

The **Deltasig** of Delta Sigma Pi[®]

The Journal of America's Foremost Business Fraternity

Spring 1996 - Volume 85, Number 3

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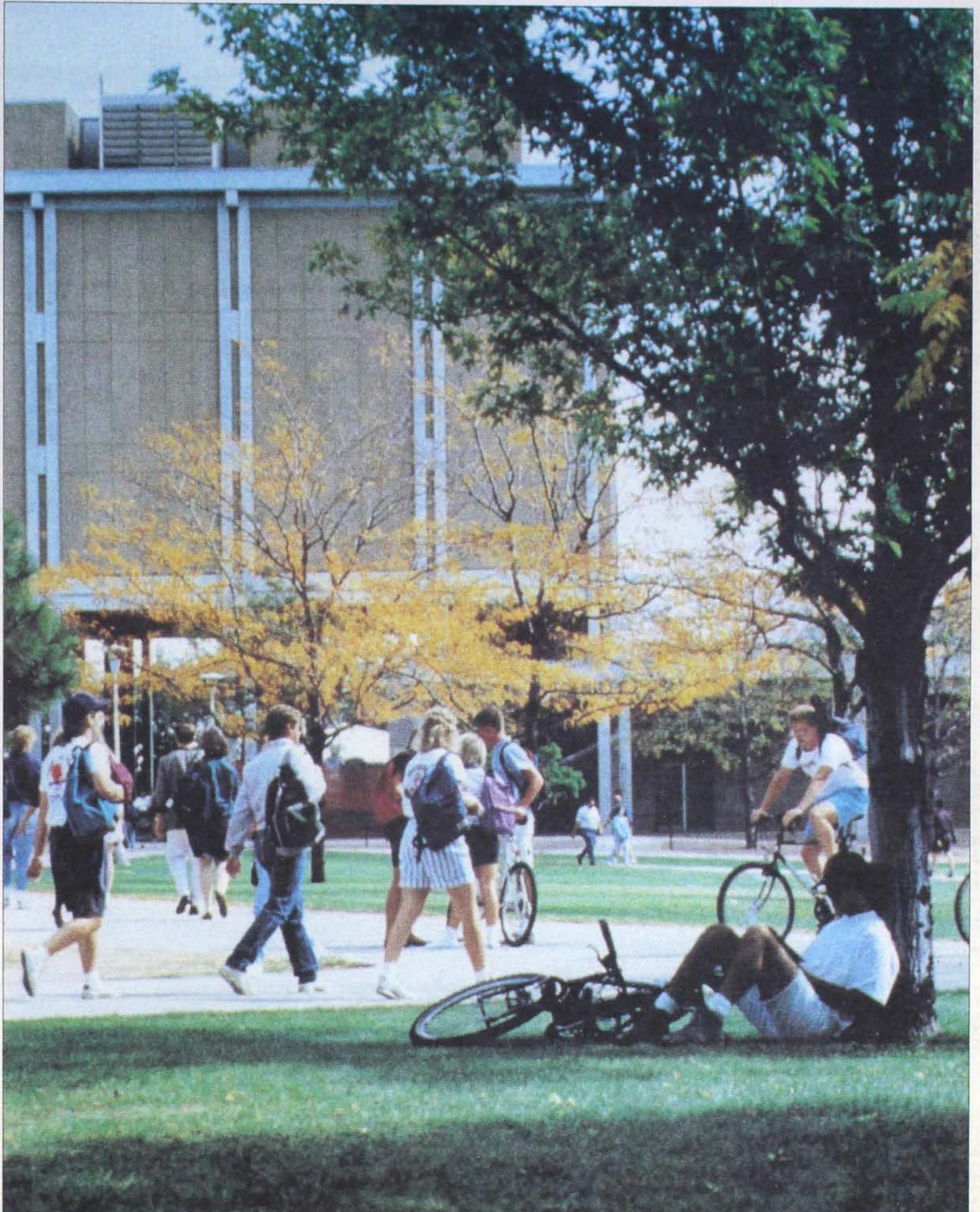
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Focus ON THE FRATERNITY

The International Fraternity of Delta Sigma Pi will celebrate its first National Alumni Day on April 25, 1996. After winning overwhelming approval at Grand Chapter Congress for amending our Bylaws to establish this annual celebration, every chapter in the Fraternity has been encouraged to recognize the 80,000 living men and women who are Fraternity Brothers.

Many of our alumni will be celebrating Alumni Day with their local alumni chapter. From Hawaii to London and everywhere in between, our 43 alumni chapters and 12 active expansion locations have been busy planning events to celebrate the contributions alumni are making to Delta Sigma Pi. Our collegiate chapters are also hosting numerous activities around the country to recognize and honor their alumni.



Randy L. Hultz

In addition to National Alumni Day, there are numerous special events being offered over the course of the next several months that alumni are encouraged to participate in. One such event is the Delta Sigma Pi Brotherhood Cruise. Brothers and their families will spend four days experiencing the exciting ports and seas of Mexico, Key West and South Florida. This should prove to be a truly spectacular celebration of brotherhood.

Alumni are also invited to actively participate in any or all of the fifteen Regional Conferences scheduled around the country in October and November of this year. These conferences offer a unique opportunity to inform members of current Fraternity issues, educate members on Fraternity history and promote the interaction of alumni and collegiate members.

Whether you can dedicate an hour a year, an hour a month or more, the opportunities for alumni participation and contribution are endless. Alumni are needed to serve as professional speakers and mentors to our collegiate chapters and members. Alumni are needed to serve as one-time coordinators for special projects at local, regional and national levels.

National Alumni Day is more than a celebration of alumni contribution. It is also a time of reflection and renewal for each of us as we look back at what our contributions have been and renew our efforts to live up to our lifetime oath. Collegiate members look to us as living examples of lifetime dedication and support. That is an incredible responsibility which each of us must take seriously.

*Editor's note: A list of alumni chapter sites and contacts is on page 22.
Please contact the chapter nearest you – or call the Central Office
(513-523-1907 ext. 230) if you'd like to organize one in your community.*

Randy L. Hultz
Grand President

Start your plans now!
Deltasigs Make-A-Difference Day
October 26, 1996
Join thousands of Brothers and other Americans
in working to improve their communities.

The Deltasig[®]

of Delta Sigma Pi

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NU PHI CHAPTER INSTALLED

**On January 20, 1996
Nu Phi Chapter at the
University of Northern
Colorado-Greeley was
installed as the 242nd
chapter of Delta Sigma Pi.**



Grand President Randy L. Hultz presents the Nu Phi Charter to Chapter President Nicole Eisele.



From left, Provincial Vice President Gregory Howell, Grand President Randy Hultz, Chapter President Nicole Eisele, Rocky Mountain Regional Director Rene' Hays, and District Director Sandy Burns celebrate the installation of Nu Phi Chapter.

The University of Northern Colorado-Greeley, became the sixth location in Colorado to host a Delta Sigma Pi chapter on January 20, 1996. Charter members of Nu Phi Chapter included forty-nine students, two faculty, and one honorary initiate.

The group began as Alpha Psi Theta Colony in October of 1994. Brother Lauren Pacheco, a transfer student from Mu Rho Chapter at Colorado State, spearheaded the effort by obtaining University approval and developing recruitment promotions. Membership grew rapidly during spring 1995 and a well

rounded activity schedule was implemented.

The professional program included topics such as building success, career planning, and parliamentary procedure. Among the list of service events were AIDS Walk; clothing drives for the Salvation Army and the Women's Shelter; and Easter treats to the Medical Center Pediatric Ward. Fund raisers included the reliable car washes, bake sales, and garage sales, as well as a project with AT&T.

On the Chapter's social calendar were bowling, ice skating, pumpkin carving, horseback riding, country dancing and



From left, Grand President Randy L. Hultz gathers with Robert Lynch, Dean of Business; Lauren Pacheco, Founder; Nicole Eisele, Chapter President; Charles Eisele, Honorary initiate; and Glen Droegemueller, Faculty

trip to Vail for shopping, games and skiing. The group also experienced interaction with other Brothers by attending Mu Rho Chapter's Winter Formal and by sending three members to Grand Chapter Congress in Orlando.

The culmination of their efforts was celebrated on January 20, with initiation. Chapters assisting with initiation were from the University of Colorado-Boulder, the University of Colorado-Colorado Springs, Colorado State, Western State, and the University of St. Thomas. Following initiation, an installation banquet was held at the Ramkota Inn in Greeley.

Rocky Mountain Regional Director Rene Hays presided over the banquet of more than 200, including Brothers, parents, and friends. District Director Sandy

Burns provided an invocation prior to a delicious meal. Greetings were rendered by Robert Lynch, Dean of the College of Business Administration and Nu Phi charter initiate. The program included a colony history presentation by Nu Phi's co-historians and a slide show by Lauren Pacheco.

Grand President Randy Hultz charged the new members to further the practice of business as an honorable profession and to strive for excellence in their personal and professional endeavors. He further challenged them to strive for balance in their Chapter and for each member to carry their share of the load.

Brother Hultz called the roll of charter initiates and designated them as Nu Phi Chapter.

Nicole Eisele, Nu Phi President, accepted the charge and charter. Brother Hultz then presented the



Nu Phi Chapter Officers and Committee Chairmen gather at the Installation Banquet to celebrate.

Chapter gavel to Chancellor Andrew Murphy.

The Chapter gave special "Brother Awards" to some of its members and then received a surprise gift from Nu Tau Chapter. Seven members of Nu Tau Chapter (University of St. Thomas) traveled from St. Paul, Minnesota, to participate in the festivities and presented Nu Phi with an engraved picture frame. The program concluded with Fraternal greetings presented by Dale Clark, Director of Chapter Services.

Other Fraternity leaders attending the installation were Jim Pendergrass, Leadership Foundation Trustee; Catherine Merdian, Vice President of Alumni Benefits and Services; Boyd Pederson, Collegian of the Year 1995; Gregory Howell, Western Provincial Vice President; Jami Ball, Desert Mountain Regional Director; Joseph Tacto, Pacific Coast Regional Director; and several District Directors.

The University of Northern Colorado was founded in 1889 as a State Normal School and has been accredited by the North Central Association of Colleges and Schools since 1916. The College of Business Administration was founded in 1968 and has been accredited by the American Assembly of Collegiate Schools of Business since 1992. Business majors represent 10% of the university enrollment of 10,500 students.

The University is located on a 236 acre campus in Greeley, Colorado, one hour north of Denver and one hour east of Rocky Mountain National Park. Greeley is also home for America's largest 4th of July rodeo.

Nu Phi Chapter dedicated their petition for a charter to Lauren Pacheco and also credit their achievement to Dean Robert Lynch and Faculty Advisor Glen Droegemueller for their faithful support. ▲

SOUND JUDGEMENT IS KEY FOR THIS CORPORATE EXECUTIVE

by Elizabeth Losik, Baker University

The name Karen Hendricks might not ring a bell for you, but it definitely strikes a chord for Leonard Bernstein, Bruce Hornsby, and the Boston Symphony. Hendricks is CEO of the company that produces their piano of choice. The name will soon mean something to participants at Deltasig's 1996 Summer Leadership Academy, as well.

Brother Karen Hendricks is President and Chief Executive Officer of Baldwin Piano and Organ Company, located near Cincinnati (Loveland, Ohio). As one of America's leading female business leaders, she was featured in the March issue of *Working Woman* magazine.

Hendricks was initiated at the 1993 Grand Chapter Congress in Anaheim as a National Honorary Brother. At that time, she was Executive Vice President and General Manager of The Dial Corporation (i.e. Dial soap). The new Brother noted about her experience at Grand Chapter Congress, "The warmth and sincere friendliness of this Brotherhood encompasses new members in a way that is rare, this day and age...my new membership in Delta Sigma Pi is a real honor."

Until recently, Brother Hendrick's career has focused on soap, shampoo, and toothpaste. Hendricks was selected as one of ten outstanding seniors from a class of over 7,000 at Ohio State, where she graduated with a degree in chemical engineering. Upon graduation she joined the product development area of Procter and Gamble. Over the next twenty years, Hendricks worked her way up to General Manager of Worldwide Strategic Planning for Hair Care.

One of this dynamic leader's more noteworthy contributions to Procter and Gamble included the development of what is now Tartar Control Crest. In 1992, she was swayed from her lifelong Ohio home to become the Executive Vice President and General Manager of The Dial Corporation in Phoenix. By November 1994, Brother Hendricks was offered the top position at Baldwin, which moved her family back to the Cincinnati area.

So how does a person with a background in soaps run the best known piano company in America? Decreasing acoustical piano sales has concerned Baldwin, because "people just aren't buying pianos like they used to." Karen's fresh marketing



As CEO of Baldwin Piano and Organ Company, Brother Karen Hendricks hopes to grow her company to the \$200 million level by 2000.

perspective was ideal background for Baldwin's languishing piano business. Baldwin is the industry leader in domestic piano sales and is a \$122 million manufacturer with growth plans to \$200 million by the year 2000. In regard to the difference between selling soap and selling pianos, Hendricks says:

"There are guiding market

principles that are similar with these industries. What we can see is that the piano market, like the soap market, is segmented into several different price tiers. This gives consumers the ability to evaluate and choose the piano that best fits their budget and their performance needs."

She adds: *"Brands with healthy, strong equity drive more*

unit sales. Brands with strong equity can achieve higher profit margins. Why? Because consumers are willing to pay a premium for brands for which they have a higher degree of desire and trust. It's true for soap. It's true for pianos."

As a result of her selling philosophy, Baldwin has developed a multi-brand strategy for

pianos, selling them at three separate price tiers and three distinct selling propositions.

Brother Hendricks' expertise told her to be patient and truly learn the company before making any changes. Her first interests were to create a strategic plan and decide where to focus. Karen knew that she would need a strong cohesive management team with her to make the changes she envisioned to help the company in the "long haul." "I've finally got my management team in place. I've got a year under my belt, and I think I need another year to really get the turn-around rolling."

Baldwin Piano and Organ Company also manufactures pianos under the names Wurlitzer and Chickering and has a line of electronic keyboards, Baldwin Pianovelle, which features dimensional acoustic synthesis® for a clearer, more realistic grand piano sound. Baldwin has a long history in the piano and organ business, with corporate headquarters in the Cincinnati area for over 133 years. With this unique culture, Hendricks knew that her "first order of business was listening to people, getting the right information about the business and the category, getting the team I wanted, and building a strategy that management is committed to." Her goals for 1995, her first year as CEO:

- Focus on growth of core music brands of Baldwin, Wurlitzer, and Chickering.
- Focus on growing the electronic contracting business.
- Focus on cost control for improved margin.
- Focus on product quality.

With these goals in place, "Baldwin is committed to real growth, not just a new program of the month." Her current goals include improved top line, and bottom line growth. She is also forecasting growth in Baldwin's three business areas: music products, electronics, and retail

financing. Hendricks feels that this growth is dependent on a winning culture that she has been developing where the employees act like owners. "The need is for leadership that sets direction and standards; for tools/resources to put that direction into action; for employees to embrace the direction and to make it happen," she explains.

This management attitude and leadership style rang clear in her 1993 Grand Chapter Congress address to Brothers from around the nation. Hendricks opened her speech by pointing out leadership at its worst — where people use their power of position to behave as superiors to others below them in their organization. Where people mistakenly believe that they have all the answers and instead of listening, give orders. She segued to the point that leaders are not created overnight, but develop over years through hard work that has no short cuts (see sidebar).

Karen Hendricks is a wonderful example of leadership for all Brothers. She shares her talents through continued support of committees, clubs, and councils for Ohio State. Hendricks will also be sharing her time and leadership approach in Oxford this July with the 100 selected Brothers attending our Summer Leadership Academy. (Along with general leadership topics, she will address employee/management paradigms and the responsibility that each has to the other for success.) With this impressive career and insights into group relations, it is no doubt that Brother Karen Hendricks holds the keys to great success!



The author is a May 1995 graduate of the Mu Upsilon Chapter at Baker University and is currently working at the National Multiple Sclerosis Society in Kansas City.

PERSPECTIVES ON LEADERSHIP

1993 Grand Chapter Congress Remarks National Honorary Initiate Karen Hendricks

It doesn't matter whether a person is a leader of industry, president of her class, President of the United States, chair of a committee, or head of the household. Whenever a person sets direction for others and needs others to join to accomplish something, that person is a leader. There are three concepts that are the underpinnings of principle based leadership.

1. Primary greatness

The perspective that you need deep integrity and fundamental strength of character to truly succeed. If you don't pay the price, you'll never achieve true mastery of the subjects. If we use tactics, manipulation, or charm to get others to do what we want, we may succeed in the short term. However, over time, our insincerity or double dealing will breed distrust. Character is developed within ourselves. To be an effective leader, we first must be personally effective. My ability to value myself is as important as the commitments I make to others.

2. Maturity

The perspective that maturity is the balance between the courage of my convictions and the consideration of others. If someone can express his feelings and convictions with courage, balanced with the consideration for the feelings and convictions of others, they are mature. Bottom line, we need to find balance between the courageous expression of our own convictions and genuine consideration for the long term welfare of others.

3. Abundance mentality

The perspective that there is plenty out there for everybody. An abundance mentality flows from a deep sense of personal worth and security. It results in sharing recognition, profit, and responsibility. People with a scarcity mentality have a hard time sharing recognition or profit, and they have a tough time being genuinely happy for other people's successes. A character rich in integrity, maturity, and the abundance mentality has a genius that goes far beyond human relations technique or a "good personality". People will come to trust us. From it we will form meaningful and trusting long term relationships which are key to effective leadership.

Being able to influence others is a fundamental skill needed in effective leadership. Empathetic listening is important in any group setting, because people are most effective when their trust level is high. The greatest single barrier to open, honest communication is the tendency to criticize or evaluate. Effective leadership depends on the quality of the relationship of the leader with those people he or she leads.

To gain others' respect and trust, we must value ourselves and subordinate ourselves to a higher purpose and to other people's interest, not just our own. The bottom line of effective, principle-based leadership is that people are at their best in an environment of trust and mutual respect. When people are at their best, they solve problems better and make things happen.

1994-95 Outstanding Collegiate Chapter

NU OMICRON CHAPTER Our Lady of Holy Cross College

by Sam Criscione, Jr., Past Chapter President



Members of Nu Omicron Chapter, winner of the 1994-95 Outstanding Collegiate Chapter Award.

Since Grand Chapter Congress in Orlando, I have been asked many times how Nu Omicron became "The Outstanding Chapter in the Nation." I write this article pondering that very question; what made us outstanding and how did we do it?

According to *Webster's Dictionary* the definition of "outstanding" is prominent or well known and respected, and is marked by excellence, and distinguished by behavior and appearance. Outstanding may be all those things but at the same time when referring to a chapter of Delta Sigma Pi I think that it means a whole lot

more. For example, I have long said that for a chapter to be most successful it needs to have five elements: leadership, organization, communication, goals and objectives, and most importantly Brotherhood. The first four elements are self explanatory but the fifth element, Brotherhood, really can't be explained, it can only be experienced. I feel that what made Nu Omicron "OUTSTANDING" was the fact that we discovered and experienced that phenomenon called BROTHERHOOD.

With our two main goals set, to get 100,000 CEI points and win the Outstanding Chapter Award, it gave the Chapter a

common objective to strive for. It was our goals that brought us together and it was our developing friendships that kept us together through the good times and the bad. As the year went by we became closer and closer; learning more about each other every day. We also learned to support and encourage each other, not only fraternally but professionally, academically, socially, and personally. By the end of the year we all realized that we had taken part in a learning experience that can not be equaled by anything in the world. Former VPCO Liz Hartmann said it best, "This has been a positive and

enriching experience in my life where I have developed life long friendships that will never die." We as individuals and as a Chapter gained much from these experiences.

One of the activities that brought us together and allowed us to develop that Brotherhood was our professional program, organized by former Vice President for Professional Activities Shelitha Dominic. The professional program consisted of a film, guest speakers, and power lunches. The film we watched was titled, "In Search of Excellence", which talked about successful companies and how they are run and managed.

Some of the companies discussed were Disney, IBM, and 3M. Topics which our speakers spoke on were: entrepreneurship, loans and banking, getting involved in the community, preparing for a job interview, business support from the community, the insurance industry, and the do's and don'ts of going into business.

The power lunches were a unique activity designed for us to have lunch with some high ranking executives from local companies which allowed us to "pick their brains" for information about how they got where they are today. The executives included Katherine Patton, President of Abita Spring Beer Company; Laurent Barbe, Vice President of Barbe's Dairy; and Ron Zapp, President of Zapp's Potato Chip Company. These professional activities helped us broaden our knowledge as aspiring business people of the future by learning from their

experience, both good and bad.

Other activities which brought us together were our community and campus service activities which were organized by former Chancellor and Community Service Committee Chairman Stanton McNeely III. The activities in which Nu Omicron gave something back to the community and to Our Lady of Holy Cross College are as follows: Walk for the Cure of Juvenile Diabetes; a clothing drive at the College which benefited the Salvation Army; a food drive that benefited Second Harvesters food bank and Walk for the Hungry in which Brothers participated and donated food. However, the most popular activities were the Faculty and Administration Tea Parties which were sponsored by Nu Omicron once a semester. The purpose of these activities was to show our thanks and appreciation to the College for their support and encouragement of our Chapter



Members of Nu Omicron Chapter gather for a road trip to their Regional Conference.

and our goals. This tremendous support made the Chapter's job just a little easier.

Brother McNeely stated that our task was an "incredible undertaking that consisted of a lot of hard work but was extremely enjoyable and worth the effort." He could not have been more right. In fact, the hard work did pay off at Grand Chapter Congress. It seems as though it was just yesterday, on that warm day in August, when Grand President Randy L. Hultz announced that Nu Omicron Chapter was the Outstanding Chapter in the Nation for the 1994-1995 year. As tears filled our eyes

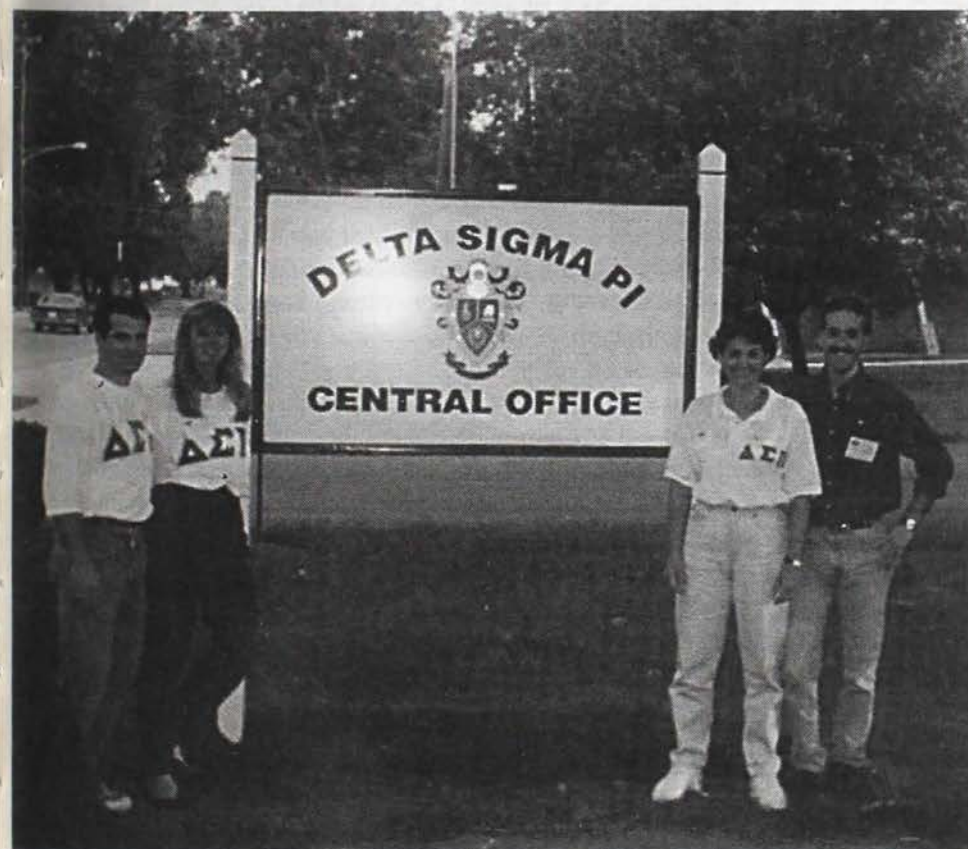
and we started jumping for joy, we could hardly believe that our first year was ending as great as it started. Throughout the week the Chapter stayed positive about our chances for winning. Our Faculty Advisor, Dean Jim Rabalais, was trying to soften the blow by telling us not to set our expectations too high because we were so new and didn't understand everything that went into winning the award.

Thinking back to that day and remembering the other chapters competing for the award makes our accomplishment even more impressive. Chapters like: Rho Chapter at UC-Berkeley, Alpha Delta Chapter at Nebraska-Lincoln, Gamma Psi Chapter at Arizona, Delta Omega Chapter at West Liberty State, Iota Kappa Chapter at James Madison, Iota Nu Chapter at Northeast Missouri State, Kappa Nu Chapter at Longwood, Lambda Nu at Texas A&M-College Station, Theta Phi Chapter at South Florida, and Kappa Mu Chapter at Cal Poly-San Luis Obispo. Nu Omicron Chapter would like to congratulate each

chapter that joined the crusade for this prestigious award, and best of luck to them in the future.

Who would have believed we would have been so successful in our first year? Who would have believed we would bond together so well to accomplish a common goal? Who would believe Nu Omicron Chapter would be one of the top chapters in the nation? We are not sure who would believe any of the above except the members of Nu Omicron Chapter!

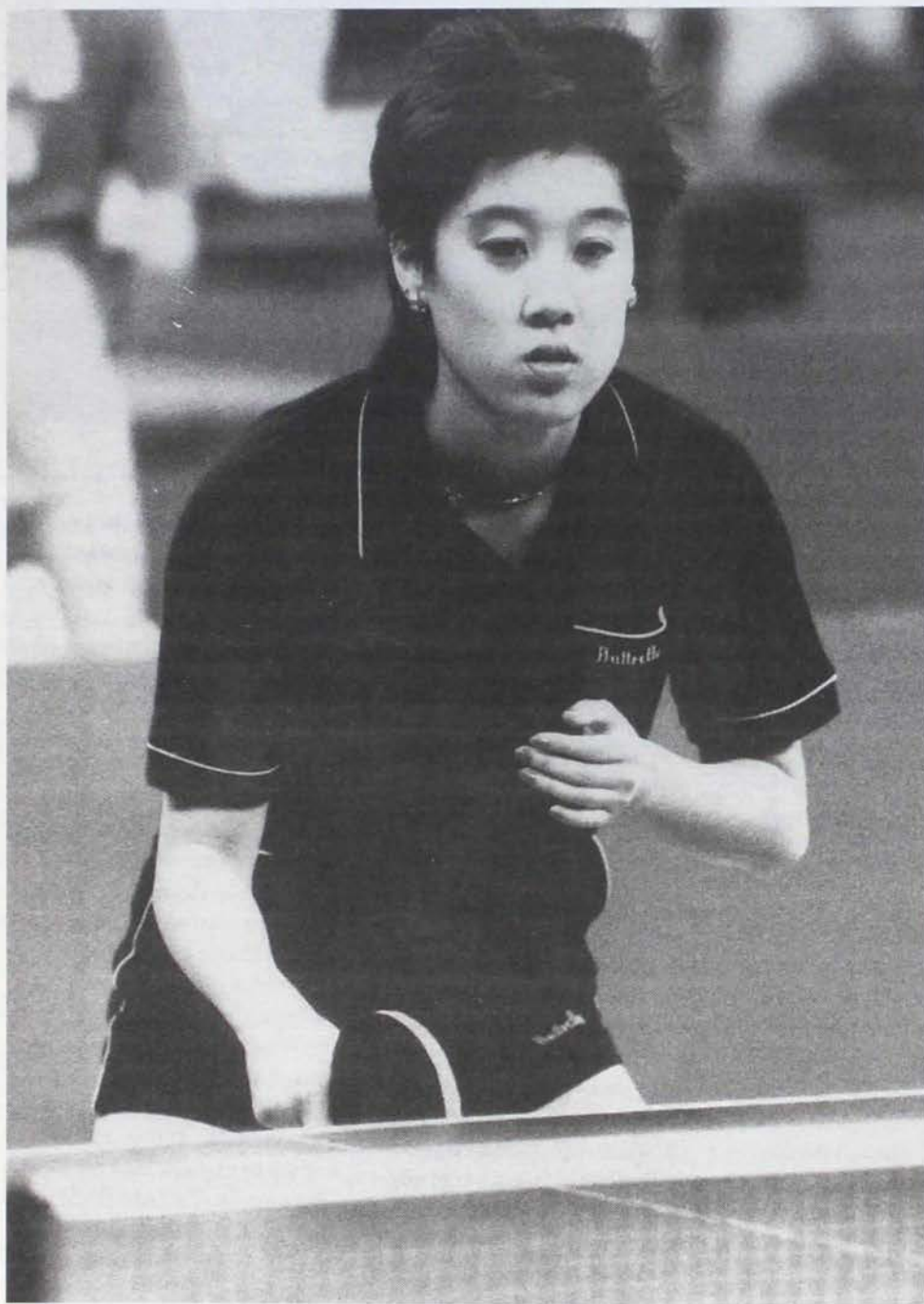
What made us outstanding was hard work, dedication, honesty and perseverance over all obstacles. If ever asked again to explain how we became OUTSTANDING, I would reply in the words of former Secretary Kurt Brown, "We had a PURPOSE - that purpose was to win the Outstanding Chapter Award; we had FAITH - faith in ourselves, faith in our College, and faith in God; and we had EACH OTHER - each other as friends and Brothers - WE HAVE BROTHERHOOD!▲"



Brothers from Nu Omicron Chapter tour the Central Office during the 1994 Leadership Academy. From left: Chad Martin, Liz Hartman, Brenda Bernard, and Sam Criscione, Jr.

Olympism Means More Than Just Athletic Competition

by Diana Gee, Southern Methodist



Editor's Note: Brother Diana Gee represented the United States as a table tennis competitor in both the 1988 and 1992 Olympics. While those experiences are cherished, she relates here how the philosophy of "olympism" truly hit home while one of four U.S. delegates to the International Olympic Academy in Olympia, Greece.

Just as spring finally arrives, many Americans anxiously await this summer's 1996 Centennial Olympic Games in Atlanta. We eagerly anticipate this great sports festival filled with tradition, art, culture, music and people—all under the watchful eye of the media.

There is no doubt that we will want to see who's competing, what records will be broken, how trials and tribulations are overcome, and why the medal count is emphasized. However, at the root of this glamorous event, are fundamental principles that Pierre de Coubertin (revivalist of the Modern Olympic Games) wanted to ensure. Unfortunately, in modern times, these principles often become obscured.

What better way can I, a Deltasig and former Olympian, contribute to the celebration of the Centennial Olympic Games than to share my experiences at the International Olympic Academy—and shed some light on the basic tenets behind the competitions you'll be watching this summer.

In the summer of 1994, I learned about those principles as a member of the 4-person U.S. delegation privileged to represent the U.S. Olympic Committee at the International Olympic Academy in Olympia, Greece. Eighty-five countries were represented by 220 people (including about 12 Olympians) at this center for Olympic studies. The delegates came from many different backgrounds, but the majority were students and teachers of physical education, employees of their national or local sports federations, business people, and those who aspired to get involved with the Olympic movement. For three weeks, we engaged in lectures, discussions, sports and cultural activities—all to instill in us the essence of the Olympic spirit and its ideals.

Upon arriving at the Academy, I didn't know exactly what to expect or what I would learn. With my American point of view, my initial impression of the Olympic idea was that it was all about sports, business, and striving to achieve a dream, rather than looking at it as a philosophy of life—Olympism. I would soon realize that it could apply to all facets of life, not just sports. It involves art and culture as well.

The Academy program featured 16 topics, including "The Birth, Development and aim of the Sacred Panhellenic Games," "Foundation of the Olympic Spirit", "The Changing Face of Athletic Competition in the 21st Century," and "New Political, Economical, Social and Organizational Aspects of the Olympic Movement." Each lecture was presented in English, French, Greek, or Arabic. I was constantly impressed with the translators who sat in booths translating all the lectures and conversations day after day.

What I appreciated even more were guided tours to the Acropolis, the ancient Olympic Stadium and its museum, the Modern Olympic Stadium and its museum, the ancient theatre of Epidavros, Nafplio Castle, and many more incredible sights.

Some of the most interesting presentations came from the Olympians themselves. They allowed us into their lives to share victories, defeats, and obstacles overcome in their Olympic experiences. I think it moved everyone to hear about the special feelings Olympi-



Brother Gee at the International Olympic Academy in Olympia, Greece, with fellow delegates, from left: John Moore, Scott Halenbeck and Chris Jogis.

do in sports, and how the Olympic movement has played, or could play, an important role in their lives.

One gentleman, Mr. George Leontiou of Cyprus, discussed the political tensions between Cyprus and Turkey, but after befriending the Turkish participants at this Academy, he felt love and camaraderie. His point was that politics can drive people apart, whereas an experience like this Olympic Academy can bring people together.

We had opportunities to learn to paint, sculpt, dance, photograph, write poetry, and see athletic films. The most entertaining were the skits put on by each country—they were self discipline, pressure of competition, traveling

abroad, and meeting thousands of people in many cultures. This contributed to making me a well-rounded person. Even spectators and coordinators of these events can appreciate the Olympic experience.

Philosophy: Olympism transcends cultural, religious, racial, and political differences. It focuses on the common denominator of "sport for all" and can be seen as a philosophy of life. The principles of Olympism are not new; they represent a way of life most of us want to see develop in individuals, in peaceful societies and as Brothers in Delta Sigma Pi:

- Blending sport, culture and education
- Joy found in effort
- The educational value of good examples
- Respect for universal, fundamental, ethical principles
- Friendship, solidarity, and fair play

I invite all my Fraternity Brothers to practice and share this philosophy with others as we try to make our world a better place in which to live.▲



The author is a 1993 graduate of Southern Methodist and an alum of Beta Phi Chapter. She is a marketing director for Equinox International, an environmental marketing company, and lives in San Carlos, California. Brother Gee continues to compete in local table tennis events and gives exhibitions. She will help coordinate the Atlanta Olympic table tennis competition as a volunteer.

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Raising the Roof in Oxford

December rooftop noises at the Central Office were not "eight tiny reindeer"! A more accurate description would be "nine nimble nailers".

After 40 years of service the original (formerly leaky) Central Office roof has been replaced. Attractive "dimensional" asphalt shingles have been installed to maintain the character of the building. A slate-like color was chosen to retain the original look, as well.

Several other maintenance and repair activities are also underway. The worn, cracked front steps have been repaired, including replacement of broken iron railings. Damaged protective railings for the rear stairways will be repaired and the entire building exterior is being cleaned and painted.

Funds were generated at Grand Chapter Congress to improve and repair some plaster damage in the Archives Room. These internal improvements began once the new roof was in place. Plaster work, carpet, painting and some reupholstery are planned. Of course, contributions toward any of these areas are gladly accepted! The roof and other external repairs were paid for out of general operating funds.

The Central Office is a beautiful building all Brothers can be proud of. These needed repairs and improvements will help to keep it that way for decades to come. ▲



Volunteer Spotlight



Todd and Lesli Whisenant are both volunteers in the Central Florida area. Todd, a Golden Council member, is an initiate from Alpha Sigma at the University of Alabama and serves as District Director for Theta Sigma at the University of Central Florida. He is employed as credit administrator with General Motors Acceptance Corporation (GMAC) in Orlando. Lesli is an initiate from Delta Iota at Florida Southern College and

recently served as Receiver for Theta Sigma at the University of Central Florida. She is pursuing a Master of Science in Taxation at Central Florida and is interning with Coopers & Lybrand L.L.P. Todd and Lesli, recently married, are both members of the Central Florida Alumni Chapter.

Sandra Burns is an initiate of Kappa Omicron at Southwest Missouri State. She currently serves as District Director for Nu Phi Chapter at the University of Northern Colorado



and recently served as Chair of the Volunteer Training and Identification Task Force. Sandy is employed with Baird, Kurtz & Dobson CPA's in Denver.



Lauren Pacheco is an initiate of Mu Rho Chapter at Colorado State. She transferred to Northern

Colorado to complete her studies and founded Alpha Psi Theta Colony which recently became Nu Phi Chapter. Lauren actively volunteered during the entire colonization process and pledge education of new members. She is employed as Network Administrator for Haynes Mechanical Systems in Denver.

Alison Spring is an initiate of Alpha Iota at Drake University and now affiliated with the



Chicago Alumni Chapter. She serves as Chair of the CEI Revision Task Force, as District Director for Delta Chi Omega Colony at the University of Illinois-Chicago, and as District Director for Eta Mu at Northern Illinois. Alison is employed in Human Resources at Swedish Covenant Hospital.



Delta Sigma Pi Leadership Foundation

Our Leaders of Today and Tomorrow

The Grand President's Circle was introduced this fall to recognize collegiate leaders and encourage a lifetime of giving and service to our Fraternity. Over eighty students have already joined. Many thanks to these Brothers for their dedication to Delta Sigma Pi!

Gus L. Allen - Western Kentucky
 John W. Bachner - Roger Williams
 H. James Barger - Eastern Illinois
 Scott D. Brooks - Roger Williams
 Charles J. Brown - San Diego
 Kyle D. Burkholder - Dayton
 Matthew T. Bush - Washington-St. Louis
 Jason P. Campagna - Our Lady of Holy Cross
 Thomas F. Campanile, Jr. - New York
 Christine R. Cernoch - Texas A & M
 Darcie R. Champagne - Louisiana State
 Anna M. Clark - New Mexico
 William L. Cook, Jr. - Mississippi
 Jeffrey J. Corrigan - Georgia State
 Margaret M. Cubria - Drake
 James F. Deaton II - Oklahoma
 Peter H. Diebel - Iowa
 Bao H. Do - California-Riverside
 Gayatachew Dorsainville - Howard
 Debra L. Dove - Western Michigan
 Sheldon M. Dubrowin - Roger Williams
 Julie F. Dudek - Cal State-Long Beach
 Jasmine V. Go - Loyola - Marymount
 Phillip E. Goble, Jr. - Illinois State
 Christy L. Gonterman - Bellarmine
 Michael W. Gravitt - Longwood
 Jennifer L. Gray - Roger Williams
 Jennifer L. Gutmann - Missouri-St. Louis
 Rebecca J. Hamilton - Central Missouri State
 Elizabeth M. Hartmann - Our Lady of Holy Cross
 Sara E. Heath - Oklahoma State
 Shelley M. Hein - Illinois State
 Kevin P. Hitchcock - Bellarmine
 Stacey J. Hodges - Illinois State
 Connie S. Hopper - Christian Brothers
 Brian L. Hoying - Nevada-Reno
 Jason M. Jahnke - Iowa
 Meredith D. Kaleciak - Illinois State
 Katie L. Kelley - Iowa
 Katherine E. Kessler - George Mason
 M. Jeanne Kilbride - Tampa
 Brandon S. Killebrew - Western Kentucky
 Jennifer E. Kimpflein - Bellarmine

Evan S. King - Roger Williams
 Trina L. Kirk - North Florida
 Michael T. Larson - Georgia
 Tina L. Lewert - Florida Atlantic
 Kendra K. Light - Rider
 Michelle Mahoney - Indiana/Purdue-Ft Wayne
 Derek J. Mirza - Arizona
 Michael D. Mitchell - Washington-St. Louis
 Suzanne M. Ney - Cal State-Fresno
 John W. Parker - Florida Atlantic
 Anthony L. Peterson - Indiana State
 Stuart R. Pilsbury - North Florida
 Christopher C. Pitzer - Shepherd
 Danielle N. Primm - Washington-St. Louis
 Bradley K. Quello - St. Thomas
 William J. Ravenscraft - Grand Valley State
 Jean E. Ribel - Indiana/Purdue-Ft Wayne
 Gabriel Rodarte - Texas-El Paso
 Michelle L. Royse - Indiana State
 Patricia C. Sanderson - Baylor
 Christopher P. Schmitt - Roger Williams
 Gregory E. Schnitter - Dayton
 Scott J. Schroer - Miami-Ohio
 Amy L. Semler - Drake
 Zubair A. Shah - Wayne State
 Thomas D. Skinner - Loyola-Marymount
 Stephanie G. Smith - West Virginia
 Donna Marie H. Sox - South Carolina
 Kristen K. Thomas - Florida Atlantic
 Jennifer B. Timmer - Dayton
 Jay T. Tracy - Roger Williams
 Jennifer A. Turner - Indiana/Purdue-Ft Wayne
 Teresa L. Turner - North Florida
 Kevin B. Ward - S.W. Louisiana
 Joseph T. Ward - Lewis
 Eileen M. Washko - North Florida
 Donna S. Wells - North Florida
 Jessica L. Weyer - Northern Illinois
 Geoffrey C. Winkler - NE Missouri State
 Raymond J. Witezak - San Francisco State
 Dana L. Young - Purdue
 Kevin L. Zachman - Grand Valley State

SCHOLARSHIPS

The Delta Sigma Pi Leadership Foundation is pleased to announce that applications are now being accepted for the following scholarships:

Undergraduate Scholarships

Ten one-time scholarships of \$500 for undergraduate study in the field of business are available to Deltasigs in their freshman, sophomore, junior or senior year. An applicant must be a collegiate Brother in good standing with at least one semester or quarter of college remaining.

Graduate Study Grants

Four one-time grants of \$1,500 for graduate study are available. Applicants must be Deltasig alumni or collegiates in good standing who have completed at least 75% of the undergraduate requirements for graduation. This scholarship is awarded over two semesters or quarters.

All scholarships are based on Fraternity service, scholarship and demonstrated financial need. The application deadline is June 30, 1996.

For additional information clip and mail the form below to:
 Delta Sigma Pi Leadership Foundation
 P.O. Box 230
 Oxford, Ohio 45056-0230
 (513) 523-1907, ext 230
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Client Communication: To Scream or Not To Scream

"Effective communication involves understanding and planning," say these conflict resolution experts.

by Susan D. Schubert, S. Michael Kravitz and Robert P. Sherman



Have you ever dreaded answering the telephone when you know your toughest, most frustrating client is calling you for the tenth time that week? Ever feel like screaming at the customer who refuses to take your advice and holds you responsible for his/her problems? Knowing how to deal effectively with clients—especially tough ones—enables professionals to grow their business through referrals. As everyone recognizes, customer "Retention, Returns, and Referrals" are the life blood of any business. Contented "customers" are the key asset to every business. When difficulties present themselves during discussion of contracts, costs, and unexpected changes, excellent client service may not be sufficient.

How does the busy Deltasig executive who wants to get ahead in this highly competitive time distinguish him/herself from the thousands of others who are competing for limited resources? The answer lies in both competence and an ability to work effectively with clients. You cannot have one without the other.

Executives who learn to be astute observers early in the client relationship can head off future problems by "flexing" their own communications styles without sacrificing quality or efficiency of work.

The benefit of adapting one's communications style is the reduction of unproductive conflict with the client. The following is a step-by-step strategy for "sizing up" those challenging people.

Quickly Size Up Your "Tough Customers"

One of the most difficult clients to serve is the demanding person. A person may juggle hundreds of accounts, so his/her patience when dealing with a high-maintenance client may become strained with repeated exposure. What alternatives are available to use when dealing with such a person that will result in a win-win relationship for everyone?

Consider this situation: You are a CPA working for a medium-sized accounting firm. Beginning February 15, your client's administrative assistant calls you daily to find out if everything is being handled properly for tax reporting. She refuses to speak to anyone else and demands immediate responses. Her tone of voice and demeanor are loud and insistent. She appears to be rushed and is often intimidating toward your firm's receptionist and secretary.

Step One: Observe the client's actions. With your quick assessment of her observable behavior, it is apparent that this demanding

client wants to be kept informed. Her focus is on properly executed results.

Step Two: Determine underlying causes. Try to determine the underlying causes for her behaviors. It appears that the client is trying to stay in control of the situation and is impatient with any delays. She may have had a bad experience with another accountant. It is helpful to affirm what is happening and why. Clarifying statements like the following might be helpful: "It seems that you really want to be kept informed about our progress. Many people in similar situations have been frustrated by miscommunication and their inability to stay on-top of everything."

Step Three: Plan a strategy to raise the client's level of satisfaction. Once there is affirmation of the client's concerns, determine a communication strategy that will enable the client to feel in control, well-informed, and confident in the accounting firm's ability to do their job well. Develop options to reassure her of your proper handling of each facet of the process. Aim for choices that work for both of you—a "win-win" arrangement.

Options might include periodic telephone updates, more frequently as the deadline gets closer. The key is for you, the CPA responsible for this client, to understand the administrative assistant's need

for control as well as your responsibility to provide satisfactory choices that work for both of you.

Step Four: Understand yourself. Try to isolate the specific customer actions that are particularly irritating and challenging to you. It is to be expected that any Fraternity Brother, trained to be systematic, logical, and organized will find it frustrating to communicate with a client who is emotional, irrational, and illogical. "Know-it-all" clients may be particularly difficult to handle.

Review how you have been responding to situations like these in the past and assess whether or not your responses were effective. Look for repeated patterns. For example, every time a client or customer ignores your advice, do you get frustrated and angry? By focusing on your personal patterns of frustration and irritation, you will be able to prepare alternative communication approaches for the next time you face your difficult clients. And, you will experience a reduction of stress for yourself and your staff.

Prepare a Strategy to Achieve Success

Step Five: Adapt your style to the needs of the client. From the first moment you speak to clients, either on the phone or in person, it will be possible to broadly place them into one of four categories of communication styles. If you take an

objective look at yourself, you may be able to categorize your own style as well. The objective to this strategy is to find the best communications approach that will increase your chances for creating a "win-win" relationship.

For the sake of easy reference, we will name the four styles. Keep in mind these categories are generalizations but useful as a starting point. It is likely that you or the client will fall into more than one category. The key is to look for how each of you communicates when there is a great deal of tension and stress.

Following each brief description are clues about the best matching communications strategies to use. Again, keep in mind these are broad generalizations and one's approach needs to be tailored to the specific individual and situation. The case of the demanding administrative assistant is a combination of the second—*Thorough*, and the fourth style—the *Pusher*.

STEADY. You may observe that this person is quiet, calm, reserved, shy. Under pressure she withdraws into silence. She may be hesitant about answering questions regarding arrangements. The best communications approach to use with this type of person is to be low-key, cordial, patient, and show a sincere interest in her. Do not make drastic or sudden changes without explaining what you are doing. Give this client time to respond to questions.

THOROUGH. You may observe that he/she is very intelligent and believes he is knowledgeable about all aspects of your business. Under stress, he/she is very critical and suspicious of your competence. He/She persists in telling you what is "right." The best communica-

tions approach to use with someone like this is to bring lots of data to the discussion. Value his expertise, especially when it is accurate. Be precise and quality oriented with this client.

EMOTIONAL. You may observe that he is talkative, friendly, and outgoing. Under pressure he becomes excessively talkative on irrelevant topics and very disorganized. The best communications approach to use with a client like this is to be friendly, listen carefully. In a cordial manner, balance his need to achieve results. It may be helpful to establish appointments with beginning and ending times.

PUSHER. This is the example of the CPA's "demanding" client. You may observe that she is

direct and moves quickly. Under pressure, she tends to command your attention and to be abrasive to other staff. The best communications approach to use with this type person is one that is brief and direct. Give acceptable options so she can make choices where possible. Avoid direct confrontation. Focus on results that can realistically be expected.

Combine Excellent Service with Excellent Client Communications. In no way is it suggested that you compromise the quality of your work or professional ethics. However, with an understanding of communications styles, it is possible to turn a difficult client into one who is cooperative and even grateful. Obviously, sincerity and honesty continue

to be important. But it is the manner in which you are sincere and honest that matters very much to clients who may be dealing with strong emotions about their own circumstances.

Even though one might feel like screaming "We know how to do our jobs! Stop calling so we can do them! You cause your own problems! etc."—these responses never work. Instead, learn how to become a valuable asset to your clients by learning how to understand their needs, communicate their intentions, and turn potential conflicts into opportunities for quality customer service. Turn contented clients into those who help achieve business success founded on client "retention, returns, and referrals"—the lifeblood of any business.▲



Susan D. Schubert, MA, is a trainer and consultant specializing in communications, and conflict resolution. S. Michael Kravitz, Ph.D., Psychologist, and Robert P. Sherman, Esq., assisted with this article. All are professional speakers and may be reached at (614) 864-5111 or (800) 686-8477.

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Questions Employers Ask in Job Interviews

Excellent Inspiration for Interviewees and Interviewers

by L. Patrick Scheetz



The job interview, with proper preparation, can be a most enjoyable and enlightening experience for new college graduates or even experienced professionals. Here are some questions that might help prepare you for the search.

In a survey of 479 businesses, industries, and government agencies throughout the nation, highest on the employers' list of best questions were those related to personal background and motivation factors. The following were included: Please tell me about yourself. How would you

handle rejection? Where did you grow up? Who or what had the greatest influence on your life? How would you describe yourself? What are some of the greatest personal challenges you have faced during your lifetime? What are some of your personal goals, and have you achieved them?

Skills and Abilities:

What skills and abilities do you possess that will help make you successful on today's job market? Please discuss some of your past leadership roles and your accomplishments in them. Please describe a frustrating experience from school or work, and tell me

how you dealt with it.

Why should our organization hire you? For you, what are some of the pros and cons of working on a team project? Have you ever supervised someone in a similar position with another organization? How would you describe your supervisory style? Who was the most difficult person you have ever dealt with, and how did you respond?

How did you organize your time in school/work/play? What personal factors do you consider most important when evaluating yourself? What organizational techniques do you use on a daily basis to accomplish your academic, work and social goals?

Please tell me about your communication skills, your personal skills relevant to work experiences, and your problem-solving abilities. What skills and/or special qualities do you possess for this job that would make you stand out from other candidates? Please list three personal attributes that you would like to improve, and tell me any efforts you've made to improve in these areas. What do you see as your greatest challenge when starting a new career? How would your friends describe you? What motivates you to put forth your greatest effort? Who are two people you admire and respect the most, and why? What

aspects of your job at the XYZ organization are most frustrating?

Career Goals and Objectives:

What are your long range goals and objectives? How are you preparing to achieve them? What are your goals and aspirations for the next three years? five years? ten years? What are your short and long-term goals? Are you goal oriented?

Why do you think you would be good at this profession (sales, finance, accounting, marketing, etc.)? Please describe your ideal job? What are your career interests? In what environment do you want to work?

What geographical location interests you most when working? Please tell me about your plans for the future.

Do you prefer theoretical or practical problems? In this organization, where do you see yourself in five years? Please tell me five things about yourself that would make you an asset to any organization that hired you.

Extracurricular Activities and College Experiences:

Please tell me about your accomplishments in extracurricular activities. What have been your greatest challenges for improvement of a campus organization? What do you enjoy doing most? Please describe your most rewarding college experiences. Please cite examples of the challenges you experienced during your leadership positions with campus activities.

If you could relive your college experiences, what would you do differently? What changes would you make in your overall campus life?

During your campus activities, what positions did you hold? What were your major responsibilities in these organizations? What did you like best/least about these positions? Did you have an opportunity to work as a member of a team? If so, please explain. What were some of the problems you encountered?

Hypothetical Questions:

Are you creative? . . . I am writing a book entitled "101 Everyday Uses for the Common Red Brick." Can you give me five uses for the common red brick?

If you were hired by our organization, how would you

marketing? What are your personal motivational techniques? How would you resolve conflict in a group situation? If you were given this assignment, how would you proceed?

Academic Programs and Achievements:

Why did you choose business as your major field of study? Why did you choose your particular college or university? What were your favorite college courses, those you liked most? Least? Why? Please tell me about accomplishments in your academic program that are relevant to your future career goals.

while on the job? What would your last two employers say about you as an employee, either good or bad?

What projects were accomplished during your time on the job? How were these accomplished? What experiences did you have when meeting deadlines for project completion? Explain.

What life experiences have given you the greatest reward? What one experience proved to you that you would be a capable manager?

Accomplishments and Achievements:

In addition to your educational and professional experi-

work in the position you are seeking? What attracts you to this industry? What do you know about our company? Who else are you interviewing in your job search? What personal qualities do you bring to this firm?

Salary and Benefits:

What starting salary do you expect as an employee? What company benefits are most important to you? How do you feel about an income comprised totally of commissions? When comparing one company offer to another, what factors will be important to you besides starting salary? How important is starting salary to you when

What were your accomplishments in your prior work experiences?

identify the major roles and responsibilities of your new position?

What happens if you accept a position with our company, and then you are offered a job in your chosen field?

What roles and responsibilities have you accepted in work, social, and other activities? What is your purpose in life? For what companies have you worked, and were they good or bad, and why? What have you admired in people who have previously supervised your work? What haven't you admired in these individuals? (In general, questions related to work ethic and value systems might also be posed.)

In your opinion, what does it take to be effective in sales or

What were your reactions to instructors or college faculty during your academic program? How satisfied are you with your accomplishments in this academic program?

What electives did you take outside of your major? Why did you choose these courses? What was the most difficult aspect of obtaining a college degree? What are your academic strengths? What courses gave you the most difficulty? If you could, what changes would you make in your school's academic program?

Work Experiences:

What were your most significant achievements? What problems did you experience

ences, what else would you like us to know about you in order to make an appropriate decision? Please tell me about some of the accomplishments you achieved during college and which make you the proudest.

How did you finance your education? What are your greatest achievements at this point in your life?

Relocation/Travel:

Are you willing to relocate? Do you mind traveling? How do you feel about relocating during a career with XYZ company?

Knowledge of the Organization:

Why did you select XYZ company? Why do you want to

considering our company's job offer?

With answers to these questions, a job interview should be fun, an adventure, and sometimes even humorous. Prospective employers will likely find a few new questions among these for their future interviews as well.▲

The author is a leading expert on careers. He is Director of the Collegiate Employment Research Institute and Assistant Director, Career Development and Placement Services at Michigan State. He has appeared on "Good Morning America", and his studies have appeared in USA Today, The Wall Street Journal, and the Detroit Free Press.

How Come it Took Delta Sigma Pi So Long to Find

Dr. Reicherter??

by Elizabeth Losik, Baker University

“Do all the good you can, to all the people you can, at all the times you can, as long as you can.”

—Brother Reicherter
(quoting John Wesley)



Richard F. Reicherter is current and founding Faculty Advisor of the newly reactivated Delta Chi Chapter at Washburn University in Topeka, Kansas. He also serves as CEO of the national office of Blue Key National Honor Fraternity. Following a seminar on “Leadership Development”, Brother Reicherter and Delta Chi leaders pose for the camera. From left: Brock Scheck, President; Reicherter; David Dittmer, Past Senior Vice President; and Chris Jones.

Brother Richard F. Reicherter was finally initiated in November 1994 as a member of the newly reactivated Delta Chi Chapter at Washburn University in Topeka, Kansas. His reputation, dedication, and profound effect on the people around him promptly qualified him as an impressive Brother.

Dr. Reicherter, “Dr. R.,” currently serves our Fraternity

as the Faculty Advisor for Delta Chi. By taking an active role with his collegiate students, Dr. R. helps to develop them into cutting edge employment candidates.

Educating runs deep in Dr. R.’s veins – and has created an interesting history.

Dick Reicherter began his career as a teacher and elementary school principal. Then, he served three and a half years in the Army Air

Corps. After that service he completed his undergraduate degree in economics and business at Washburn.

Upon graduation, Dr. R. began teaching again in secondary schools and organized the first Kansas chapter of the Future Business Leaders of America. He was given an honorary life membership after serving as the state chairman and chairman of the board of directors for

the national Future Business Leaders of America organization.

Brother Reicherter decided to continue his education and earned his graduate degrees from Columbia University in New York. He served as the director of the Business and Office Education graduate program at the Catholic University of America in Washington, D. C. for 18 summers.

In 1961, Dr. Reicherter founded a chapter of Blue Key (National Honor Fraternity), at a state university in Kansas and supported the group for many years. He was honored in the 80's for his efforts with the permanently endowed "Richard F. Reicherter Blue Key National Honor Fraternity Scholarship." Since 1984, Dr. R. has been the National President and Chief Executive Officer of Blue Key. He still runs the organization from his home office and spends an abundance of time devoted to the pursuit.

When the energetic Brother retired from teaching college in 1986, he accepted a visiting professorship in an MBA program. Being unable to stay still, he joined the faculty of Washburn University one year later. It was at Washburn where students became interested in reactivating Delta Chi Chapter of Delta Sigma Pi (originally installed in 1960). Dr. R. agreed to be Faculty Advisor, and was initiated at the Chapter's reactivation on November 19, 1994.

Dr. Reicherter has shown a tremendous amount of dedication to his students and to his fraternities throughout 52 years of teaching. At 75 years young, he still makes time to support his Deltasig students by attending meetings, the 1994 Midwestern Regional Conference (which he attended before his initiation and the Chapter's reactivation), and the 1995 Grand Chapter Congress.

"Dr. Reicherter has taken an active role in shaping his students and the Chapter", says Shanda R. Gray, Midwestern Regional Director. Under his direction and lead, Dr. R. is helping to lay the groundwork

for starting a new alumni chapter in Topeka.

Is it any wonder that Washburn University recently award Brother Reicherter with their "Ned N. Fleming Excellence in Teaching Award"?

"Dr. R. is one of the more charismatic and energetic leaders that I've met", says Edward K. Zeller, District Director for Delta Chi. "He has a lot of dedication and is very unselfish with his time. He amazes me!"

Dr. Reicherter sums up his philosophy best:

There are Ten Pillars of Leadership which strike every note of effective management, every chord of turning group potential into successful achievement by the individuals that form the group and the group, itself. In Delta Sigma Pi, I try at all times to adhere to the following Ten Pillars of Leadership: trust, teamwork, atmosphere, objectives, clarity, confidence, backup, performance, humanity, and aggression.

Throughout his 75 years of life and 52 years of teaching, Brother Richard F. Reicherter is an inspirational educator, leader, and now, finally, Brother of Delta Sigma Pi. ▲

The author is a May 1995 graduate of the Mu Upsilon Chapter at Baker University and is currently working at the National Multiple Sclerosis Society in Kansas City.

Brother Reicherter's Key Ingredients for Advising Chapters

Our active student members do an excellent job of serving their school and promoting the principles of Delta Sigma Pi. However, we know from experience that the availability of the advice and guidance of a Chapter Advisor is the key ingredient in the life of a successful chapter. The Chapter Advisor of each chapter should do the following:

- Be convinced that the development of leadership is essential;
- Believe that the recognition of leadership is a significant factor in developing leadership;
- Assist the Chapter with recruitment and evaluation of membership applications.
- Assist Chapter review of each candidate for eligibility as set by the Bylaws of the Fraternity and your chapter. Insist that these standards be met in the choice of members;
- Cooperate with the Central Office by permitting proposed members to be initiated only after the chapter has been notified of their approval by the Central Office (especially in Honorary and Faculty initiates);
- Cooperate with the chapter officers to see that the official documents of the chapter are properly kept and delivered to the new officers upon their installation;
- Serve as custodian of all permanent chapter records when necessary. During vacation, the Chapter Advisor should keep all records in a safe place to be delivered to the chapter at the opening of school. This will help keep the records consistent. All records should be the property of the chapter – not the past or present officer;
- Recommend any local recognition or discipline as necessary;
- Help the chapter frame a worthwhile program of real work and service to the Fraternity.
- Help the individual realize the importance of their oath and the details thereof when they accept membership into Delta Sigma Pi;
- Attend chapter meetings and keep in close touch with the officers and affairs of the local chapter;
- Contact the Central Office when help is needed or suggestions are to be made;
- Try to attend the Grand Chapter Congress and assist with workshops and programs;
- Consider the Brothers in your chapter to be personal friends and contact them whenever possible;
- Participate in Regional Conferences and exchange ideas with other Advisors;
- Give specific assistance in improving the chapter operations in light of your own experience.

Art of Listening Lies In

REFLECTION

REFLECTION

By TIM WEITZEL

The current business climate focuses on new operating philosophies. "Teamwork," "Corporate Alignment," "Total Quality Management." Each business strategy we encounter – or change we confront, contributes to the one concept that describes business today: complexity.

This complexity places great demands on the human side of organizations. As a result, professionals need tools for dealing with core problems more directly, openly and creatively.

Management research identifies those who succeed in business as having a "special ability with people." This quality is found much less often in those whose careers have stalled or derailed.

The ability to listen is one of the key skills in being an effective leader. Everyone knows the aggravation of not being heard. Imagine leaving a manager's office feeling more confused about a work problem than when you went in seeking guidance. We have all attended meetings where no one listened to anyone else. The only thing that this accomplished was to place

another brick in our wall of counter-productive relationships.

Part of my work with organizations involves improvement of interpersonal communication by teaching people to listen more effectively. Listening is an art form. Like all art forms, its essence is simple, but becoming accomplished at it requires great effort. The art of listening has two basic elements: skill and attitude.

"Skill" involves our behavior as listeners. "Attitude" consists of personal qualities which are exercised at the times we are listening.

Although there are many behaviors that make up a good listener, one of the most effective and easiest to learn is "reflective" or "active" listening.

What is Reflective Listening?

In his popular book "People Skills," Robert Bolton defines reflective listening: "The listener briefly states in his/her own words the core of what the speaker has communicated."

The keys in this definition are:

- "Briefly": If your reflections are too wordy, your attempt to show understanding becomes more of a hindrance than a help.
- "Own Words": Repeating

back word-for-word what the speaker stated demonstrates that you possess a good memory, not that you understood. By using your own words, you are forced to reflect upon the speaker's meaning.

- "Core": Reflecting the core brings clarity, relevance and mutual understanding to a situation that can otherwise be confused. This is caused by the excessive use of unnecessary words.

When Do I Use Reflective Listening?

A misconception about reflective listening, and a reason many people resist using it, is the belief they must use the skill at all times and in every situation. Applying it to this extent is neither practical nor helpful. There are times, however, when its use is very beneficial, this includes:

- when the other person has a problem and needs a sounding board to sort through it.
- when you need clarity before acting on a request.
- when you are in a meeting and feel you must disagree or challenge what someone said.
- when you are in a meeting and want to verify that you understand what someone has stated.
- when you are in a direct conversation regarding a matter of mutual importance.

Why is Reflective Listening Important?

Over the years I have discovered several consistent benefits of Reflective Listening:

- Reduces misunderstanding – Perhaps the biggest source of inefficiency in our organizations occurs when two or more people come together to work and mutual understanding is not reached regarding the core problems, decisions that have been made, and individual responsibility for different parts. By reducing misunderstanding, combined efforts are more on target.
- Serves as sounding board for the speaker – A workshop participant once said, "We talk a lot about empowerment around here. If we want to empower people, we better start listening to them!" When faced with a difficult problem, people often have the answer within themselves. There is simply too much inner "noise" to be clear on the necessary action.

For example, Jean, a senior manager of a service company, asked for my input regarding a supervisor who had been an excellent customer service representative but was not performing as a supervisor. Her question was, "What else can I do to get her

up to speed?" After further elaboration from Jean, it was clear to me she felt she had simply made a mistake promoting this person. When I reflected my observation back to her, her body language immediately relaxed. She sighed and said, "I've known that for two months, I just haven't been able to admit it to myself." Because I listened to her and acted as a sounding board, Jean was able to access her own inner resources to act.

- Stimulates listener concentration – The greatest frustration I hear from people about their own listening abilities is that they have trouble concentrating or staying with the speaker. My own ability to concentrate while listening has dramatically improved since I have learned reflective listening. If you know you will be "restating in your own words the core of what the speaker has communicated," you are more motivated to pay attention.
- Diffuses emotional situations – The best way I know to diffuse an emotional situation is to use reflective listening. It's very difficult for someone to continue arguing when you are listening to him or her.
- Provides focus – The most dreaded type of speaker is the rambler. Breaking in with

reflections that begin with "The bottom-line for you is," or "What the most important thing for you is," will encourage the other person to get to the point because it helps crystallize rambling thoughts.

- Builds relationships characterized by higher levels of trust and respect – There is something very powerful created between two people when good listening is present in an interaction. Reflective listening is an art form that makes possible the deepest kind of mutual understanding, and this understanding builds a foundation of "Trust and Respect" – two key elements for productive relationships in today's corporate environments.

How Can I Learn To Do It Better?

Outlined below are three tips to help you develop your reflective listening skills:

- Ask yourself, "What is he or she saying?" A frequent challenge in learning this skill is that people work so hard figuring out the words of their

reflection, that they cannot pay attention to the speaker. Don't worry about your words.

Simply ask yourself, "What is he or she saying?" The answer is your reflection.

- Be yourself. It's important to fit this style of listening into who you are. Do it in a way that works best for you.

- Practice in safer environments first. When you are starting out it might feel unnatural to you, so you might not come across as smoothly as you would like. Practice in places where you feel comfortable.

A Listening Attitude

There are five attitudinal qualities necessary to transform the skill of listening into the art of listening.

- Honor the speaker's frame of reference. People often ask me, "What can you tell me about listening in 10 minutes?" My response is, "I can tell you everything you need to know about listening in 10 seconds: learn to hear what life is for others without judging them." It's this simple, but learning to

do it consistently is a life-long process.

Really hearing people from their frame of reference is difficult. Often what others are saying puts our frame of reference at considerable perceived risk. When this happens, our natural tendency is to attempt to influence speakers to agree with our perspective. Or perhaps we view their positions as misguided, and we try to "set them straight." In either case, our judgmental and defensive response serves only to derail the conversation and block the flow of information.

Listening to others from their frames of reference does not mean giving up your point of view. You will have your turn to speak. And when you do speak, you will speak from a better understanding of others, who are then more likely to hear you.

- Be honest. When the speaker is venturing into territory that you cannot keep confidential, or you will not be able to refrain from taking some action, tell the speaker

this. Not doing so is an extreme violation of trust, and in so many ways, lack of trust is a great inhibitor of communication.

- Be patient. A common pitfall is jumping into problem solving too quickly. For example, an employee goes to his or her manager's office for help with a problem. The manager starts offering solutions after the employee's first sentence. This prevents the problem from ever being clearly defined, leading to great solutions to the wrong problem. This dynamic also leads to a variety of negative feelings. For example, much resentment is created when the employee does what the manager suggests and fails because the problem was not clearly defined. All too often in these cases it is the employee that is held accountable.

- Make the commitment. People often ask me to listen when I am very busy. Lack of time is perhaps the most prevalent form of resistance to listening. I commonly hear, "It takes time to listen, and I have

so little time as it is."

When I simply cannot take time to listen to someone, I tell them so. There are other times when I sense that it is very important for me to listen even though I may feel very pressured by my workload. At these times I make a conscious commitment to give my full attention. When I make this commitment, I find the inner voices telling me I'm "too busy" gradually subsiding, and I am able to be attentive and helpful. In addition, taking the time to listen up front can ultimately save time because you hear about the problems while they are solvable and before it's too late for action.

- Be aware of the mutual payoff. I find requests to listen to another a gift. It forces me out of my narrow mindset of meeting-day-to-day task demands and connects me to important parts of life that are often overlooked in today's workplace. Also, in taking time to listen, I give the speaker a rare and valuable gift – being heard. I believe hearing others and being heard are perhaps the most important elements in our growth.

Developing the art of listening requires much effort, yet it is effort well spent. So that you will be described as having a "special ability with people" and to count yourself among the successful, make your ability to listen a key element in your professional development plan.▲

Tim Weitzel, M.S., is director of InterComm, a training and consulting company specializing in interpersonal communication. InterComm's clients include John Deere Credit, Trek Bicycle, Wisconsin Power & Light, Rural Insurance Companies, Group Health Cooperative and Potter Lawson Architects & Engineers. For more information about training, speaking and consulting services, contact Tim at (608) 251-9230.

Employment Opportunities with Delta Sigma Pi

Applications are now being accepted by the Central Office for the position of

OPERATIONS CONSULTANT

Begin immediately or as available.

The Operations Consultant is primarily responsible for counseling collegiate chapters and Fraternity leaders, by phone or mail, on all areas of chapter operations. The position differs from Chapter Consultant in that little travel is required. Other primary duties include management of DSPNET (the Fraternity's computer network through CompuServe); editorial assistance with "The DELTA-SIG" and other publications; reviewing chapter pledge programs, bylaws, trial documents, etc.; and assisting other Central Office personnel.

POSITION REQUIREMENTS

Bachelors Degree in Business Administration or equivalent; Membership in good standing in Delta Sigma Pi and familiarity with chapter operations; ability and willingness for limited travel; familiarity with computers and on-line services; writing and editorial skills; reliable automobile for travel; valid drivers license and acceptable driving record; must relocate to Oxford, Ohio.

APPLICATION REQUIREMENTS

Resume, including availability date; college transcript; letter of application including description of Delta Sigma Pi involvement, other collegiate organizations, job experience, leadership skills and other qualifications; samples of writing skills and/or creative ability.

SEND ALL APPLICATIONS MARKED "PERSONAL & CONFIDENTIAL" TO

William C. Schilling, Executive Director • The Central Office of Delta Sigma Pi • P.O. Box 230 • Oxford, OH 45056-0230

Alumni NOTES

Dr. Ralph Hook, Arizona State, Golden Council member of Delta Sigma Pi and emeritus Professor of Marketing at the College of Business Administration, University of Hawaii at Manoa, has been awarded The 1994-95 Walter A. Lemburg Award for Distinguished Service by The American Marketing Association (AMA). One of only three recipients this year to be recognized, he was chosen for his commitment and service to AMA and outstanding positive effort in the marketing field.

Dr. Hook has been a member of the AMA since 1949. He is a past president and a founder of the Honolulu Chapter, and also founder and past president of the Central Arizona Chapter. He has served as international Membership Chairman, Director, and Vice President of Association Development and Promotion and currently conducts orientations for new AMA members for the Honolulu Chapter.

As a professor of Marketing, at the College of Business Administration, Dr. Hook specialized in marketing management with an emphasis on personal selling, management development and small business. He joined the college as Dean, and guided the program to accreditation by AACSB in 1972.

In honor of his retirement, he established the Ralph C. Hook scholarship endowment fund to provide scholarships to deserving undergraduate students majoring in marketing.

David A. Walker, Cal Poly-Pomona, has recently moved from Texas to Florida to be Regional Business Manager for the Caribbean and Latin American Regions of the Worldwide Church of God.

Lisa Probst, Clemson, is a territory representative for

Michelin Tire Corporation in Dallas.

Laurie A. Eppler, Drake, is training store manager with Hallmark Cards, Inc. She is based out of a St. Louis corporate store but travels frequently to independent stores within a five state territory to train Hallmark Technological Advances.

Donald R. Hires, Florida Atlantic, has a position as assistant vice president with First Florida Financial, Corp. in Jupiter, Florida.

Sherri Ann Lone, Florida Atlantic, has a position as assistant sales vice president with Computer Associates, Incorporated in Ft. Lauderdale.

Clyde H. Tull, Louisiana State, is a Colonel in the U.S. Army, serving as Director for Personnel of the U.S. Army Recruiting Command headquartered at Fort Knox, Kentucky.

Robert E. Hamer, Northern Arizona, was named Chief Financial Officer of Pacific IBM Employees Credit Union in San Jose, California. Hamer joins the company from International Savings Bank of San Diego, where he was Senior Vice President and Chief Financial Officer.

Colleen Rose Schwoerke, Ohio, is a Conference Manager at University of North Carolina-Chapel Hill.

William A. Waterman CPA, and Tom Henthorn CPA, both *Oklahoma*, have formed a partnership for the practice of accounting in Oklahoma City. They will provide tax preparation, consulting and litigation support services as well as monthly bookkeeping and payroll services. They have been in the accounting profession approximately twenty years.

James A. Dugoni, Pacific, was recently named Associate

Director of the National Resources Program for Stanford University's office of Development. Jim is responsible for conducting over 40 prospect screening and rating sessions with Stanford alumni and friends, primarily on the west coast. Prior to assuming his current responsibilities, Jim has served for 2 years as Director of Prospect Research at Stanford Law School. He received a master's degree in Higher Education Administration from Stanford in 1993. He and his wife Lisa live in San Jose, California, with their two sons, Tyler and Jack.

Marilyn Zaret, Pennsylvania State, now helps manage the new Starbucks Coffee Company store in Novato, California.

Terrence (Toby) O'Brien, Southern Methodist, has opened Dallas' first brew pub, Yegra Creek Brewing Co. He is currently working on expansion into other markets.

Xerxes Z. Herrington, Southern Mississippi, was promoted to Commander, U.S. Navy, and is presently stationed in Zegreb, Croatia as part of the NATO Peace Enforcement Forces to Bosnia-Herzegovina.

Jeff J. Garritt, SUNY-Buffalo, is Staff Accountant for Lumsden & McCormick, LLP, an accounting firm, in Buffalo.

Michael S. Southard, Tampa, is Market Development Manager for the Lighting Division of Kichler Lighting in Cleveland, Ohio. He is also President and owner of Powerline Business Services, a Cleveland based Corporate Finance Advisory firm.

Kristi (Stout) German, Wayne State-Nebraska, recently started a bridal consulting and event planning service, operating from her home in Holstein, Iowa. ▲

Alumni Chapter Directory

Akron-Canton	J. Scott Salamon	(216) 296-4467
Albuquerque-Zia	Michael S. Metcalf	(505) 294-6783
Alcatraz	Brian W. Richison	(415) 333-4095
Atlanta	Velvet A. Simmons	(770) 424-4831
Baltimore	Jeanne A. Stinchcomb	(410) 799-1448
Boston	Keith Merritt	(508) 321-2603
Central Florida	Jeffrey A. Dong	(407) 841-9257
Chicago	James L. Prescott	(708) 867-6144
Cleveland	Michael T. Losneck	(216) 676-4066
Columbus	Cynthia R. Knell	(800) 468-0834 x345
Connecticut	Jennifer L. Rutkowski	(203) 537-4577
Dallas Area	Cindy J. Collum	(214) 999-9530
Denver	Frank B. Zieg	(303) 796-1213
East Lansing	Ronald L. Stanton	(517) 695-2157
East Tennessee	Judi Vogt	(615) 546-6130
Greater Los Angeles	Kimberly Perrin	(818) 330-1147
Hawaii	Wilbert Low	(808) 969-6652
Indianapolis	Joseph M. Sutherland	(317) 388-1996
Inland Empire	Kerry L. Roberts	(909) 788-8369
Kansas City	Michele L. Martin	(816) 781-2192
Lincoln/Greater NE	Norman Kromberg	(402) 493-4982
Long Island	Donna Smith Bertolasi	(516) 841-1650
Memphis	Alisa Oswald	(901) 821-0132
Mid-Iowa	Shannon M. Meyer	(515) 279-5465
Milwaukee	Robert Niemon	(414) 476-2316
Northern Virginia	Tamara E. Balbirer	(703) 620-5074
North Florida	Jennifer Natherson	(904) 221-2426
Orange County	Irene S. Demopoulos	(714) 281-3939
Phoenix	Steven Groenier	(602) 345-8379
Piedmont	Cathy S. Rosenberg	(910) 722-3260
Pittsburgh	Aaron Madden	(412) 795-2915
Quincy	Marc W. Robinson	(217) 222-3244
Richmond	Tamara C. Jones	(804) 360-2980
Sacramento Valley	Darrel Auble	(916) 332-8378
St. Louis	Cliff Reilly	(314) 279-1319
San Diego	Lisa A. Ferrer	(619) 421-8882
Shepherdstown	Carrie Williams	(301) 696-9485
South Florida	Alex W. Macsuga	(407) 736-0975
Space City Houston	Jeffrey D. Berlat	(713) 271-1975
Tampa Bay	Heather Richards	(813) 645-6323
Twin Cities	Trent Spurgeon	(612) 454-8054
Western New York	Paula Bazulka	(716) 731-3688
West Hollywood	Michelle L. Thornton	(714) 979-8636

Active Expansion Locations

Colorado Springs	Shari Oswald	(719) 535-8065
Greater Cincinnati	Gina L. Pettit	(513) 489-5146
Greater Miami	David Snyder	(305) 446-2275
Jackson, MS	Chad Wood	(601) 992-4925
Jeffersonville, IN	Paul Harrison	(812) 285-9133
London, England	B. Ashok Arora	44-181-746-1298
Nashville	David McCay	(615) 264-5874
New Orleans	Gabriel Diaz	(504) 833-7187
Oregon	Dennis Gibson	(503) 581-7767
Philadelphia Area	Alison Solowjow	(215) 232-4745
Rochester, NY	Edward Cain	(716) 263-4822
Washington	Shannon Glassman	(206) 460-5705

Bits & PIECES

Mergers

Les Tomlin, *Angelo State*, on December 29, 1995, to **Amanda M. McMurray**, *Angelo State*, at San Angelo, Texas.

Kalpesh Patel, *Cal State-Fullerton*, on January 27, 1996, to Vibha Arora, in Saddleback, California.

Bryan F. Bieri, *Central Missouri State*, on June 24, 1995, to **Andrea J. Hathorn**, *Central Missouri State*, at Warrensburg, Missouri.

Rich Howard Halpern, *Kennesaw State*, on December 8, 1995, to Diane Marie Blackshaw, at Marietta, Georgia.

Amy C. Hall, *Louisiana State*, on July 15, 1995, to Russell Workman, at Little Rock, Arkansas.

Lorrie J. Johnson, *Memphis*, on December 30, 1995, to Jason Shawn Malone, at Memphis, Tennessee.

Nancy J. Arp, *Northeast Missouri State*, on July 15, 1995, to David J. Nicholson, at Davenport, Iowa.

Jane Thi Nguyen, *San Diego State*, on November 11, 1995, to Treamelle S. Taylor II.

Jancie K. Quiqley, *Saginaw Valley State*, on September 30, 1995, to Russell V. Tomes, Jr.

Dividends

To Brother **Marty Luxeder**, *Akron*, and Cheryl Luxeder, on December 6, 1995, a son, Michael Anthony.

To Brother **Susan Bell Dowling**, *California State-Sacramento*, and Patrick Dowling, on December 27, 1995, a daughter, Lauren Nicole Dowling.

To Brother **Kathy (Adams) Throckmorton**, *Central Missouri State*, and Scott Throckmorton, on December 29, 1995, twins, a daughter, Nicole Aileen and a son, Austin Jon.

To Brother **Thomas Moran**, *DePaul*, and Kathleen Moran, on January 6, 1996, a daughter, Kathleen Ann. She joins sister Kellie.

To Brother **Melvin Malenski**, *Maryland*, and

Sheila Malenski, on March 26, 1995, a son, Michael Dylan.

To Brother **Debbie Benson-Flaherty**, *Memphis State*, and Jim Flaherty, on November 28, 1995, a son, Andrew Sean.

To Brother **Janice L. Kiewel-Jones**, *Minnesota*, and Richard Jones, on September 29, 1995, a son, Connor Alexander.

To Brother **Scott Springer**, *Oklahoma*, and Leila Dodge Springer, on November 8, 1995, a son, Jackson Carl.

To Brother **Mark Bentlage**, *Southern Illinois-Edwardsville*, and Kelley Bentlage, on December 9, 1995, a daughter, Kathryn Ann.

To Brother **Dennis Friedman**, *SUNY-Buffalo* and Brother **Maggie Friedman**, *Bentley*, on August 4, 1995, a daughter, Emma.

To Brother **James A. Dugoni**, *Pacific*, and Lisa Dugoni, on September 22, 1995, a son, Jason Rand.

Brother Mother Director!

A Delta Sigma Pi "first" occurred January 31, when Western Regional Director Kerri Petersen gave birth to future Brother Eric Michael. Kerri and husband Dave are ecstatic about the new addition.

Brother Petersen is shown here (from left) with Desert Mountain Regional Director Jami Ball and Rocky Mountain Regional Director Rene' Hays during a late September Board Retreat at the Central Office.



NEW HOME PAGE!

VISIT DELTASIG'S OFFICIAL HOME PAGE

<http://ourworld.compuServe.com/homepages/deltasigmapi>

Delta Sigma Pi will release our own network "DSPNET," in conjunction with CompuServe, later this spring. Please contact the Central Office if you want further details. Just advise us of your name and address and we'll be in touch when we are up and running.

email: 76327.1376 @compuserve.com
Fax: 513-523-7292
Phone: 513-523-1907

Send us your news

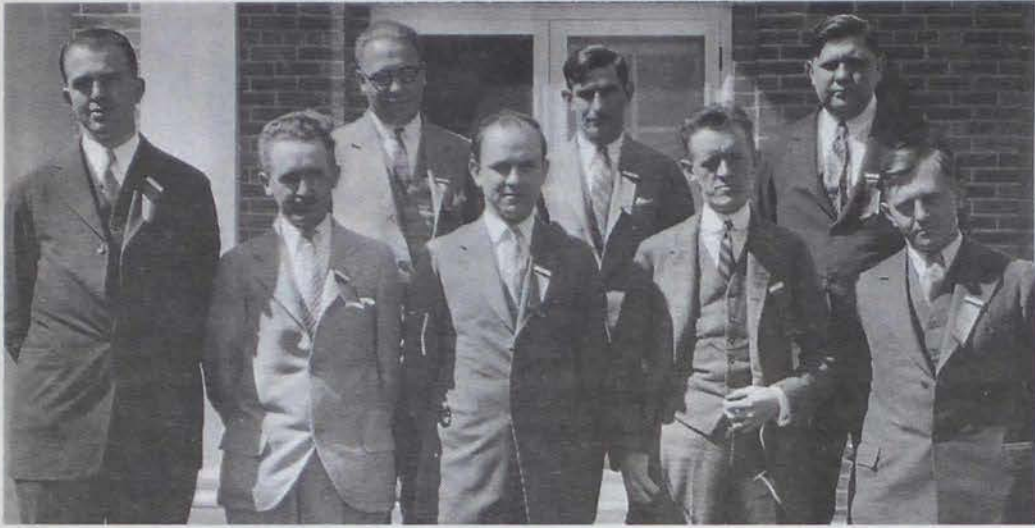
Made partner? Hung your own shingle? Promoted? Retired? Honors? Awards? Weddings? Babies? Tidbits of interest? Tell Us!!



Name: _____ Chapter: _____

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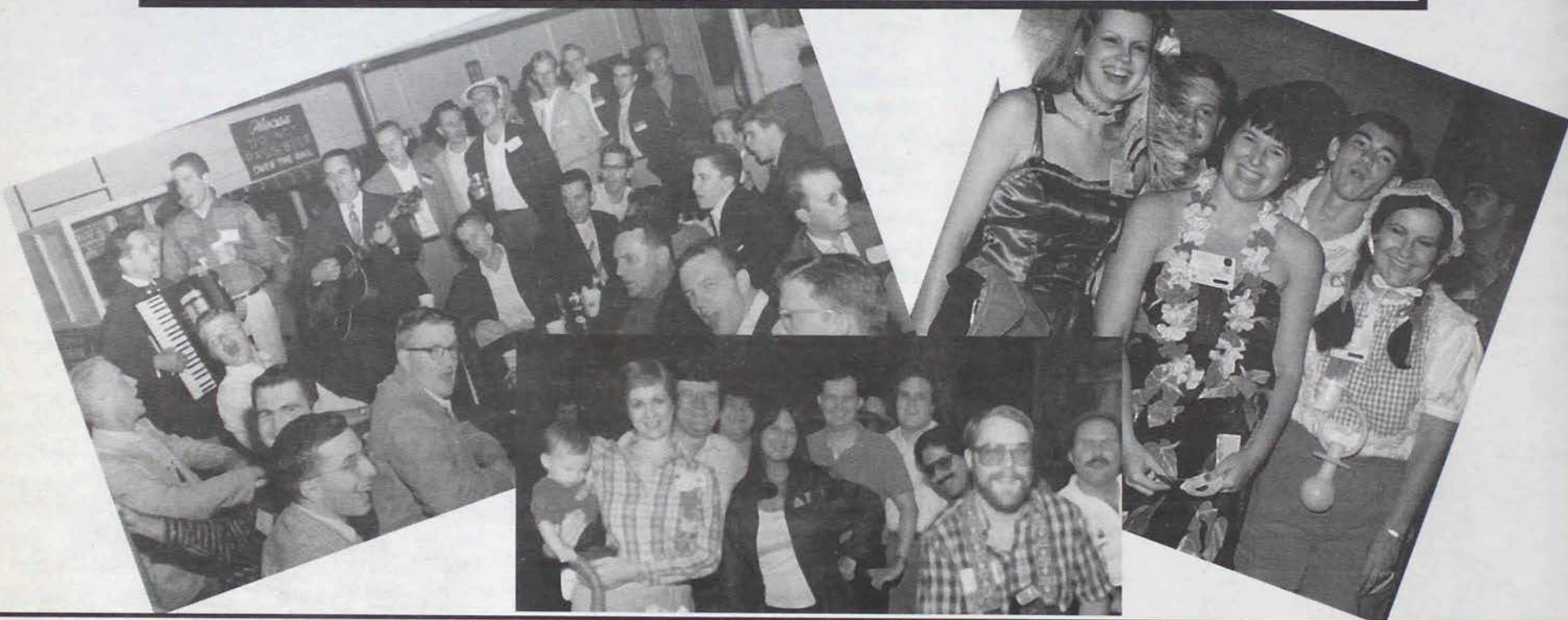
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National Alumni Day

April 25, 1996

"So that the accomplishments and achievements of our alumni Brothers may be more effectively recognized, there shall be set aside a day to be known as Alumni Day which shall fall upon April 25."



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