

Lambda Chi Alpha Fraternity

Warren A. Cole Recruitment Institute

July 2007

Stead Leadership Seminar University of Memphis Memphis, Tennessee

Created by Master Steward Ray Lutzky Epsilon-Eta 1022

The Seven Core Values of "True Brother"

Loyalty: Establishes the correct ordering of our obligations and commitments. Unswerving allegiance to the Lambda Chi Alpha and its laws, ideals, and defining principles prevents us from misplacing our loyalties.

Duty: Delineates the sum total of all laws, rules, and customs that make up our brotherly, civic, and moral obligations. Our values originate with duty because we expect individuals, as a minimum, to fulfill their obligations.

Respect: Denotes the regard and recognition of the absolute dignity that every human possesses. Specifically, respect indicates compassion for and consideration of others, including sensitivity to and regard for the feelings and needs of others.

Service and Stewardship: Service before self signifies the proper ordering of priorities. The welfare of the Fraternity and its members comes before the individual's. While the focus is on service to the Fraternity and broader communities, the idea also incorporates the concept of stewardship, of holding something of value in trust for others.

Honor: Circumscribes the complex of all values that make the public code of the individual. Significantly, honor provides the motive for action and demands adherence to a public moral code, not protection of reputation.

Integrity: Encompasses the sum total of a person's set of values -- his private moral code. A breach of any of these values will damage the individual's integrity. Integrity, closely related to the word integer, refers to a notion of completeness or wholeness.

Personal Courage: Depicts the premier virtue that enables us to persevere despite fear, danger, or adversity. Personal courage includes the notion of taking responsibility for decisions and actions. **Additionally, it involves the ability to perform critical self-assessment, to confront new ideas and to change.**

"Síkít, síkít, Lama lama, Jadí bukít." - Malaysían proverb

(Translation: "Little by little, a small hill becomes a mountain.")

Recruitment Institute Agenda

SMALL GROUP SESSION #1:

Situation Analysis

What is the status of recruitment efforts in Lambda Chi? How do you define "good recruitment"? How does True Brother fit in with recruitment? These questions and more will be answered in this interactive kick-off session.

LARGE GROUP SESSION #1:

Image & Public Relations

What is public relations? How does PR relate to fraternity life? In what ways does image contribute to recruitment success? This dynamic lecture session will give you a whole new perspective on "fraternity PR" and the image of Lambda Chi.

SMALL GROUP SESSION #2:

Brand Lambda Chi

The competition is on to create a new image for Lambda Chi Alpha Fraternity, based on the principles of the True Brother program. This intensive team-based challenge will ultimately be decided by a panel of distinguished alumni judges.

LARGE GROUP SESSION #2:

The Ultimate Secrets of Fraternity Recruitment

At last, the strategies and tactics that work will be revealed. Learn how to organize your chapter, motivate your members, find the best individuals, and get them to join the fraternity. This final lecture will also explore new possibilities in recruitment for your chapter, and new ways of getting there. Dear Brothers, Associate Members, and Guests,

Welcome to the Cole Recruitment Institute. Thank you for attending this program, and thereby showing your commitment to the future growth and success of Lambda Chi Alpha Fraternity in the United States and Canada. The new True Brother curriculum is the most advanced educational experience in the fraternity industry, and Lambda Chi Alpha alumni and staff have worked hard on its development. The 2007 Warren A. Cole Recruitment Institute builds on the concepts of the core educational program, while providing the tools and training to achieve both quality *and* quantity in chapter recruitment efforts. Yes, it is possible to get both.

Excited yet? You should be.

The Fraternity has continued on a course of aggressive expansion over the past year, bringing new colonies and chapters into the Bond by reaching out to new institutions. However, the recruitment success of our current chapters is of the highest importance to the General Fraternity. To that end, Educational Leadership Consultants receive high-end recruitment training from experts in Greek life, business, marketing, and fraternity consulting. The Fraternity also provides unique educational experiences, including this Institute, to help chapters achieve success.

The Warren A. Cole Recruitment Institute was developed based on the 2006 Recruitment Institute at the General Assembly in Orlando, Florida. It was then piloted at three campuses in 2006-2007: Worcester Polytechnic Institute (Pi Zeta), the University of Maine (Beta Zeta), and the George Washington University (Delta-Xi Zeta). I am thankful for the leadership of brothers at those Zetas for bringing this program to their memberships, and helping improve it along the way.

The Cole Recruitment Institute is designed to give you an overview of some of the top recruitment strategies and tools in fraternity life today. The program will help put recruitment in a fresh perspective, and clearly illustrate how chapters can be more successful.

Further, proper recruitment tactics, strategies, and skills for all members are discussed during interactive exercises. To get the most out of this program, keep an open mind and remember that every Zeta has room to improve its recruitment efforts.

Again, thank you for being here and investing in the growth of our Fraternity.

Sincerely in ZAX,

Kaymond Lutzky

Raymond Lutzky Master Steward, Warren A. Cole Recruitment Institute ray@campuspeak.com

1. BE HERE

Let's face it, you need to be here.

The Cole Recruitment Institute was created for your benefit, and will only be successful with your participation. In addition to being on-time for all the sessions and physically present, this also means remaining focused on the topic at hand. Don't waste your brothers' time by being a distraction; activities that disrupt the experiences of other brothers will not be tolerated (and may cause ejection from the program).

2. ASK QUESTIONS

The ultimate goal of this program is to enhance the recruitment of Lambda Chi Alpha chapters across the United States and Canada. This may require clarifying a point, or asking a facilitator to expand on a topic that might be useful for the entire group to hear. In most cases, the question you want to ask is on the tip of another participant's tongue, too. Don't be afraid to find out what you don't know.

3. INTERACT

There will be opportunities throughout the day to work with your chapter brothers to come up with solutions to your common problems. Show respect, get involved, and help your brothers.

Remember, you took an oath to better this Fraternity. Start today.

4. CHANGE

Staying the same is not an option. Lambda Chi Alpha needs new, innovative techniques to reach potential new members, and a strong influx of new associates. Take what you have learned, discuss it with others, and lead the change. The knowledge is only powerful when it's put into action.

Recruitment Resources

Books Related to Fraternity Recruitment:

"Good Guys: The Eight Steps to Limitless Possibility for Fraternity Recruitment" by Matthew Mattson and Joshua Orendi

"Built To Last: Successful Habbits of Visionary Companies" by James C. Collins and Jerry I. Porras

"The Tipping Point: How Little Things Can Make A Big Difference" by Malcolm Gladwell

"The Fall of Advertising & The Rise Of PR" by Al Ries and Laura Ries

"Good To Great: Why Some Companies Make The Leap...And Others Don't" by James C. Collins

"Leading Change" by John P. Kotter

Excellent Independent Consultants for Fraternity Recruitment:

Tip: Fees and honorariums for consultants vary, but often run between \$1,500 and \$4,000 (inclusive of expenses, at times) – usually for a set program or a set number of hours work. Partner with other organizations to make consultants affordable, and work to negotiate with them.

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Review: The Core of Lambda Chi Alpha

If we believe in Lambda Chi Alpha...what do we believe in? (Think about the Creed, Associate Member Ceremony, opening/closing of meetings...)

What are some values that are unique to your Zeta? (Cannot contradict True Brother Core Values on p. 2)

- 1.
- 2.
- 3.

Give an example of an activity or event of your Zeta that exemplifies the values of True Brother, conducted within the last year (see page 2):

Give an example of an activity or event of your Zeta that violates the values of True Brother, conducted within the last year (see page 2):

Intent = Impact

Credible:

The impact that your behavior has on others can be different from what you intend or expect. People respond to you based upon what they perceive about your behavior, **not on what you think they perceive**. As a result, your intent and your impact may be quite different.

How does this relate to recruitment and True Brother?

What is alignment?

Recruitment Self Evaluation

1 to 6 (1=doesn't describe at all, 2=rarely describes, 3=sometimes de- scribes, 4=often describes, 5=mostly describes, 6=totally describes).
My chapter elects a High Delta based on the individuals organizational ability, rather than the individuals' abilities as a recruiter.
My chapter has a written list of potential new members each year that
The High Delta in my chapter always has an update at chapter meeting throughout the year, not just during formal recruitment.
My chapter has posted recruitment goals.
My chapter uses Kappa, Theta, Sigma and other chapter events for recruitment.
My chapter has written expectations for chapter members during recruitment, which are strictly enforced.
My chapter has eligibility standards to join other than the minimal GPA.
My chapter utilizes a team based recruitment structure with at least half the chapter fully participating.
ADD YOUR SCORES FOR A TOTAL:

Please indicate how much each statement describes your Zeta, on a scale of

8 to 16 = You are a colony, a new chapter, or a dying chapter. Time to act.

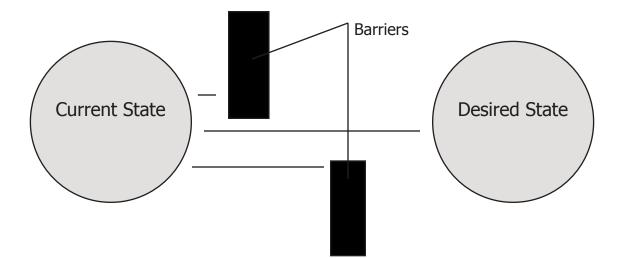
17 to 26 = There are probably some people in your chapter that think you are good at recruitment...but they never show up for recruitment events.

27 to 35 = There are things you do right, there are things you do wrong, but you can improve your strengths and reduce your weaknesses.

36 to 47 = You are a well-oiled recruitment machine, but lack consistency.

48 = Recruitment Nirvana...but you are not a Jedi yet.

From Current State to Desired State



Current State: Lambda Chi Alpha Fraternity needs more members. Desired State: Lambda Chi Alpha Fraternity grows faster and stronger.

What are the barriers? Where is the comfort zone?

List other potential barriers to recruiting potential new members on your campus:

What is a "brand"?

The 5 Key Areas of Successful Brands

THE " WHAT? "
Message:
Simplicity:
THE " HOW"?
Consistency:
Dopitition
Repitition:
THE " WHO"?
Alignment:

List 5 words or phrases to brand True Brother (refer to page 2 for help):

1.			
2.			
3.			
4.			
5.			

"Recruitment By The Numbers"

Never say "Oops" about a member again! This resource was created by David Stollman of CAMPUSPEAK, Inc. Learn more at www.CAMPUSPEAK.com.

B Levels of Recruitment:

- 1. Individual Action
- 2. Chapter Planning
- 3. System Assistance

Understanding Our Market:

Types of College Students

60-80% May Join or Not

TARGET MARKET Most DON'T go through "formal rush." They don't just COME to us!

They often don't join because of stereotypes.

More of them are commuters, transfers, and 1st generation college students.

Most are not new students. They think it is too late to join. We need to go to them!

10-20% Will Never Join

People who simply never join.

The population is much smaller than most think. Only a few people are beyond our reach if we learn to recruit.

Many of our members once said they wouldn't join!

Don't just take someone who wants to be in a fraternity/sorority. Selectively RECRUIT the people you want to call brother/sister!

This data was collected by the North-American Interfraternity Conference.

10-20% Will Always Join

They are the people who typically go through "Formal Rush."

Oftentimes join for the party image of the Fraternity.

Some have friends or family in fraternities or sororities and know what we are really about.

Step 1. Meet Them:

We actually know the majority of the people we should be recruiting. Through natural involvements like athletics, campus events, and even classes, we meet individuals who exemplify our values. Depending on flyers and events to get people to meet you isn't as effective.

Step 2. Make Them Your Friend:

The bonds of brotherhood are based on friendship. Warren Cole had friends with similar ideals who created the Fraternity to be a vehicle to improve our lives. Instead of choosing people we don't know to share our values, ritual and secrets, why not choose our friends? Don't take chances with people who could ruin Brother Cole's vision when they become members.

Step 3. Introduce Them to Your Friends:

The key to recruitment is going from Step 2. to Step 3. Peope will join a Zeta because their friends are members, not look for members of a certain fraternity to be friends with. This does not mean keeping it a "secret" that you are fraternity brothers; but it does require restraint.

Step 4. Introduce Them to Lambda Chi Alpha:

Formal recruitment can fit very well into Step 4. This means we need to recruit people BEFORE they come to events. When they are already our friends the events aren't fake and superficial they are more likely to relax and help recruit themselves.

Step 5. ASK THEM TO JOIN:

Continuously invite great people to join the next new member program scheduled. This doesn't mean waiting until one time every year to distribute bids. Change system-wide rules that are too limiting and unrealistic. They are based on fear and the end result is less Greek unity and lower membership totals. Remember: if you don't ask them to join, how will they ever become members?

(The 5-Step Model of Recruitment is detailed in the North-American Interfraternity Conference's "Right Way to Rush II." Contact NIC for more at www.nicindy.org.)

Five F*n' Ways To Master A Conversation

#1 Family/Friends

How do you know John? How close are you with your family? Who else is on the team? How did you guys meet? How does your family feel about...?

#2 Favorites

I love Tony's Pizza, what do you normally order? Which classes are your favorites? Which sports teams do you follow?

#3 Firsts

What did you think of freshman orientation? How is your first week of classes going? What was your first semester like? What's your first impression of this place?

#4 Fun

I love poker too, how often do you play? What other card games do you know? Where do you guys usually hang out on the week ends? What else are you involved in outside of class?

#5 From

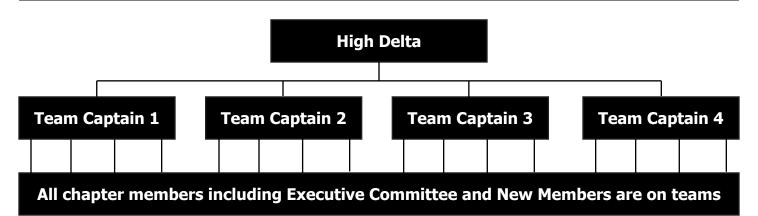
Where are you from? How did you end up here? Where do you live now? How often do you get back to Florida? What was it like growing up in...?

(From the book "Good Guys: The Eight Steps to Limitless Possibility for Fraternity Recruitment" by Matthew Mattson and Joshua Orendi. More at www.phiredup.com.)

Resource developed by David B. Stollman of CAMPUSPEAK, Inc. (www.campuspeak.com)

- Step 1. One Person in Charge: Elect ONE person to be in charge of Recruitment. Must be an Exec level position with a year long term of office. (We're lucky, we have this one!)
- Step 2 Post a "Wish List": The list of people we WISH were members need to be VISIBLE every time we meet. Add phone numbers and e-mail addresses so members can contact them with ease. Names should be added regularly. List should be 3-4 times the size of the current chapter membership.
- Step 3. Bid Discussions Every Meeting: EVERY SINGLE MEETING we need to discuss one or two people on our Wish List. It is a reminder to keep recruiting throughout the entire year, not just at the beginning of each semester.
- Step 4. Posted Goals: Goals for the semester and year must be visible each meeting or they are forgotten. The reminder will continue to spur enthusiasm.
- Step 5. Skills Training: Train your members. Develop their communication skills regularly. Practice makes perfect. They should all know the answers to basic questions and how to handle common concerns with joining.
- Step 6. Include Recruitment in What We Already Do: Recruitment shouldn't be more work. It is merely doing what we normally do, and inviting people to join us. It shouldn't be such hard work or so stressful. At least two chapter events per month should be able to include recruitment. Create a year-long plan on paper!
- Step 7. Written Expectations for All Members: Just as everyone is expected to pay dues and go to meetings, create a recruitment expectation. Each member MUST spend "quality time" with one person on the wish list each and every week. No excuses, no exceptions.
- Step 8. Positive & Negative Incentives: If members are going above and beyond the basic expectation for us all, we need to recognize and reward their efforts. We also need to let members who fall below our expectations know it isn't acceptable through punishments.
- Step 9. Measurable Membership Eligibility Standards: What does it take to be a member? We need to set standards that we are proud of. Standards that clearly reflect our values. These standards should be known on campus. They will reflect well on the chapter that sticks to them.
- Step 10. Pyramiding Resources Team Based Zeta Structure: Use a Recruitment Committee numbering 20% of the chapter. They implement the chapter recruitment plan as a group, they also decide on incentives and who is invited to join. The chapter is broken up into small Teams of about 4-5 members in each. Each of these Teams has a person that was selected because they can be counted on as a leader to be their "Captain" or "Chair." The committee is comprised of the Team Captains.

Team Based Recruiting Structure



These Teams actually recruit together through small group activities with people on the wish list. The chapter Wish List can be divided among the Teams and then rotated periodically as directed by the Committee. This helps members to know all of the people on the Wish List.

The selection of Captains is up to your Zeta. Some chapters will want past officers, some will want emerging leaders. Each chapter should find what works best for them.

Each Team Captain serves on the Recruitment Committee (the total number of Captains equals about 20% of the chapter - this makes each team about 5 members large). Responsibilities as a Team Captain include:

- 1. Making sure that the Team gets together with Wish List people at least once per month.
- 2. Serving on the Committee that decides on positive and negative incentive distribution including both Team and individual incentives.
- 3. Meet as a Committee to decide on new member selection.
- 4. Captains are to solicit opinions from their Team members about membership selection.
- 5. Some chapters may wish to have Team Captains involved in formal rush through designating them in charge of a particular round or event.
- 6. Serve on the Committee which is charged to write and implement the chapter's year-round recruitment plan.

The Executive Committee of the chapter can select, and if needed remove, Team Captains.

What is 20% of your chapter _____ (fill that number of names in below)

List the members of your chapter that will be good team captains:

<u> </u>	0	
	9	
	10	
	11	
	12.	
	13.	
	14.	

Resource developed by David B. Stollman of CAMPUSPEAK, Inc. (www.campuspeak.com) **16**

Chapter Planning

What is a Wish List? How do you create one?

Why is a Wish List so important in recruitment?

What is a "recruitment culture?" Why is it important?

How can meetings be changed to create a recruitment culture?

How can the house (if you have one) be altered to create a recruitment culture?

List 10 activities your Zeta ALREADY does that could include recruitment:

1.	6.
2.	7.
3.	8.
4.	9.
5.	10.

Chapter Planning

How can we make it clear that every member is responsible for their part of the Zeta's recruitment efforts?

What is "reasonable" to expect every member of your Zeta to do each week/month? Write down your expectation for every member:

List 10 possible POSITIVE incentives the chapter could implement. Short Term Long Term

1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

List 10 possible NEGATIVE incentives the chapter could implement, other than fines. **Short Term Long Term**

•
•
•
•

Other questions to consider:

Who should decide on awarding (or penalizing through) incentives? When should incentives be changed / updated? Who should decide on the chapter incentive plan?

Eligibility Standards

What are your Zeta's eligibility standards for potential new members?

What are the community standards for potential new members? (IFC, University, etc.)

What does True Brother say about eligibility standards?

Plan it out. List what you could raise your standards to each semester for the next three years to get to your goal. Steps toward this goal should be both reasonable and ambitious. Start by putting your "ideal" standards in the 6th Semester, and work backwards towards next semester.

6th Semester: (Ideal)

5th Semester:

4th Semester:

3rd Semester:

2nd Semester:

Next Semester:

Ways IFC Can Help (And You Can Help IFC)

Developed by David B. Stollman of CAMPUSPEAK, Inc. (www.campuspeak.com)

Often, the leaders of our Greek Communities are conscientious people who desire success. They want things to improve and work hard to make the system better. Unfortunately, their role in effective recruitment is limited. People join people not a Greek system. Each chapter will succeed or fail because of how well its members recruit. Success is up to the individuals and the chapters. Recruitment is the chapters' job.

Educate

- Teach the right philosophy and practices of recruitment
- Provide workshops on communication skills
- Teach chapters how to recruit year-round
- Includes educational PR campaign aimed at non-Greeks

5.

Evaluation

- Teach chapters how to evaluate their own recruitment efforts
- Evaluate system efforts
- Market research: focus groups, phone & e-mail Surveys
- Get basic info from all who join and those that don't



Opportunities

- New Student Orientation
- Resident Hall Move-Ins
- A welcome back BBQ
- A tutoring program
- Campus-wide service project with other groups
- Co-sponsor events with non-Greek student groups

4.

Expansion

- Have a clear expansion policy
- Seek out new groups to join the community
- Provide assistance to new organizations
- Promote diversity to provide a Greek experience for all students

Basic Rules

- Dry recruitment, not just "Dry Rush"
- No fees or mandatory visitation
- All public events and ads must be in "Good Taste"
- Specify a Bid Period not Bid Day
- Strict enforcement of rules and harsh penalties

Eight Stage Process of Creating Major Change

1. Establishing a Sense of Urgency

- Examining the market and competitive realities
- Identifying crises, potential crises, or great opportunities

2. Creating the Guiding Coalition

- Putting together a group with enough power to lead the change
- Getting the group to work together like a team

3. Developing a Vision and Strategy

- Creating a vision to help direct the change effort
- Developing strategies for achieving that vision

4. Communicating the Change Vision

- Using every vehicle possible to constantly communicate the new vision/strategies
- Having the guiding coalition role model the behavior expected of members

5. Empowering Broad-Based Action

- Getting rid of obstacles
- Changing systems or structures that undermine the change vision
- Encouraging risk-taking and nontraditional ideas, activities, and actions

6. Generating Short-Term Wins

- Planning for visible improvements in performance, or "wins"
- Creating those wins
- Visibly recognizing and rewarding people who made the wins possible

7. Consolidating Gains and Producing More Change

- Using increased credibility to change all systems, structure, and policies that don't fit together and don't fit the transformation vision
- Hiring, promoting, and developing people who can implement the changed vision
- Reinvigorating the process with new projects, themes, and change agents

8. Anchoring New Approaches in the Culture

- Creating better performance through better leadership/more effective management
- Articulating the connections between new behaviors and Zeta success
- Developing means to ensure leadership development and succession

(From the book "Leading Change" by John Kotter)

S.M.A.R.T. Goals

Specific:

Goals must be something that can be described and understood easily by others, finite conditions not general feelings.

Good Example:Attendance at chapter meeting.Bad Example:Participation of members

Measurable:

Quantifiable! Whenever possible use numbers or percentages to mark achievement of the goal. You can't rely on personal opinion.

Good Example: Bad Example:

80% of members attend chapter meetings. More members attend...

Attainable:

Is the goal realistic? Goals should be a stretch to obtain but not impossible to achieve. Members will work toward what they believe they can achieve and are not inspired by boring, easy goals.

Good Example:10% Increase from the prior semesterBad Example:100% of members attend every meeting

Righteous:

Is the goal the right thing to do? Goals should be aligned with the True Brother Core Values and move it toward the core purpose.

Good Example:Inform potential members of all membership requirementsBad Example:Trick as many people as possible to join, hope they stick around

Time-Oriented:

Goals must have an end date when they are due. Creating a sense of urgency will push members to work harder. How else will you know when to check performance?

Good Example: January 1st Bad Example: Winter

S.M.A.R.T. Goal:

Good Example:	Our Zeta will collect 100% of dues by September 30th.
Bad Example:	Our Zeta will get all members to pay dues on time.
Good Example:	Our Zeta will conduct two service events by January 1st with at least 80% of membership in attendance
Bad Example:	Our Zeta will get more members involved in service projects.

About Warren A. Cole (Boston 1912)

Selections from an article by Brother Mike Raymond (Ohio 1967) in the December, 2006 Cross & Crescent.

Warren A. Cole (Boston 1912) was born in Swansea, Massachussets on November 15, 1889. While Cole may have spent most of his life within a 50-mile radius of his birthplace, he did manage to create an international fraternity that has initiated more than a quarter million members who are scattered throughout the world.

In 1969, Cole's daughter, Irma Cole Pollard, stated that the family could boast of a former lieutenant governor of Rhode Island, Massachusetts Congressman Major Everett Horton, and Hugh Cole, the first selectman of Swansea, Massachusetts.

Cole graduated from Durfee High School in 1908. After graduation, a year of work, and a few weeks as a student at Brown University, he entered the law school at Boston University.

It appears that the idea of creating a college fraternity was on Cole's mind from the start of his education at Boston University. The genesis of Lambda Chi Alpha Fraternity is surrounded by differing stories, interpretation of facts, time lines, and an underlying controversy that has not been resolved to this day. Without question it is a story worthy of its own telling at another time.

Founder Cole graduated from Boston University with a Bachelor of Law degree in 1912. He then set about the work of building out Lambda Chi Alpha into an international fraternity.

Cole made remarkable contributions to the development and growth of Lambda Chi Alpha in its earliest days. He served as either Grand High Archon or Grand High Alpha from its beginning to the end of the historic Ann Arbor Assembly in January 1920.

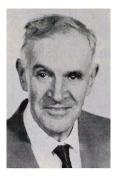
In addition to holding Lambda Chi Alpha's highest office, he was the administrative and traveling secretary, and the editor and treasurer of the Purple, Green, and Gold Magazine throughout World War I. During his tenure in office, the Fraternity grew to 53 functioning chapters.

Cole held many different jobs during his lifetime such as store owner, jewelry salesman, employee of the Brown University Student Union, member of the Massachusetts Highway Commission, insurance salesman, and Pinkerton detective.

Throughout his life, Cole was an energetic and involved fraternity man. Like many adult men of his day, he was a "joiner." In addition to founding Lambda Chi Alpha, he was Grand Chancellor of the Rhode Island Knights of Pythias and a better than 50-year member of the Pioneer Masonic Lodge in Somerset, Massachusetts, the Patrons of Husbandry (Grange), and the Loyal Order of Moose.

Although Cole resigned shortly after the Ann Arbor Assembly, he was reinstated by the Grand High Zeta in 1957. In 1959, he was the honored guest at the 50th Anniversary observance of the founding of Alpha Zeta in Boston.

Cole died on December 29, 1968, at Truesdale Hospital in Fall River, Massachusetts. His immediate cause of death was attributed to cerebral arteriosclerosis. Funeral services were conducted by the Rev. Allen Webster Joslin, the Rector of Christ Episcopal Church in Swansea, Massachusetts, on January 1, 1969.



OUR FOUNDER

Cole was buried at the ancestral birthplace of his mother near Swansea, Mass.