was the pitting of Houston and Rice football playing Brothers against one another.

On September 15, first string tight end Marty Watts lined up against starting defensive end Larry O'Neil in the season opener. Both teams are well endowed with Epsilon Eta players making possible, maybe for the first time ever, chapter brothers battling it out in a new form of inter-chapter rivalry. Incidentally, O'Neil is Watts' little brother!

Layton, Southwestern

Anderson, Wake Forest

Cones, Texas Tech

Talty, North Carolina

Downs, Utah State



Epsilon's stature proves history repeats

By Jenkins Robertson

One of Pi Kappa Alpha's *newest* chapters will be celebrating the *100th anniversary* of its founding this fall. If that sounds contradictory, it really isn't, since Epsilon chapter was established a century ago, existed for only five years, and then was reborn in 1971.

Epsilon's current members, looking at their predecessors' distinguished accomplishments, are working hard to surpass the record the original chapter made at Virginia's land grant college, now Virginia Polytechnic Institute and State University (or Virginia Tech); and they have much to live up to, but have an excellent start. Epsilon was one of six 1973 Smythe Award chapters designating IKA's most outstanding chapters nationally.

The original Epsilon chapter received its charter on November 11, 1873, a little over one year after Virginia Agricultural and Mechanical College first opened its doors in the sleepy little village of Blacksburg. It was the first of five national social fraternities that would establish chapters at V.A.M.C. before the College's Board of Visitors in 1880 placed a ban against them that would last for 92 years.

The four founders of Epsilon chapter were Emmett D. Gallion and Samuel A. Wootton, both from Prince Edward County; Thomas W. Evans of Campbell County; and Millard F. Brown of Franklin County, all from rural Virginia areas. They had enrolled in the fledgling new college to learn about newly developed techniques of "scientific farming," which the land grant institution was supposed to teach. It would be many years before the College would fulfill that problem, however, as its fortunes ebbed and flowed; and with it so went the fortunes of Epsilon chapter.

Epsilon's story has been recounted in considerable detail in the official history of the national Fraternity. Recent research, however, has uncovered an answer to one of the questions that the Hart/Blount history has left unanswered until now: Why did the chapter stop initiating members after the fall of 1878, when the Board of Visitors did not ban social fraternities until 1880? The answer to the question is closely tied to the decline of

the college and the very selective membership standards that the chapter imposed after its first year. By the end of that first year of its existence, Epsilon had initiated 24 members, almost 13 percent of the entire student body of 197. It was a very large roster for a fraternity in those days. Initiations declined to 11 the following year, because more selective standards were now being used; 17 students who were proposed as potential members were rejected. In addition, the chapter showed a strong partiality to elect cadet officers to membership; in the 1875-76 session, 14 Epsilon members held cadet rank, a remarkable 40 percent of the available posts.

But disaster was just around the corner of success. The faculty at the college split into two camps over whether or not the college should be reorganized along full-time, strict military lines, instead of the loosely organized military system then in effect. At the same time the debate was raging, the quality of the student body deteriorated rapidly. Consequently, many concerned parents withdrew their sons from the college, and many other students were forced to drop out because of the unfavorable economic conditions in the state. As a result of all these factors, the student enrollment began a steady decline, finally reaching an all-time low of 50 in the 1879 session. Epsilon chapter was particularly hard hit when the 1877-78 session opened with only six members returning for classes and few fel-

low students that could or would meet the chapter's standards of membership. Only five members returned for first term classes the following fall of 1878, and on November 23, 1878, old Epsilon held its last meeting; the members did not realize that fact at the time, however.

When the second term began a few months later, only two Epsilon members returned to the College and apparently, "seeing the handwriting on the wall," they decided not to revive any chapter activity. All Epsilon members had left the college by the time the fraternity ban, long believed to have been the reason for Epsilon's demise, went into effect.

Even though Epsilon's life span was brief, the chapter was an outstanding one in many respects, both at the college and in the Pi Kappa Alpha Fraternity as a whole.

Epsilon played host to the national Fraternity's third convention at Yellow Sulphur Springs near Blacksburg in August, 1876, the height of the social season at that popular Virginia resort of the era. It was at this convention that the first official Pi Kappa Alpha song was adopted. It is most likely, too, that the Pikes there rubbed elbows with two former Confederate generals of note, Jubal T. Early and P. T. Beauregard, who were consistent summer visitors at Yellow Sulphur.

Although Epsilon originally showed great deference to the Grand Chapter,

Epsilon today. Few Alumni, but solid chapter



Alpha, in matters pertaining to the Fraternity, it later began to question what Alpha was doing with the dues that Epsilon had sent to Charlottesville. On the other hand, the Epsilon chapter minutes reveal that Alpha asked Epsilon's opinion on whether to establish several chapters of the Fraternity. Other records show, however, that Alpha sometimes had already made its decision before Epsilon could express its feelings. Probably the most important action that Epsilon took during its final days was giving approval to the establishment of Theta chapter, then at Stewart College in Clarksville, Tennessee. All knowledgeable Pikes know that Theta would be instrumental in saving the national Fraternity from extinction a few years later.

The chapter minutes also reveal that either Epsilon was sometimes slow in sending Alpha the names of new initiates or that Alpha was lax in recording them in the master roll book, because several Epsilon initiation dates are incorrectly recorded on the old master roll, and some roll numbers are very much out of sequence, a situation that has led to a great deal of confusion in the past.

By the time Epsilon became silent in 1878 it had initiated 64 members, almost as many as the rest of the national Fraternity's chapters had combined. Although the Hart/Blount history says that most Epsilon members became farmers after they left the college, recent and extensive research into the background of original Epsilon members by Dr. A. M. Hillhouse (Beta), professor emeritus at Cornell University, reveals that such probably was not the case. Data available on 42 of the members indicates that 14 went into business careers; farming was second with 10. There were at least seven physicians, six lawyers, three judges, and two bank

presidents. Six original Epsilon alumni served in legislatures; three became millionaires; two served as presidents of the college's alumni association; one became Grand Exalted Ruler of the Elks; one was acting president of the college that is now Texas Christian University; and one had served as an associate justice of the South Carolina Supreme Court. James Dunsmuir, initiated by Epsilon in 1875, was the first Canadian known to have become a member of Pi Kappa Alpha. The native of British Columbia became a multi-millionaire industrialist and lieutenant governor of his home province. Founder Emmett D. Gallion, a life-long bachelor, bequeathed his family estate, "Wildlands," to the State of Virginia with the stipulation that it be used to establish the state's first forest preserve. A grateful Virginia later named the lands Gallion State Forest, a name the place still carries.

In addition to holding more cadet rank than any other fraternity at the college, Epsilon chapter members were also outstanding on other fronts, holding the presidencies of both literary/debating societies and several editorships of the student newspaper, about the only "extra-curricular" activities offered in those days.

During the long years that Epsilon was silent, V.A.M.C. became V.P.I. and even more recently V.P.I. & S.U. (or Virginia Tech), emerging with national distinction in many areas. Two quasi-fraternal organizations, the German Club and the Cotillion Club were established on campus in 1893 and 1913 respectively to help meet some of the social needs of the all-male, practically all-cadet student body. But the Board of Visitors would still not lift its ban against national social fraternities, reasoning that they were not properly a part of the military environment. As the student body grew and its composition changed, however, the military students became more and more of a minority on campus, and the Board of Visitors decided to restudy its position.

In anticipation of future recognition by the university, Pi Kappa Alpha in 1970 decided to re-establish its Epsilon chapter at Virginia Tech. After interviewing several "unrecognized" local fraternities and the Cotillion Club, which was an established, recognized campus organization, the decision was made to colonize the Cotillion Club, effective September, 1970. In a little over three months after the colonization, the colony had met its requirements for a charter,

and Epsilon was officially re-established on February 27, 1971. In July of 1972, Virginia Tech established an approved Greek system, and Epsilon was officially recognized at that time.

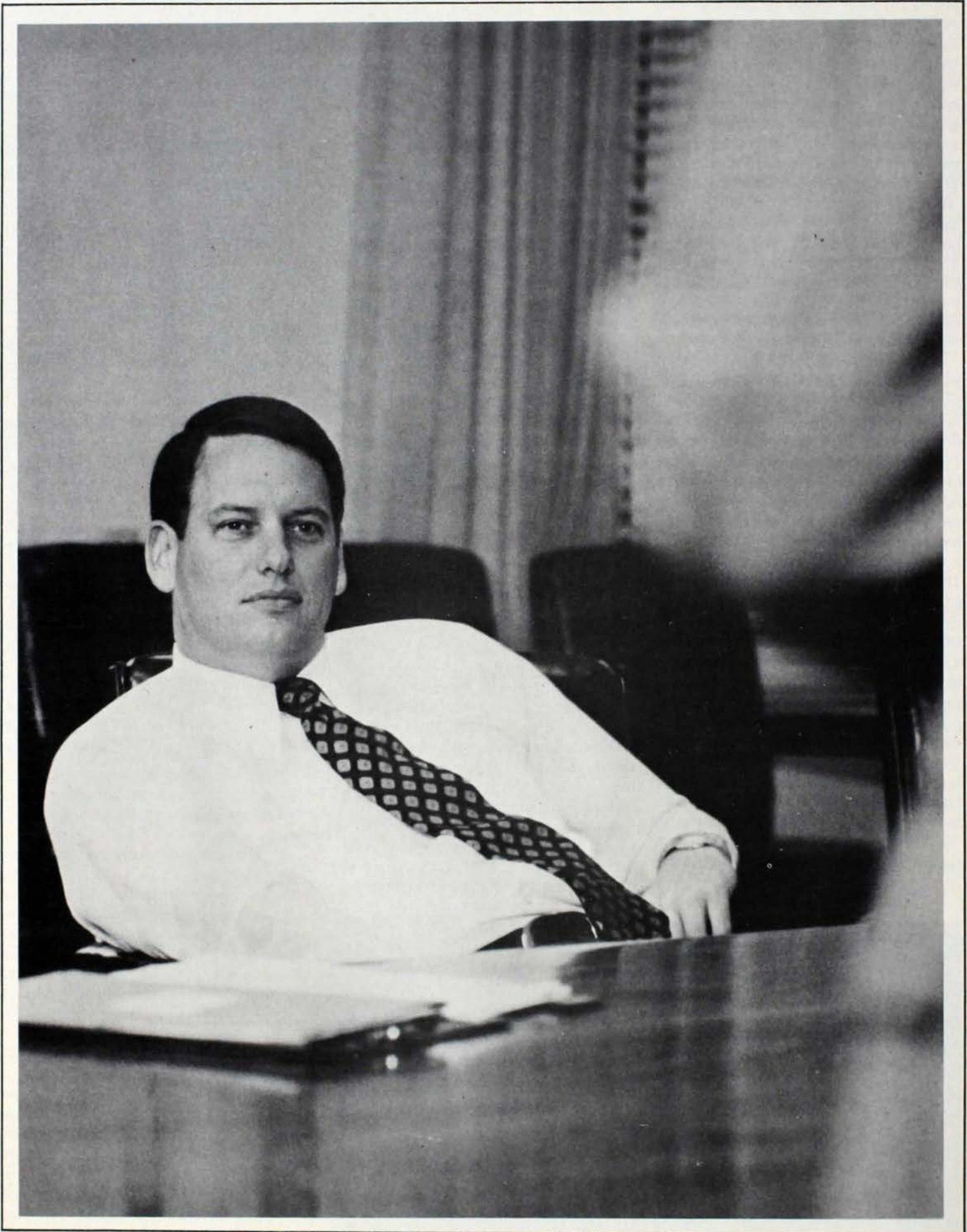
Since its rebirth Epsilon chapter has initiated 142 members, including two class presidents, a class vice president, three members of the alumni association's board of directors, a former regimental cadet commander, a former cadet corps president, two former "Campus Men of the Year," and several University faculty and staff members. Current student members include the past president of the Student Union and the current yearbook business manager and the president of the Interfraternity Council. W. Ernest Norcross, a Virginia Tech and Cotillion Club alumnus, was the model initiate at this year's Leadership Academy in Memphis in August.

During the past year, Epsilon participated in the nationally approved Pike Bike Race project and netted more than \$4,500, the largest amount any student organization at the university has ever raised in the predominantly small town area. Epsilon was also first place prize winner in the first Greek competition for best Homecoming float ever held at Virginia Tech. These and other accomplishments led to the Smythe Award presentation to Epsilon at last summer's Leadership Academy.

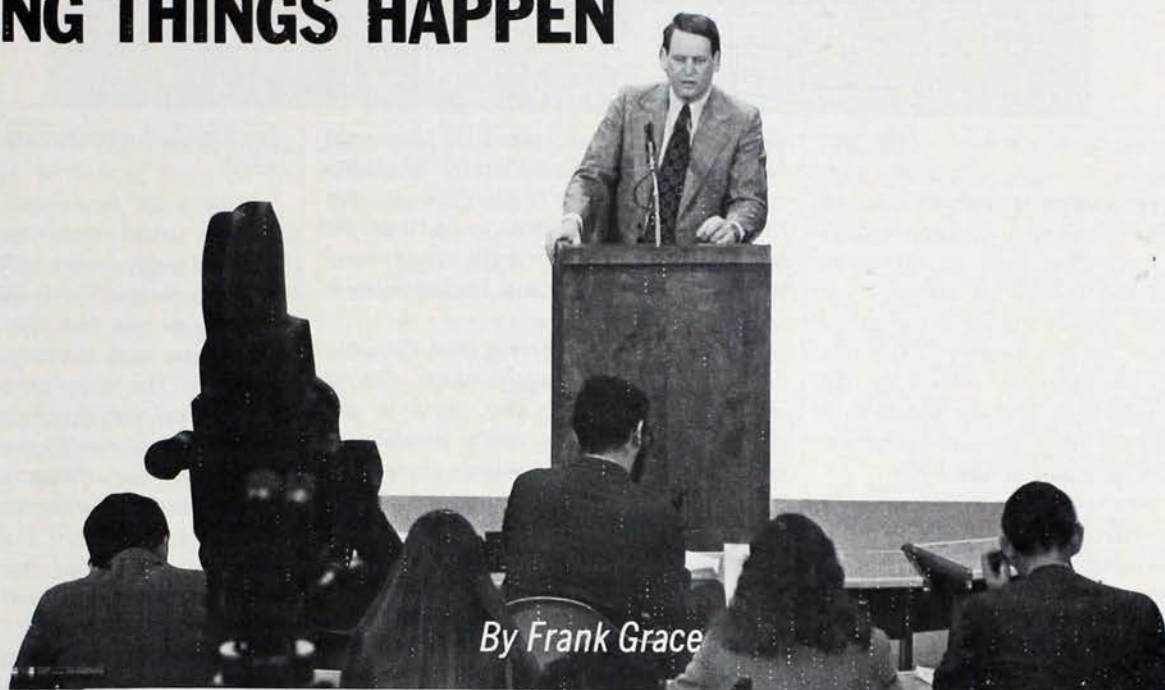
Not a bad record for a chapter whose modern life has been less than three years. As one member put it: "We're just trying to make up for lost time — 93 years of it, in fact." ■

Epsilon 100 years ago





DR. EARL BRIAN: MAKING THINGS HAPPEN



It has been said that getting into public service and government soon makes you aware that, for all practical purposes, there are really only three kinds of people in this country: a distinct few who make things happen; many others who watch things happen; and finally, the overwhelming majority of people who really have no awareness of what's happening at all.

Earl Brian, M.D., California's Secretary of Health and Welfare and a surging star in the state's political hierarchy, is one of those rare few who is hell-bent on making things happen. And in California's often controversial and fast-paced state affairs arena, it takes a very special breed.

You might say that Earl Brian signaled this uniqueness in his early Raleigh, North Carolina days as a son of a doctor-father who influenced his decision to enter medical school at Duke University, following undergraduate study there, earning his medical degree in June 1966. A number of Alpha-Apha brothers remember him as "a guy who possessed an intense drive and interest in grappling with challenges. When it came to 'convincing' freshmen that pledging PiKA was the thing to do, you couldn't beat Earl."

Evidently his ability to convince and administrative successes as Director of

California's Health Service Department prefaced his appointment by Governor Reagan in May 1972 to head the sprawling State Health and Welfare Agency. At age 30, youngest ever in state annals, Brian assumed the top position of an Agency made up of six departments with some 45,000 employees involved in hundreds of people-related programs with an annual budget of \$6.5 billion — an entity in itself larger than the governments of most states. His domain covers the broadest and most volatile areas of government in California — welfare, employment, prison system, mental health, public health, rehabilitation and California's Medi-Cal (identified as Medicaid nationally).

Asked if he envisioned a role of this type when he graduated from Duke's Medical School and traveled to Palo Alto, California to intern at Stanford University Medical Center, Secretary Brian answered by discussing some early occurrences leading to his appointment.

"I guess I got involved because I got caught by that proverbial put up or shut up challenge. A few of my friends responded to my complaining about how things were being mismanaged by government with the suggestion I get involved if I thought I could do better. So I did. I

offered my help to the local Republican officials and before I knew it I was walking precincts in Ronald Reagan's 1966 campaign for governor.

"Although I had not met the candidate, from what I had heard and read, I was convinced Ronald Reagan was the man who could do things better. Evidently, a majority of Californians thought so too, because he was elected.

"Following his election, at the behest of the same friends, I wrote Governor Reagan a letter and indicated my interest in serving in his administration. This led to an interview, and to my surprise eventually an appointment in June 1967 as executive secretary of the state Social Welfare Board.

"I will have to admit, I was truly surprised. Now that I look back, the situation was fairly simple. They were recruiting. It sounds awfully mundane, I know, but I was politically aligned and had the educational credentials to qualify for a relatively important position.

"In retrospect, I am sure that at 25 years of age, my approach and the self assessment of my experience and value was thought to be on the presumptuous side."

Brian's term in state government was short-lived. He entered the U.S. Army

"I AM SERIOUSLY CONSIDERING RUNNING FOR THE U.S. SENATE"

Medical Corps in January of 1968. His two-year tour of duty climaxed with battle-line experience as a flight surgeon with the First Air Cavalry Division in Viet Nam. And, consistent with his instinct to plunge into the middle of action, "for bravery under rocket fire while caring for the wounded" he was awarded the Silver Star. Other meritorious efforts earned him the Bronze Star, and Air Medal with a "V" device for valor. He was discharged with the rank of major in late 1969.

Shortly after his return to Sacramento in January 1970, he was appointed by Governor Reagan to serve as Director of Health Care Services, the department which then administered the state's Medi-Cal program. "You might say I felt like I had returned to the battle lines, only this time I was in the middle of fire from both sides, responded Brian. "To put it simply, the state was running short of money because of a runaway Medi-Cal program and the Governor charged me with bringing it under control."

Skeptics abounded, voicing doubt that the 27-year-old physician could successfully ride herd on the department's 1,200 state employees and \$1.5 billion annual budget to purchase health care for some 2 million welfare recipients.

When the smoke cleared two years later, Brian had made believers out of those who wondered if anyone so young could run a program so complicated.

Not only had he streamlined his operation and brought a screeching halt to skyrocketing Medi-Cal costs, but he had also hammered out Public Assistance reform programs (Welfare and Medi-Cal) for the Reagan Administration. Ed Saltzman, a columnist for the *Oakland Tribune*, later credited the passage of this sweeping reform to the fact that "In addition to his engaging personality, Brian had something else going for him: Governor Reagan had so much confidence in the young physician's ability that he gave him carte blanche to negotiate with the Democrats."

In addition to passage of the reforms, Brian developed a special rapport with

the legislators as indicated by Democrat Assembly Speaker Bob Moretti: "I always found Earl Brian to be very direct, very tough and very truthful. In spite of the fact we feel very differently about many things, he is a man I trust. I appreciate his candor."

California's new reform laws not only put a restraint on recipient abuses, "but it made California the first state in the nation to establish a single standard of care for all the poor, which guaranteed health care for thousands of needy persons previously unhelpt. I am extremely proud of this accomplishment," Brian noted. In addition, Brian takes great pride in pointing out that the reform act paved the way for the establishment of pre-paid health plans,* "then only a dream in Congress." The passage of Medi-Cal and Welfare Reform legislation also heralded the beginning of one of the most ambitious changes ever undertaken by any state in providing for its needy. Many of the provisions of the landmark legislation have been adopted in other states and form the basis for newly enacted federal health and welfare laws.

Initially, the reform actions did not win him any friends in his own field of medicine, but that situation has changed rapidly as Brian's programs, designed to be run by the medical profession instead of state government, have been gradually implemented with an eye to protecting the individual rights of physicians to practice private medicine while safeguarding the rights of taxpayers.

One of Dr. Brian's goals has been to get state government out of the business of practicing medicine. That, he insists, is "the crux of Medi-Cal Reform."

Education, determination and now administrative success (like saving the California taxpayers \$588-million in three years at the Medi-Cal helm) contributed greatly to his being elevated to be a member of Governor Reagan's cabinet as

*Prepaid health plans are organizations usually made up of doctors who guarantee full health care (doctor, hospital services, pharmacy, etc.) to a person or family for a monthly insurance-like premium.

Secretary of Health and Welfare in May, 1972.

California newspaper columnist Rus Walton hailed this move by reporting: "One of a governor's very real problems is finding competent men who have the courage to give him the facts, even when the truth may be unpleasant and unpopular. The seat of power too often attracts running dogs and sycophants. Earl Brian is no running dog. He has the smarts to see things as they are, the ability to dig to the core for the facts, and the guts to tell it like it is."

As anticipated, the critics shoved to the head of the line with the accusation: "He lacks experience." To which he (Brian) responded: "I am not going to kid you, I don't have detailed knowledge in all programs of this vast agency operation. But I have very qualified people working for me as heads of the departments in the agency. And by and large, I believe a good administrator can manage anything. I don't care whether it's a prison or a mental hospital."

As expected, his style for getting things done followed him into the position. "He is really shaking things up," one department head remarked. Countered another, "It's not Earl's style to sit back and let everybody do his own thing. If he is going to run it, he will run it with a capital R."

And in a short time he was off and running with a capital R. With Medi-Cal reforms successfully in place, he moved in to strengthen welfare reform efforts. The two related programs were costing the state a resounding \$3-billion annually. Some 2-million citizens, or one out of every nine Californians, were on the rolls. Compounding the problem, the costs were growing at a rate of 25 percent while the tax base was only increasing 9 percent per year.

Armed with legal authority provided by reform legislation, Brian proceeded to change the course of welfare programs, changed the personnel makeup of the department, established audits to determine fraud — and in the process triggered



18 lawsuits by welfare rights groups (with 15 of 16 suits settled in favor of the state).

Enactment of the reforms produced dramatic reductions in welfare caseloads (down 365,000 by September 1973) which accounted for an approximate savings in anticipated cost of some \$2 billion over a two-year period. And at the same time, Brian quickly points out, "benefits to those genuinely in need have increased 28 percent — the only state in the country to improve welfare grants to that extent."

Both reforms still have numerous critics. But both issues have faded from the political spotlight. Spiraling costs have been curbed and reforms have set up the cost control systems which are now the chief functions of the Medi-Cal and Welfare reform programs.

Next, Brian turned his attention to employment — or the lack thereof. He was not satisfied with the record of Human Resources Development — the department responsible for finding jobs for the unemployed. Reorganization steps were put into effect... out-dated programs were cast aside... and new leadership moved in. Brian visited office after office throughout the state with one message: Something had to be done to improve performance. "Damn it, there was a lot of money spent by the state to find people jobs and it wasn't happening. It was plain to see that there was just too much fragmentation and disassociated activity in the employment area. I charged the department executives with getting themselves into position to anticipate as well as to react quickly to all conditions which were bringing about a need for jobs."

Brian's record remained untarnished. In the past year of operation, the revitalized department's placement rates surged upward. By putting an end to what Brian terms "a bureaucratic disarray of unorganized efforts," overall job placements were up 27 percent — with a 55 percent increase in placements for minorities at the same time. The state's

unemployment average has declined from a high of 7.4 percent down to the 5 percent level (October 1973).

With only one year to go to the end of the Reagan Administration, Dr. Brian has introduced other major legislative changes — most already enacted — which will underscore significant H & W program changes and impact on all Californians: the continuing progress made in treating the mentally ill and mentally retarded... a possible change in the state's correction system to better serve the needs of juvenile and adult criminals... systems to safeguard the quality and availability of health care... and a special program designed to help minority businessmen secure competitive loans from banks.

"And I have come to the realization that I won't be here long enough to see all of these improvements brought to fruition, but all necessary foundations have been laid," Brian responded in a somber tone.

Interspersed in his involved work schedule, Dr. Brian attempts to meet the demands of a busy speaking agenda which places him in front of three or four professional or community audiences each week, as well as several television appearances before millions.

"I personally believe our continuing ability to serve the public need and satisfy the public trust as government officials requires clear and continuing communications about what is going on in government," was Brian's answer to why he travels the state.

Brian is regarded nationally as an expert in health, which led to President Nixon's appointing him to the Health Services Industry Committee, which promulgated regulations for the Economic Stabilization Programs under Phases II, III and IV. His Washington commuting schedule includes appearances as a consultant or witness to testify or discuss pending legislation or nationally proposed health and welfare plans.

Not only is he frequently the subject of new stories in state and national news-

papers and periodicals, but he has authored a number of articles as well as a book, *The Cycliphase Investment Technique*. ("In my spare time," he chuckled.)

During his leisure time at home, which he guards jealously, his time is dominated by 3-year-old son Earl III, better known as "Thumper" and wife Jane, who is also a graduate of Duke University where she was a member of Kappa Delta Sorority. His "unwinding" consists of a swift game of tennis.

It was in this setting I threw the "zinger" question: "What are your future plans?"

"The prospects of becoming a candidate for an elective office intrigues me," was his quick response. Since he is being rumored as the Republican candidate to run for the U.S. Senate in California in 1974, I asked if he definitely planned to run. And my reportorial skill was no better than the rest of the California press corps. Brian answered: "I am seriously considering running for the U.S. Senate." No definite commitment was forthcoming. Other California constitutional offices appear to hold little interest. "They would be anti-climactic after what I've done here," Brian said.

Encouraged publicly by Governor Reagan, supporters in and out of government believe it is not only a possibility but also a probability that Earl Brian will be a candidate for the U.S. Senate in 1974.

From a medical student to head of one of the nation's largest government agencies in just five years represents a successful lifetime career for many. But for Brother Earl Brian, it's more like a beginning. ■

Author Frank Grace, a 1956 graduate of the University of Tennessee and former Zeta chapter SMC, is the Communications Secretary for California's Health and Welfare Agency. Prior to joining the Agency in 1972, Brother Grace served as a reporter with several newspapers and a corporate public relations executive.

Traveling this summer through the beautiful Shenandoah Valley in Virginia, my wife and I made another visit to the New Market Battlefield and the Museum there.

Of special interest to Pi Kappa Alphas is a red oak tree, growing on a site of the battlefield (a beautiful open field now on a plateau above the valley). The tree was planted in 1968 by the Pi Kappa Alpha Centennial Commission, made up of Roy Hickman, Andrew Knight, K.D. Pulcifer, Richard Evans, and Richard Bills; the late Senator Dirksen was honorary centennial chairman. The purpose of the Centennial Commission was to celebrate

foreign troops in General Breckinridge's army. Teen-age boys, with no battle experience yet acting with great esprit, have become now a part of V.M.I. tradition and the museum founded on funds from a V.M.I. alumnus is a tribute to their youthful valor. The battlefield and the museum at New Market are well worth a visit.

The tree, actually the second one planted for the first one died, is flourishing and is well marked by a plaque stating that it was planted by Pi Kappa Alpha Fraternity in memory of one of its Founders, Julian Edward Wood, who

Society in 1880, a position he held until 1937. William is called the most literary and artistic of the family, a student of insurance, and Equitable's first historian. Burley comments: "Serving in Equitable as he did for more than 66 years--under six different Presidents--William Alexander left more of an imprint on Equitable than any other member of the family."

A footnote gives us more biography: William's early education had been a "hit or miss affair." His father, who died when William was eleven, had aroused William's interest in nature and in literature, es-

HISTORICAL NOTES

By Dr. Paul Blount

in appropriate ways the founding of Pi Kappa Alpha, then a century old, at the University of Virginia.

The new oak was a replacement for a giant oak that had been struck by lightning in February of that year, an old oak that had stood on a prominent place on the battlefield and had looked on the famous battle that had raged at New Market.

It was here that Julian Edward Wood, one of the founders of Pi Kappa Alpha, showed his mettle. The story is recounted in *A History of Pi Kappa Alpha*, but it bears retelling in the world of today where heroic actions are often looked upon cynically.

The Founder then was Corporal Wood, for he was a cadet at V.M.I. In May, 1864, the V.M.I. Cadet Corps was ordered to join Major General John C. Breckinridge, who was attempting to stop a Union advance up the Shenandoah Valley. On May 15, 1864, 247 teen-age V.M.I. cadets helped turn what might have been a defeat into a stunning victory. Corporal Wood was "on the colors," urging the colors forward. Actually, the flag "urged forward" was the V.M.I. cadet flag. It is reported that Federal troops supposed the flag to be that of

participated in the battle of New Market. The tree and the marker represent the best side of public relations. The Centennial Commission did well in this action, and the tree is a permanent kind of memorial.

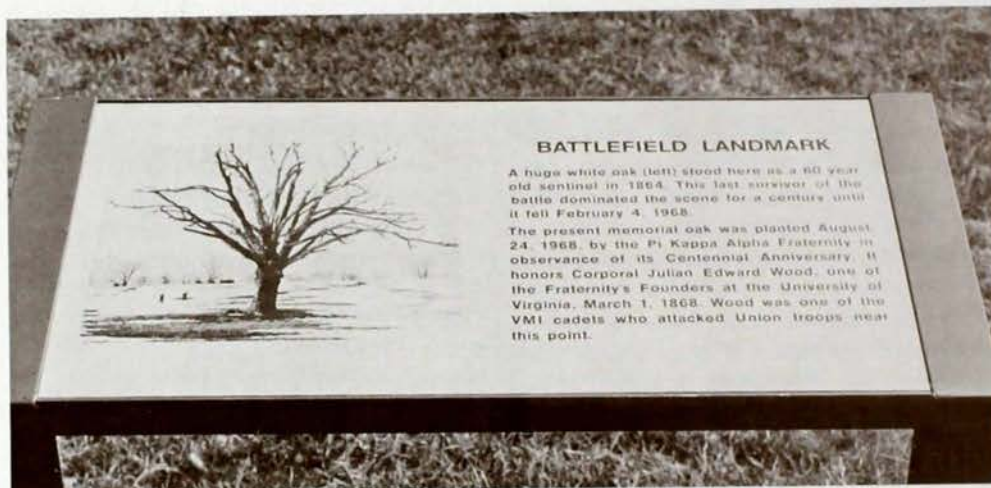
Speaking of Founders, a book in the Harvey T. Newell Library, contributed by the New York Alumni Society, sheds additional light on another Founder, William Alexander. The book, written by the Pulitzer prize winner historian, R. Carlyle Burley, and published in two volumes in 1967, is entitled *The Equitable Life Assurance Society of the United States, 1859-1964*. The index contains over seventy references to William Alexander, the sixth Founder of Pi Kappa Alpha, who served more than sixty years with Equitable, supervising publications, editing periodicals for policy holders, agency bulletins, and advertising in general. Alexander himself wrote histories of Equitable in 1909 and 1934.

Alexander broke the Alexander tradition by going to the University of Virginia instead of Princeton. After graduation in 1869, Alexander went to work one month without pay; he was employed as a clerk. He became Assistant Secretary in 1871 and Secretary of the

pecially *Don Quixote*, and William had a European trip at the age of nine. He attended the University of Virginia with a brother, Henry C. Alexander, "a kindly and easy going preceptor." At Virginia, William did not do well academically "because of faulty preparation" in language or mathematics, but he became interested in physics and "mental science." He learned about people "and how to get along with them." His first salary at Equitable was \$800 annually. At Equitable, William Alexander dealt with news press releases that built up the insurance company's reputation. From the first year on, Alexander made himself an indispensable aid to Henry Baldwin Hyde, founder and president of Equitable.

The Newell Library, at Memorial Headquarters in Memphis, is becoming a repository of books by and about Pi Kappa Alphas. All loyal Pi Kappa Alphas are asked to contribute, to increase the size and importance of the Library.

One other book in the Newell Library speaks of the long life of service of another famous Pi Kappa Alpha: *The Honorable Mr. Marigold. My Life with Everett Dirksen* by Louella Dirksen and Norma Lee Browning. (Browning is a columnist for the *Chicago Tribune*.)



ALUMNI NOTES

INITIATION DATES 1900 to 1919

C. H. Baker, Jr. (North Georgia Agricultural College) is the oldest practicing Registered Land Surveyor in the state of Florida. He is also president of the P.B.M. Incorporated, Consulting Engineers and Land Planners of Orange Park, Florida.

Glenn L. Emmons (New Mexico) recently retired after serving six years as chairman of the board of the Greater UNM Funding closing the latest chapter in his association with the University of New Mexico which began in 1914. Brother Emmons is a retired banker and a former U.S. Commissioner of Indian Affairs.

John S. Lloyd (Penn State) is retired from the Bell Telephone Company. John is the 1918 Class Secretary and writes that he hopes to attend his 55th class reunion this month.

INITIATION DATES 1920 to 1949

Kenneth L. Bottorf (Penn State) writes that he's a retired landscape architect. Ken had open heart surgery several years ago but reports that he can now play 18 holes of golf as often as two or three times a week.

P. L. Keller (Penn State) is a conservation geologist for Keller Oil Company in Wyoming.

Robert H. MacGinnes (Penn State) enjoys retired life traveling, fishing, gardening, and working at various construction trades on occasions.

George Quinney (Auburn) has been promoted to Assistant Employment Manager to Bob Schumacher.

Charles T. Everett (Cincinnati), president of Everett Industries, Inc., manufacturer of abrasive wheel cut-off machines in Warren, Ohio, was one of 13 graduates of the Cincinnati College of Engineering honored with the Distinguished Alumnus Award recently. The awards are presented to engineering alumni who have achieved outstanding success in their chosen fields and in community service. Brother Everett is the holder of many patents on industrial equipment for pipe working and cut-off operations.



Everett



Shepperly

Chester E. Shepperly (Penn State) was recently appointed Vice President for the Building Materials Divisions of Johns-Manville Corporation. He will be responsible for the Residential Products Division and the Architectural and Engineered Products Division and Silvercote and Holophane companies, both Johns-Manville subsidiaries.

INITIATION DATES 1950 to 1959

R. P. Quinn (Penn State) is a pilot for Continental Airlines and is flying 727's out of Los Angeles.

Bruce Beebe (California) is an architect in the California Bay area. He recently restored California's century-old Mission Inn in Riverside, a \$2.5 million project.

Donald A. Trisler (West Virginia) is now associated with Stackpole Components Company in Farmville, Virginia as supervisor of purchasing and inventory control.

Gordon L. Kaufman (Linfield) completed a 26-month tour as Commanding Officer, Naval Reserve Center in Youngston, New York. He has returned to sea duty aboard the amphibious assault ship *USS Tripoli* in San Diego.

John P. McGovern (Duke) M.D., was recently elected chairman of the Board of Regents of the National Library of Medicine. The one-year term will conclude Dr. McGovern's four-year presidential appointment to the NLM Board of Regents where he also serves as chairman of the Extramural Grants Program.

Don H. Krey (Carnegie Tech) shot a four-over-par 76 to win the Western Pennsylvania senior golf championship in a field of 276 players at Pittsburgh's Oakmont Country Club recently.

William Clarke, Jr. (Georgia Tech) was recently cited for his role in the Skylab space station program of the National Aeronautics and Space Administration. Clarke is an aerospace engineer at the NASA-Marshall Space Flight Center, the organization responsible for the development of Skylab.

Thomas H. Pendleton (West Virginia) was recently elected Mayor of Athens, West Virginia.



Pendleton



Harmon

INITIATION DATES 1960 to 1969

Stephen H. Harmon, Jr. (LSU) was recently named president of the Tennessee Independent Colleges Fund (TICF), a fund-raising organization for 18 private colleges and universities. He is the former executive director of the Louisiana Foundation for Private Colleges. Brother Harmon is a former IKA district president.

T. L. Ferrier (Penn State) is a naval officer and has just received orders to remain in San Diego for about three more years.

Dave N. DePaul (Penn State) is a systems analyst for the Bank of Delaware.

Bob Greene (Penn State) is the national account manager for Honeywell Information Systems and is living in Troy, Michigan.

George J. Purwell (Penn State) is the senior marketing representative for Honeywell.

Don Freed (Penn State) has been working with the Defense Intelligence Agency as a civilian personnel representative for the past six years. His job is in placement and includes some college recruiting. Don is also active in the Naval Reserve and has been promoted to the rank of Lieutenant Commander.

R. Cleave Templeton (Penn State) returned from Australia in January 1972 and is now a practicing veterinarian in Emmitsburg, Maryland.

Rich Western (Illinois) was recently elected president of the Champaign County Life Underwriters' Association. He is a career agent with American United Life Insurance Company of Indianapolis in their Champaign agency.

Robert G. Del Popolo (Kansas State) is an architect with Acres American Incorporated in Buffalo, New York.

Allen D. Wondrely, Jr. (Western Kentucky) was awarded his Master's Degree in Educational Administration and Supervision from Xavier University in May. He is Admissions Officer for Northern Kentucky State College, the state's newest and fastest growing four-year institution.

Michael D. Moore (Nebraska at Omaha) recently became a Chartered Life Underwriter for the Patrick-Sallquist, Inc.

agency associated with Massachusetts Mutual Life Insurance Company.

David Collier (Southwest Texas State) was promoted from Senior Account Representative to District Field Sales Assistant for Lever Brothers Company. Brother Collier is president of the Zeta Theta Alumni Association.

John F. Davis, III (Florida Southern) has accepted a position as an industrial engineer with Morton's Frozen Foods, Division of ITT Continental Baking Company in Crozet, Virginia.

FRATERNITY PRO-FILE



FRIENDS, ROMANS
COUNTRYMEN...
WORDS, WORDS, WORDS

GARTH WAS SMC, FLEDGEMASTER & RECORDING SEC. OF A.R. HE'S A FRATERNITY PRO SERVING LATER AS NATIONAL COUNSEL ('66-'68) AND NATIONAL PRESIDENT ('1968-'70).

I LIKE IT...
I LIKE IT.



A KANSAS STATE PIKE, GARTH SCHOOLED AT HARVARD FOUR YEARS AND TRINITY IN ENGLAND ONE YEAR.



YEA!!

A GREAT OUTDOOR ENTHUSIAST, GARTH ENJOYS SKIING IN THE WINTER, HIKING IN THE SUMMER. HE LIVES IN DENVER NEAR SCENE OF 1974 CONVENTION.



GARTH
GRISSOM

GARTH IS NOW CHAIRMAN OF CHAPTER HOUSE COMMISSION. HE WAS ONE OF THE MOST POPULAR NATIONAL PRESIDENTS IN RECENT IIA HISTORY THOUGH HIS TERM FELL AT THE APEX OF ANTI-GREEK WAVE.



.... and IN Conclusion
Let me make this
POINT

IN THE MEANTIME, GARTH FINDS TIME TO BE AN OUTSTANDING ATTORNEY. HE'S ACTIVE IN LEGAL AID SOCIETY AND SERVED ON THE COLORADO BAR BOARD OF GOVERNORS.

VIP ALUMNI

Hudson T. Morton, Michigan

Long-time dedicated fraternity worker Hudson T. Morton, Beta Tau chapter, passed away in mid-October following a short illness. He was 71 and was honored with his 50-year golden certificate at the annual Beta Tau alumni reunion which he organized. He attended the most recent Beta Tau reunion on September 29 prior to his fatal illness.

Brother Morton was chief metallurgist and sales engineer for Hoover Ball and Bearing Company for 21 years beginning in 1924 when he graduated from Michigan. He was president and general manager of his own company in the late 1950's selling his interest in 1956 and later working for Industrial Tectonics, Inc. He was author of the text *Anti-Friction Bearings*, an Encyclopedia Britannica author and had his work published in several journals.

His family has requested contributions to the Hudson T. Morton Memorial Cancer Fund of St. Joseph Mercy Hospital in Ann Arbor, Michigan.



William G. Packard shows stadium rendering as contributing sons Peter (left) and Guthrie (center) look on.

The Packards, Arizona State

The generosity of two Pi Kappa Alpha brothers wishing to honor their father has resulted in a new baseball stadium for Arizona State University.

Guthrie and Peter Packard (Delta Tau, '65 and '67 respectively) have contributed more than half of the funding required for the baseball facility in honor of their father, William Guthrie Packard, a resident of Wickenburg, Arizona, just outside of Phoenix. The remainder of the monies necessary for the stadium will come from private gifts and athletic ticket revenues.

The Packards, both cattlemen of Colorado Springs, Colorado, and staunch athletic boosters of the ASU Sun Devils, surprised their 84-year-old father during special pre-game ceremonies to an ASU vs. University of Arizona rivalry baseball game. Mr. Packard was presented with the

rendering and model of the facility before a capacity crowd of 5,000.

"This is the largest, single, individual contribution ever given to Arizona State University," said ASU President John W. Schwada. "We appreciate the Packard's excellent example of the type of support alumni can give to their University. Alumni donations, large and small, are becoming increasingly important to ASU's welfare, and the Packard gift represents a milestone in this kind of support."

CHAPTER ETERNAL

Franklin M. Barnes (William & Mary), January 31, 1973, Washington, D.C.

Edgar Alan Bisanar (North Carolina), January 30, 1972, Hickory, North Carolina.

Richard Blakeslee Ballard (Syracuse), December 9, 1972, Troy, Pennsylvania.

James W. Bolstad (Wisconsin), May 2, 1973, St. Paul, Minnesota.

Ralph D. Brockmeier (Cincinnati), April 4, 1972, Louisville, Kentucky.

C. Joseph Cunningham (Oklahoma), July 18, 1972, Wichita Falls, Texas.

William R. Daley (Western Reserve Univ.), October 21, 1971, Cleveland, Ohio.

Oakes C. Duduit (Ohio State), July, 1973.

Joseph Eisenman (Montana State), November 28, 1972, Fairfield, Montana.

George C. "Chip" Freeman, III (Hampden-Sydney), October 5, 1973, Fredericksburg, Virginia.

Hubert M. Forehand (Miami), January 1, 1973, Miami, Florida.

Warren E. Harlan (Missouri at St. Louis), June 20, 1973, Iola, Kansas.

Norris E. Hinton (Nebraska), April 3, 1973, Grand Island Nebraska.

George W. Killain (North Carolina), July 27, 1973, Hickory, North Carolina.

Gary R. Kager (Washington), January, 1973, Snohomish, Washington.

Donald G. McGregor (Nebraska), March, 1973, Grants Pass, Oregon.

Robert G. Nixon (Transylvania), January 4, 1972, Owenton, Kentucky.

Germer O'Mara (Michigan), August 7, 1973, Jackson, Michigan.

Kim O. Roberts (Montana State), August 20, 1972, Santa Rosa, California.

John Jacob Rietz (Carnegie-Mellon), June 7, 1973, Steubenville, Ohio.

James Q. Stead (North Georgia College), May, 1972, West Palm Beach, Florida.

Albert Streiff (Oregon State), Portland, Oregon.

Thomas L. Withers (Kentucky), May 22, 1973, Henderson, Kentucky.

Lynn T. Blake, III (Georgia Tech) won membership in the Atlanta general agency of the National Life Insurance Company of Vermont 1973 Presiden's Club.

L. E. Schryburt (General Motors Institute) is currently employed by General Motors Canada in the capacity of material handling engineer.

John B. McGee (Mississippi State) is a geologist for Arco Australian Limited in Sydney.

Pike Powers (Lamar Tech) was elected Clerk of the American Bar Association — Young Lawyers Section at the annual meeting of the section in Washington last August. The office of Clerk is one of five national offices of the Young Lawyers Section, which composed 39 percent of the American Bar Association including 65,000 lawyers in the United States under the age of 36. Brother Powers, a practicing attorney and partner in the firm of Strong, Pipkin, Nelson, Parker & Powers in Beaumont, was recently named one of five outstanding young Texans of 1973 by the Texas Jaycees.



Powers



Wilson

INITIATION DATES 1970 to 1972

James D. Wilson (Toledo) has joined Dista Products Company as a sales representative in Toledo. Dista is a pharmaceutical marketing division of Eli Lilly and Company.

Mario Castillo (Angelo State) is the only Texan educator to receive the Washington Internship in Education this year. He has been an integral part of the Colorado City schools bilingual program since its inception. He was one of 30 chosen from 350 for the award.

Timothy S. Sotos (Pennsylvania) has accepted a position with Arthur Young and Company Management Consulting Division in New York.

Larry Boyleston (Clemson) is working with the Marketing Division of the South Carolina Agriculture Department.

Charlie Gallardo (Clemson) is undergoing flight training with the U. S. Air Force.

Steve Bridges (Clemson) is working with Integon and residing in Winston-Salem, North Carolina.

Steve Simpson (Clemson) is working with Daniel Construction Company in Greenville, South Carolina.

George Toole (Clemson) is working for Deering-Milliken in Spartanburg, South Carolina.

Giles Toole (Clemson) is recruiting nurses for the Medical University of South Carolina in Charleston.

Allen Smith (Clemson) has returned to Greenville, South Carolina, where he is with the Furman Company.

Testimonials from pg. 11

gained from the Academy directly to our insurance business in Omaha. It will assist our organization in the whole clerical system.

QUESTION: Those who felt the fraternity experience provided some measure of leadership training while they were in school — how does it apply to them?

MOORE: For example, I am now completing a study of how we might utilize the things which I learned from the Academy to improve the organization relationships of our work force. The important point is this. Since many of our alumni have left school, there have been new concepts, skills and techniques developed in the area of leadership dynamics. Now, Pi Kappa Alpha can maintain a meaningful position in their lives by providing a fantastic media for our alumni to stay abreast of these developments.

QUESTION: What about the experience of participating in the Academy alongside of undergraduates?

MOORE: The program can bring alumni and undergraduates together and deliver a meaningful experience to everyone. You can imagine the many related side benefits of this kind of interaction. I sincerely encourage all alumni to attend these leadership conferences whether they are held at national, regional or district levels. I think that everyone will gain immensely from the experience and may be able to utilize it in their own lives

TIPS ON...

By Bruce D. Kyle

Saving money

Food prices are going up.

And indications are that they will continue to go up.

At Oregon State University the fraternities and sororities realized this a long time ago and their solution is saving them money today.

In 1919 the thirteen houses at Oregon Agricultural College spent ten cents each to send Kappa Sig Seibert Emil to eastern Oregon. He traveled by train and returned with a flat car of wood to heat their water.

It wasn't long until each house put in another ten cents to send him to southern Oregon to buy a carload of potatoes. Each venture paid the houses back their investment and each saved over what each could have done on the open market individually.

The concept grew and grew until the houses formed a cooperative. At the time it was a relatively new idea in the United States and modeled after the co-ops in Scandinavia.

In 1924 the association incorporated, a warehouse was built, and Emil became the first manager of the Cooperative Managers Association. The warehouse contained sides of cattle and carcasses of meat, just as it does today.

Also in 1924, the association hired Harold Belyea, a full-time student, as meat cutter. He was to become meat manager two years later and to retire after nearly 50 years, in 1972.

Current manager William Gast came to the co-op in 1971 with extensive experience in cooperatives and food his entire life. In fact, he started in Lafayette, Indiana, working for O. W. Pierce in a similar organization serving Purdue in 1929. He heads a team of nine full-time employees and from five to nine part-time students.

Gast says the idea behind the co-op is, after breaking heads during rush, to get together and benefit collectively so that each house will better itself individually.

"Take for example the principle

benefit, especially now, with 40 houses going to buy fuel oil. You can tell each bidder that we'll need so much and then ask, "Can you meet the supply?" Under today's market you can see the advantage. As it turned out, we got a bid five cents a gallon under the posted oil for homes, and we're using over 300,000 gallons a year. Quite a savings."

The Cooperative Managers Association, or "coop" as it is called by the students, is one of the most complete in the nation and is solely owned by the students in the active chapters. The overall action of the organization is determined by a board of directors of five students and three adult advisors.

Services include daily food delivery, bookkeeping and accounting, wholesale purchasing of dishwashers and furniture. One house recently bought two truckloads of mattresses. Beta Nu chapter is paying off a loan for a dishwasher bought and financed through the coop. Each member's financial records go through a form of audit annually for about half the cost of an accountant's audit. They also prepare federal reports similar to the 990 tax forms.

Another annual service, in January, the coop gives each house a breakdown of what it spent that month, where each dollar went, and then rates the members on their expenditures.

About 80 percent of the items that members purchase are bought from the manufacturer at the cost to the distributor. In addition, they can guarantee payment to the manufacturer by the tenth of the month. Penalties are imposed for the late payment by any house, including a fine and loss of that month's refund.

By far the biggest share of business is food. There is a small warehouse of the faster moving commodities that looks like a supermarket, but instead of shelves of cans, cases of No. 10 cans are stacked to the ceiling. Food deliveries are made daily and the milk is delivered by the dairy.

Gast studies the weekly reports from

the agriculture department to help him determine the market and the best times to buy.

He said one of the problems is the houses buying independently. When they do this, it cuts the potential volume and the association cannot carry as much. He added that it hasn't been a major problem, but one that always needs supervision. He stressed, "The association is no better than its weakest link. It must have the support of all the houses."

In fact when a house joins, it agrees to do all their purchasing through the coop, in addition to making a deposit of \$2200.00 over a five-year period.

The association is non-profit, so all the money over and above that of doing business is returned to the house. It is refunded yearly based on the house's purchases. The money is refunded as 20 percent cash and the rest in certificates which are paid back over a five-year period, which has given the organization a larger operating base.

"We're actually providing a stable operation so that in ten years, the future members of the chapters have the same advantages," Gast said.

When a chapter closes and after all obligations are settled, the deposit originally put in is refunded over a five-year period, just as it was put in, but at the current level. Today the \$2200 investment of each house is worth over \$198,000 or \$5,000 for each house.

The Oregon State University Cooperative Managers Association has become much more than a concept of saving money on wood to heat water. Today it is helping the fraternities and sororities keep pace with today's finances. And it started out with an investment of ten cents.

Bruce Kyle is a senior at Beta Nu (Oregon State) majoring in technical journalism. He has actively promoted the OSU Greek system through his articles in the newspaper media.

By Eric Truehill

The Zeta Psi Chapter (Nicholls State) house has, in addition to the ten official residents, its own resident ghost.

According to present residents of the house, the ghost has been seen or has made its presence known since the beginning of the fraternity's residence at 509 Green Street in Thibodaux, Louisiana.

Robert "Rip" Naquin, house manager claims, "Whatever it is, it walks with a dragging foot, mostly when there are few people in the house."

Naquin says during semester breaks or during weekends when there are few people in the house at night, he can hear the walking upstairs.

"Sometimes I had to call Brother Harold Tabor to come over to spend the night because I'd get scared and I didn't have a stereo to drown out the noise."

"That's a 24-room mansion and that's scary enough already. Then, to hear noises upstairs is even scarier."

Ms. Rowland Caldwell, a long-time resident of Thibodaux who knew the Bourgs, the original inhabitants of the house, recalls that she knew the Knoblocks, who owned the land and another house on the same spot.

"When the Bourgs moved into town, they tore the old Knoblock house down and built their own house."

"Then the Blocks came and bought the house. It was Ms. Block, the mother of Ms. Arthur Coplon, who remodeled the house and put in the present partitions."

Ms. Coplon claims to know nothing of there ever being a ghost there.

"In all the years I was there, I never heard anything. Old houses do a lot of creaking."

On the other hand, Keith "Puba" Hester, Pike treasurer, who has lived in the house since it was leased by the fraternity, says, "The first time we heard it was in 1971 when we first moved in."

"This guy who was house manager at the time it was acquired, was the first to move in. He was 26 and straight out of the Navy. He wasn't exactly the scary type."

"We were still redecorating the upstairs section but everybody had gone home for the day when Randy heard something up there."

"He went up and heard a woman humming so he yelled out, 'hey, who's up here.' "

"He had a .22 pistol and a flashlight, since the electricity still hadn't been



Hester, Pousson, Naquin and Martinez exhibit ghost painting.

Ghost story or weird rushee?

installed," outlines Hester.

"Anyway, the humming got louder and when Randy got to the study hall, which, at the time, had a lot of lumber in it, he couldn't find anyone there and it was 1-2-3, down the stairs and out the door."

Hester also tells of the time when another fraternity brother who was living in the dormitories, asked to use Hester's room while he was out of town for the weekend.

"It was in September, 1971, about one or two in the morning when this flickering light came out of the closet and woke him. He got up to investigate."

"He opened the closet door and looked in but couldn't find anyone so he went back to bed."

A few seconds later the light came out again.

"He decided to sleep downstairs on the couch."

Hester, who was a participant in a mind-transferral experiment with another Pike member, Arthur Scalice, who fancied himself a warlock, tells what happened:

"First Arthur told me to concentrate

on a candle flame which was on the table between us. I thought about a place and a girl."

"Then he told me to concentrate on the ghost, since it had been the topic of many conversations around the house, and I did."

"First Arthur's face changed into a woman's face then it changed, again, to a demon's face really horrible," Hester vividly remembers.

"When I saw the demon's face on Arthur's, I got scared and jumped back from the table about three feet."

"When I did that, you could hear something like static electricity or a lightning bolt in the air."

"Arthur was really tired and so he got somebody to drive him home and to stay with him awhile, since he was scared, too."

"They put him to bed and the next morning he came back with a freshly painted picture of a woman and said he didn't remember how he'd done it or when."

He said it was the face he'd seen on Hester's face the night before.

"I was in the next room when he came and when I walked in and saw the picture, I said it was the same face I'd seen on his face."

Hester also explains that the only two real sightings of the ghost were made by one fraternity brother and, on another occasion, a pledge and his girlfriend.

"Guillermo Urbina, from Venezuela, had stayed in the house alone one Saturday night because he was having trouble with some math problems and he wanted to study awhile to solve them. He was a math major."

"About 3 a.m., when we got back, we found Guillermo sitting outside on the lawn. We walked up to him and he started speaking in Spanish."

"When we finally calmed him down he started saying, 'I see it, I see it with my own two eyes.'"

"I go upstairs to find somebody to talk to and I go into the room and I see this fuzzy, white figure."

"I run like hell."

"It was about 11 p.m. when he saw the ghost and about 3 a.m. when we got back to the house," Hester recalls.

"In fact, he wanted to move out of the house. We had to convince him not to."

"Guillermo was the religious type who said the rosary every day and had a lot of crosses and religious pictures around his room."

"He thought it was a demon or something coming to get him," laughs Hester.

The other actual sighting was in March, 1972, when a pledge and his girlfriend were sitting on a dark, abandoned stairway, the one the house occupants used to use, when the girl looked over her shoulder and saw a fuzzy white figure.

The Pikes, anxious to find out more about the ghost, went out to find a student of the occult who, it was reported hung out at the Rebel Club.

After finding him, they arranged for a seance at 3 a.m., one of the ghost's preferred times.

At the seance, Bill Pousson, "Rip" Naquin, Bobby Nuss and "Puba" Hester sat around the table with the "Student of the Occult" when, after about an hour, the "Student" said, "Oh, ghost of the Block house, make yourself known."

"A crackling sound, like static electricity popped and Pousson grabbed me and we fell backward," remembers Hester.

"When I looked up, I saw 'Rip' and Nuss jumping over me and running out the door."

"The 'Student of the Occult' was still sitting at the table saying that it was freaky.

"He stayed there about ten minutes more trying to get the ghost back but it never returned.

"He then came down and said that the ghost had been scared away by us," interjects Naquin.

"We told him that it was the ghost who had scared US away."

The latest occurrence of the ghost was a few weeks ago when "Tibby" Martinez, Hester's roommate came home late from work one night.

While preparing for bed, Martinez heard a woman's voice whispering loudly so he went to investigate in the bar area but could not find anything.

"He went back and got me out of bed and we searched the place thoroughly, since the main staircase and the balcony were both locked and there was no possible way for anyone to get out of the house without us finding them first," illustrates Hester.

Almost as an afterthought, Hester adds, "It must be a happy ghost since it sings a lot.

"Besides, it's never hurt anybody, it just likes to move furniture around."

Eric Truehill is News Editor of the Nicholls Worth, the campus publication of Nicholls State University which kindly granted permission to reprint this article.

the values of society at large and the values within the organization. It is difficult for anyone to live in two social climates that are greatly variant from one another. Every man who carries his lunch pail through the plant gate each day must shift gears psychologically. He must adjust to the added stress of the environment within the work place. While he may have a very important and vital role in the family context, he may feel unimportant and non-essential to the organization's goals. Whereas his family looks to him for security, affection, wisdom and counsel, the organization demands that he conform to the many rigid requirements of the work process, doing a highly repetitious, often meaningless task.

Within each of us there is a need to believe that we are important, that somehow our presence makes a difference in the process of living. We have successfully engineered this element out of most jobs in industry. In so doing we have dehumanized the work environment. Coersive and manipulative leadership cannot change this situation. Participative leadership, however, is one way of restoring to the work scene the values of human dignity and individual worth that will bring with them higher levels of performance. ■

Open Forum from pg. 3

memorable experience, it was an "establishment of friendship on a firmer and more lasting basis." After activation when that chasm of associate member and active was bridged, it (the fraternity) certainly *did* even more to "Promote brotherly love and kind feeling."

If Parsons had continued, we certainly were making moves in the direction of a strong, healthy chapter.

This letter is a final recognition to the men of Zeta Delta Chapter who have been forced to go their separate ways. It is also my own personal thanks to *all* the brothers of Zeta Delta for its existence and good name in the community and at the school of Pi Kappa Alpha.

In closing, I would like to thank a few special brothers for things which we'll keep in our hearts forever. So to Norman Maywright, I thank you for every day,

every minute we spent together at Zeta Delta. To Gary Schmidt, thanks for being the best SC Zeta Delta ever had. To the Cullinans, thanks for keeping up the outstanding wrestling tradition at Zeta Delta and Parsons. (Varsity had 6 starters, 5 were Pikes, 3 were Cullinans!!) To Rod, thanks for not falling into that punch bowl that night and for going on to be a great pledge and brother. Finally to Bill, thanks for the honor and being the best pledge and Lil B. *ever*.

In our hearts Zeta Delta will never die, stay in touch.

Noel P. Edwards

Former SMC. Zeta Delta chapter

Scouts over Pikes

The other day I received a bulletin from my old chapter, Beta Gamma at University of Kansas about a Dedication of a new chapter house and reunion of alumni scheduled for October 12-13-14. Having not visited the house for a good many years, I decided to go down, and I sent in my reservation.

Then yesterday I received the *Shield & Diamond*, and read your Comment about alumni, with interest. I moved to Omaha about 16 years ago from Kansas City where we had a very active alumni group. I was the General Chairman of the 1952 Convention. So, I immediately contacted a few local alumni here and also the chapter to strike up acquaintances and offer to be of any help I could. Unfortunately, it would appear that the local chapter has always felt the only alumni extant was their own alumni. So I was turned away, and lost interest. I have not heard from the chapter since then. So, I centered my interest in Boy Scouts and have enjoyed a fine career as a scoutmaster since then, gaining many friends, and recognition, and satisfaction, culminating in receiving The Silver Beaver two years ago. I am still active, because the Scouts needed me, used me, and recognized my activity. So this is what happens to many alumni. I believe, alumni scatter over the countryside. Meanwhile, chapters generally refuse to recognize and indicate any interest in any alumni other than their own. I was always fond of the Fraternity, and doubtless, if encouraged by the local chapter, I would have to this day been interested in the local chapter and active, instead of in the Boy Scouts.

R. B. Perry

Beta Gamma alumnus

UPDATE NEWS

JOHN FOSTER GETS CREDIT FOR S & D COVER PHOTO

Shield & Diamond Photographer John S. Foster, III, provides the cover photograph for this issue. The individuals in the picture are employees of Production 70's, an Atlanta television production studio where Foster is also employed.

In its third year of operation, Production 70's has already contracted with the Ampex Corporation for approximately \$500,000 in additional videotape recorders and the most advanced off-line audio/video computer programmer. Brother Foster is associated with a studio highly competitive with those in New York and Los Angeles. Their help in composing the cover photo is greatly appreciated.

They are (top row) Bob Bennett, Jay Policy, John Cater, Dan Delius, Tom Edwards, Charles Ragland and Steve Malis; (bottom row) Duff Browne, Mike Werner and Randy Cohen.

DELTA ETA CHAPTER ON ITS WAY BACK

Chapter expansion means not only the development of colonies, then chapters, on new campuses throughout North America, it also infers, and beckons, the revitalization of silent chapters on old campuses. Such is the case at the University of Delaware where Delta Eta chapter was closed last spring. Delta Eta's suspension, however, was caused not by a failing Greek system, but by its own weaknesses. Recognizing that, the Supreme Council announced with the suspension of their charter that efforts would be made in the fall to re-colonize and charter Delta Eta.

Staff members Tom Wilkinson and Gary Cousino with District President Chris Kuhn coordinated a rush-from-scratch to revitalize the organization in early September. The result of their efforts was found eight days later in 21 outstanding members of the group that was colonized shortly thereafter to become Delta Eta chapter.

LENDMAN PLACING IKA ALUMNI

Lendman Associates, an occupational placement firm with which the Fraternity associated itself last spring, has found jobs for several members of the Fraternity. The firm is recognized as the leading organization in the job placement of young professionals seeking employment at, or near, the entry level.

Among those placed by Lendman is Brother L. Paul Ward, a recent alumnus of Delta Psi chapter (Maryland). "I can say nothing but good for their program" says Ward. "The Lendman Weekend that I attended in Dallas was well organized and very informative. I was in the Army at the time and not exactly sure of what I was looking for. Ryder (truck rental, inc.) made one of the presentations about their company. By the end of the first evening, I had decided on Ryder. Saturday was taken up with interviews and tests."

Ward goes on to point out, "Lendman provided many opportunities that I could never have known of without their program. They continued to pass on information to me for other weekends until I accepted a job. The concentration of so many interested employers in one place makes Lendman Associates Weekends a most valuable career placement opportunity."

Brother Ward's testimonial is a strong selling point in Lendman Associate's

favor. You'd probably get similar response from these Pi Kappa Alpha members who were also placed by Lendman.

Bob D. Gilbert, Jr., from Eta Alpha chapter (Clemson), was placed with C & S Bank. Steven C. Crawford from Alpha Omega (Kansas State) was placed with Johnson & Higgins. Michael VanZandt, Beta Theta (Cornell) found a job with Reliance Electric. James Jordan, a Zeta Pi graduate (South Florida) was employed by Steak and Ale Restaurants. Steven P. Carstens from Delta Gamma chapter (Miami of Ohio) went to work for Simmons Company. Timothy Bialobrzski, Delta Nu chapter (Wayne State) found employment at Michigan Bell Telephone. Lawrence O'Brien, Beta Theta (Cornell) was employed by Koehring Company.

Those listed above participated in local Career Weekends coordinated by Lendman Associates. The Weekend is a well-planned meeting which permits approximately 200 college degreed job candidates to hear representatives of 20 or more participating firms describe their job opportunities. The Weekends are presented at no cost to the applicants. For more information about Career Weekends contact Stephen Campbell at the Corporate Headquarters of Lendman Associates at P.O. Box 14027, Norfolk, Virginia, 23518. Advise Lendman that you are a member of Pi Kappa Alpha.

LEADERSHIP IS THEME OF REGIONAL CONFERENCE

As if the planners of the Region II (mid-West) Conference had prematurely studied President Ross Anderson's thoughts in the Comment (pg. 2) of this issue, the "benefit and advancement" of conference goers was the foremost consideration.

The year's first regional conference (St. Louis, November 2-4) introduced its participants to many of the leadership techniques taught at the 1973 Memphis Academy. Much of the agenda was an extension of that knowledge. It was all put together by former District 20-B President Bob Brockhaus who is well educated in the variables of effective leadership.

Most, if not all, of the six IKA regions are expected to have conferences this academic year.

THREE UNDERGRADS NAMED TO SUPREME COUNCIL

In accordance with 1970 Convention legislation which calls for the annual election of three undergraduate members to the Supreme Council, 1973-74's board recently selected a trio of capable student members.

From Region II comes John Aumiller, a past SMC of Zeta Phi chapter (Missouri at St. Louis). John's chapter won recognition as one of the most improved chapters in the country in 1972.

Mark Kizzire, a sophomore SMC last year of Zeta Omicron chapter (California State at Northridge), represents Region III. Mark's chapter had the largest delegation (11) at the 1973 Leadership Academy.

David Blair, Zeta (Tennessee), a Smythe Award chapter, designating it as one of the most outstanding in the country, represents Region V. He is currently serving as SMC.

PIKE'S PEAK AT VAIL



AUGUST, 1974



*In Colorado's rugged
grandeur, Pike's will reach a
new peak. Every Convention
is a unique experience.
Discover Vail in 1974.*