

AN ADAPTATION

CHAPTER ASSESSMENT AND PLANNING SESSION (CAPS)

Address:

Alpha Phi Omega
1441 East 104th Street, Ste. 105
Kansas City, MO 64131

816.373.8667

chapter_services@apo.org

www.apo.org



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This guide provides techniques and worksheets designed to help make your chapter's assessment and planning session more meaningful and achievable - in person and online! To compliment this planning session, your chapter can utilize the Chapter Continuity Planning Guide and explore how your chapter can achieve success.

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UNDERSTANDING THE CHAPTER ASSESSMENT & PLANNING SESSION

WHAT IS CAPS?

The Chapter Assessment and Planning Session (CAPS) is a tool to help the chapter identify its goals and begin to plan its program for the coming year, based on an assessment of the past year. It is not designed to be a comprehensive, point-by-point analysis of chapter operations. It is also not designed to plan every activity or to set the calendar in stone for the coming year. However, it should identify areas the chapter wants to improve and key events and activities the chapter wants to see happen.

The end result of a CAPS is documentation of goals and desires in a form that will help the chapter officers develop and implement plans for the coming year in a manner that represents what the chapter sees as most important. Now more than ever, your chapter can utilize this time to navigate operations virtually, in-person or from a distance for the upcoming term.

In a virtual setting, all attendees should have access to the software used for the meeting - like Zoom or Google Meet - at least one week prior to the date of CAPS. Contact your regional chair for access to a premium Zoom account.

WHEN TO HOLD CAPS

Ideally, the CAPS should be held around a time when there is a natural breakpoint in chapter operations - a time that allows for both reflection and planning. While this usually takes place before breaks in the academic schedule, the chapter can work toward organizational goals during the summer and prepare for the upcoming term. Remember to host CAPS with enough time to effectively goal set before the next term begins.

WHO SHOULD ATTEND?

The CAPS is intended as a meeting for the entire chapter. At minimum, chapter officers and other chapter leaders should attend. It is recommended that chapter advisors attend also, if possible. Keep in mind, the greater the number of participants during this planning session, the more likely the results will be representative of the chapter at large.

To ensure as many members can attend as possible, coordinate a meeting time and place that considers differences in time zones and technological capabilities as chapter members may be located miles apart.

TOP 5 ESSENTIAL FUNCTIONS OF CAPS

1. TO REVIEW CURRENT CHAPTER OPERATIONS
2. TO HELP UNIFY THE CHAPTER AND GATHER INPUT FROM MULTIPLE PERSPECTIVES
3. TO SET NEW GOALS FOR THE UPCOMING YEAR
4. TO EVALUATE HOW WELL THE CHAPTER HAS MET ITS GOALS
5. TO MOTIVATE THE MEMBERS TO GET THE JOB DONE

CAPS PROCEDURES

METHODOLOGY

Hosting meetings in a different space means changing the way in which interactions happen between brothers. And while the ways in which information is shared is at the chapter's discretion, the following ideas may help your chapter make the most out of this virtual planning session:

- Establish clear expectations for all facilitators and attendees
- Create an agenda that clearly outlines the plan for the session
- Consider adding a visual element to the meeting to help brothers follow along throughout
- Utilize tips from the Virtual Chapter Meetings webinar to help coordinate this planning session
- Distribute planning materials to attendees before the session begins
- Prepare officers with questions to ask members relating to their position and what can be improved
- Ask members to complete the How Does Your Chapter Rate Worksheet prior to the CAPS so feedback can be shared during the planning session. This may not apply for smaller groups.
- Breakout into small groups (by committee or otherwise) to discuss ideas further and narrow down goals

PREPARING FOR THE SESSION

Every chapter tackles the CAPS in its own way. Even when the CAPS is completed virtually, there are no limits to the ways in which brothers can work together and bring ideas to the table that create a healthier, happier chapter. Whether in person or virtual, preparing for a meeting or event can make the difference between a fruitful meeting and an ineffective meeting. As leaders, let's strive to plan and prepare as best we can!

As mentioned previously, the first step to a successful virtual CAPS is narrowing down the date, time and location that works best for members near and far. Creating a group poll on the APO Mobile Resource App can help chapter leaders narrow down those details based on feedback from the general membership.

With the date, time and location set, your chapter can begin preparing items like material(s) completed by brothers before the meeting (if needed); a cohesive agenda to help conversations stay on track; expectations so everyone can be involved. Refer back to the methodology ideas if your chapter needs to explore other avenues of preparing for a successful CAPS.

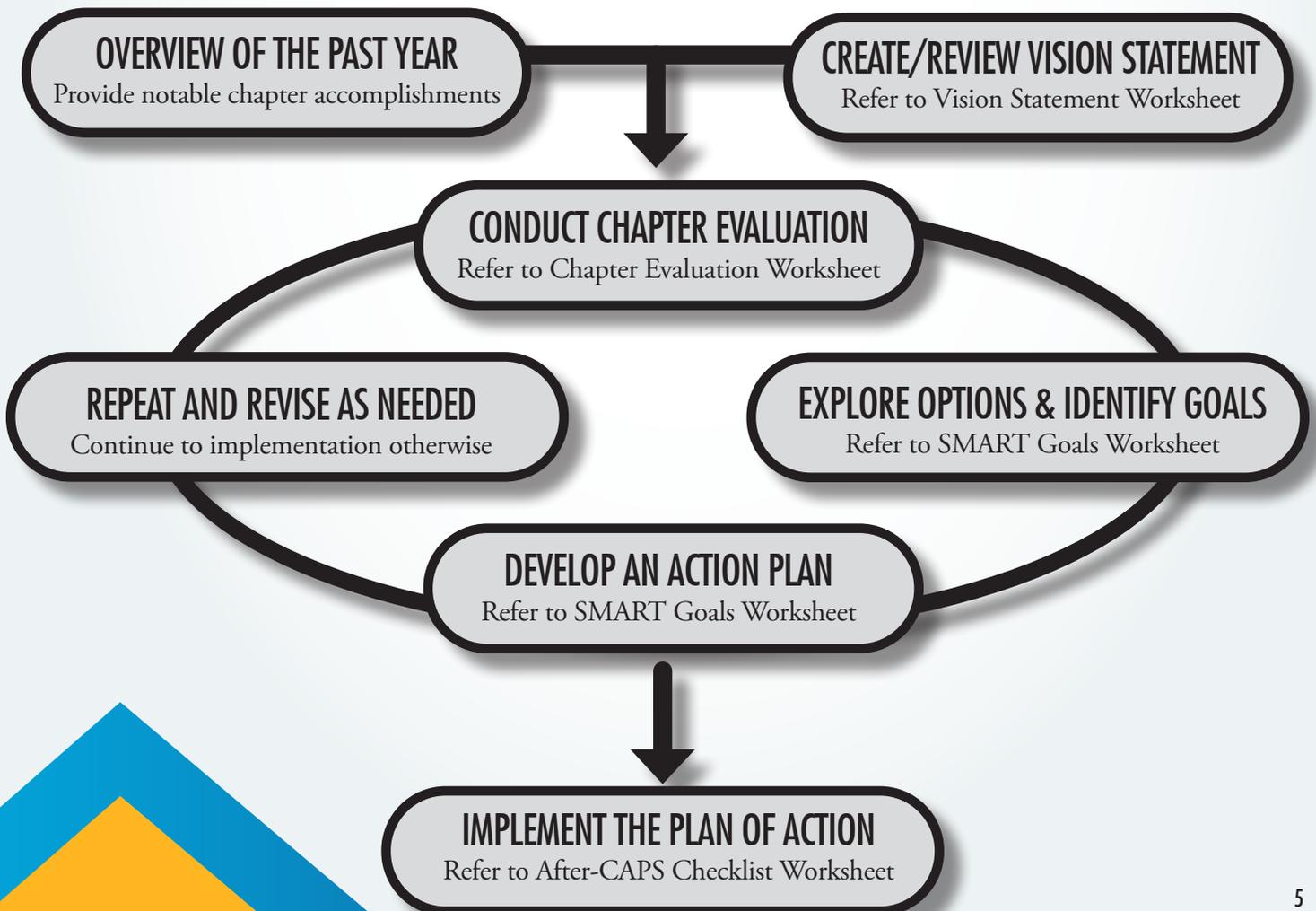
Once your chapter has mapped out the approach to CAPS, take time to review the recommended process for conducting your chapter's planning session.

THE PROCESS

It will serve you and the other members of the chapter well to think of planning as a cycle, not a straight through process. Approaching planning as a cycle will help the chapter to ensure that plans are fully considered, well-focused, flexible, practical and effective. It will also provide an opportunity to evaluate and learn from any challenges that occur and then feed this information back into future planning and decision-making.

The CAPS should begin with a welcome and introduction by the chapter president before proceeding with the steps below. Additionally, the steps below are recommended to obtain the best results; however, they can be customized to fit the needs of your chapter.

To better understand how this process might look for your chapter, refer to the sample agendas found in the Appendix of this resource.



SAMPLE AGENDAS

When creating an agenda, keep in mind the chapter's objectives for this assessment and planning session. Ask questions like: "What does the chapter hope to accomplish?" and, "How can this session motivate the chapter to achieve more?"

To help create an agenda for your chapter's unique CAPS, check out the sample agendas below!

RECOMMENDED FOR UP TO 50 MEMBERS

1. Welcome and Introduction (5 min)
2. Overview of the past year (15 min)
 - a. Membership stats
 - b. Goals achieved
3. Complete How Does Your Chapter Rate Worksheet (20 min)
4. Establish mission statement as a chapter (15 min)
5. Target two areas of growth identified in the worksheet and complete the following for those areas (30-45 min):
 - a. Chapter evaluation
 - b. Explore ideas and identify goals
 - c. Develop a plan
6. Break time! (5-10 min)
7. Debrief SMART goals (20 min)
 - a. How do these goals support our vision?
 - b. Discuss and ask more questions, as needed
8. Review After CAPS Checklist (15 min)
9. Adjourn meeting

RECOMMENDED FOR 50+ MEMBERS

1. Welcome and Introduction (5 min)
2. Overview of the past year (20 min)
 - a. Membership stats
 - b. Goals achieved
3. Review results of How Does Your Chapter Rate Worksheet (10 min)
4. Establish vision statement as a chapter (20 min)
5. Break time! (5-10 min)
6. Breakout sessions (30-45 min) to complete the following based on desired program areas:
 - a. Chapter evaluation
 - b. Explore ideas and identify goals
 - c. Develop a plan
7. Break time! (10-20 min)
8. Re-group and debrief SMART goals (30 min)
 - a. How do these goals support our vision?
 - b. Discuss and ask more questions, as needed
9. Review After CAPS Checklist (20 min)
10. Adjourn meeting

* Estimated timeframes can be adjusted as needed.

GOAL-SETTING GUIDELINES

WHAT IS A GOAL?

A goal is a milestone to be achieved. Goal setting is a method of developing a plan to meet objectives as a chapter and your responsibilities as a leader. A goal is more effective when stated in terms that follow the SMART approach:

Specific
Measurable
Attainable
Relevant
Timely

Generally, goal setting means that you have a plan for the chapter and your term in office. This plan will, if developed properly, be the core around which you and your fellow officers will work as a team and will enable you to build greater unity within the chapter. Some of the benefits are:

- Better leadership results
- Improved communication
- Improved decision-making
- Framework upon which to build motivation
- Improved commitment through participation
- Better use of organization - responsibilities clarified for better delegation
- Identification of problem areas
- Increased creativity and innovation

ASSESSING PROGRESS

How can SMART goals be used to assess progress? By making SMART goals SMARTER! Doing so will help your chapter set more effective goals and will help maintain continuity, even after you leave office. To accomplish this, SMART goals should also add steps to evaluate and revise.

Evaluate
Revise

The evaluate and revise section of the SMARTER goal setting process is the evaluation of the progress in between the annual Chapter Assessment and Planning Sessions. The chapter's progress should be regularly reviewed and adjustments made as appropriate.

The SMARTER Goals Worksheet found in the Appendix should be used during the CAPS to stay on track with creating tangible goals for the chapter.

CAPS

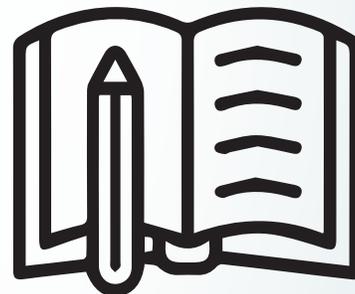
FOLLOW-UP & REPORTING

FOLLOW-UP

After the CAPS has ended and all the notes, worksheets and plans are compiled in one place, it's important to share the final outcome with the entire chapter - not just those who attended. This can be easily achieved by re-capping the work done during CAPS at the next chapter meeting. Don't forget to keep advisors in the loop, too. If your chapter hasn't navigated online file storage yet, consider signing up for online file storage software like Microsoft DropBox or Google Drive to share files seamlessly. Through your school, you may already have access to these handy tools so connect with a campus administrator to look into your options. After all, the hard work done during the CAPS will only serve the chapter if all members are on the same page and working to achieve the same goals.

While the work done during a CAPS typically covers chapter goals for the year, consider hosting a mid-year review. This will be a chance for the chapter to assess progress toward goals and make any necessary modifications to continue to fulfill the vision established during the planning session. A mid-year review can be as simple as adding an extra 30 minutes to a virtual chapter meeting to check in on the chapter's progress.

Lastly, the chapter should utilize the After CAPS Checklist - found in the Appendix of this guide - to stay on track throughout the year.



REPORTING

Whether your chapter is operating virtually or in-person, sharing the details of your chapter's CAPS is done online. Following the completed CAPS, the results should be reported on the Officer Portal. Officers can access the reporting form by logging into the OP at <https://op.apo.org>, and visiting the Forms tab to find the form titled "Chapter Assessment and Planning Session - Step 1." On this form, officers will complete information about their CAPS: how many members were in attendance, what was the most valued part of the session, etc. Once all required information is completed, submit the form.

Once Step 1 is submitted, the form titled "Chapter Action Plan: Smart Goal - Step 2" will become available in the Forms area of Officer Portal. On this form, officers should report on a SMART goal, including what action steps will be taken to achieve this goal. While chapters can submit more than one SMART goal, at least one goal must be submitted in order to qualify for the Chapter of Excellence Award.

THE APPENDIX



WORKSHEET

HOW DOES YOUR CHAPTER RATE?

Take time to reflect on your experience as a member by rating the following questions as scenarios and situations you have experienced, sometimes experience or do not experience within the chapter.

THE RATING SCALE

- 0 - No
- 1 - Sometimes
- 2 - Yes

QUESTIONS TO ASK

- _____ Do chapter meetings start and adjourn on time?
- _____ Does the executive committee prepare major discussion topics and handle routine business?
- _____ Do chapter meetings follow a carefully prepared agenda?
- _____ Are diverse programs offered regularly?
- _____ Does the executive committee meet regularly?
- _____ Is an annual budget prepared and used?
- _____ Is a monthly financial statement submitted to the chapter?
- _____ Are appropriate fees paid to the Fraternity on time?
- _____ Does chapter programming include campus, community, Scouting and national projects?
- _____ Do most members perform at least 10 hours of service per term?
- _____ Do members utilize the Fraternity's digital resources?
- _____ Is the pledging program proposed to and approved by the chapter?
- _____ Is the progress of all pledges reviewed regularly?
- _____ Does the chapter conduct a year-round recruiting program?
- _____ Does the chapter follow up on inactive members?
- _____ Does the chapter have 25 active members?
- _____ Do your chapter officers attend sectional, regional and national activities?
- _____ Are non-officers encouraged to attend sectional, regional and national activities?
- _____ Does your chapter host or attend one inter-chapter activity a year?
- _____ Does the chapter publish a newsletter regularly?
- _____ Are chapter activities and information shared through social media?
- _____ Does your chapter participate in the APO LEADS Program?
- _____ Does your chapter interact with its alumni in meaningful ways?
- _____ Does your chapter properly prepare and conduct meaningful ceremonies?
- _____ Does your chapter strive to maintain a strong relationship with your school's administration?

WORKSHEET

VISION STATEMENT

UNDERSTANDING VISION

Warren Bennis and Bert Nanus examined the lives of 90 leaders and found that one of their key strategies was “attention through vision.” Bennis and Nanus said, “To choose a direction, a leader must first have developed a mental image of a possible and desirable future state of the organization.” A vision statement translates this mental image into a view of a realistic, credible, attractive future for an organization - a condition that is better in some important ways than that now exists. A vision describes what is unique about the chapter and sets forth a road map and standard of excellence that clarifies what the chapter wants to be and where it wants to go.

SAMPLE VISION STATEMENTS

DISNEY: “We create happiness by providing the finest in entertainment for people of all ages, everywhere.”

CATERPILLAR: “An admired global leader making progress possible.”

APO: “To be recognized as the premier, inclusive, campus-based leadership development organization through the provision of service to others and the creation of community.”

YOUR CHAPTER'S VISION STATEMENT

ONE YEAR FROM NOW:

WORKSHEET

CHAPTER EVALUATION

Discuss the various areas of chapter operations. Each item discussed should be categorized below, identifying which areas the chapter will continue as is, work to improve or eliminate. Items needing improvement can be expanded upon in the SMARTER Goals Worksheet.

CONTINUE

IMPROVE

ELIMINATE

AREAS TO CONSIDER

- Leadership programming
- Friendship programming
- Service programming
- Inter-chapter relations
- Administrative processes
- Recruitment practices
- Retention strategies
- Officer transition
- New member education
- Public relations and marketing
- Bylaws and governing documents
- Local, sectional, regional and national engagement

WORKSHEET

SMARTER GOALS

AREA THE GOAL WILL ADDRESS

MEMBER/OFFICER RESPONSIBLE

CHAPTER GOAL STATEMENT

SMART GOAL EXAMPLES

SERVICE: We will increase service programs by adding two off-campus projects this year.

FISCAL: The treasurer, with the help of the executive committee, will prepare a budget and submit it by September 15 for the approval of the chapter.

MEMBERSHIP: We will contact every member who misses two consecutive meetings.

NATIONAL PARTICIPATION: We will establish a travel fund for National Convention and will allocate \$300 per semester to that fund.

AFTER CAPS CHECKLIST

Just as important as the CAPS is, so is following through with the chapter's plans to improvise, innovate and excel. Through developing an after CAPS plan, your chapter can be sure the hard work and time dedicated to planning the upcoming term or year pays off.

Utilize the checklist below to help your chapter stay on track with recommended follow-up items and an area to add items unique to your chapter.

COMPILE AND DISTRIBUTE CAPS SUMMARY

- Chapter vision statement
- Chapter evaluation summary
- Results from How Does Your Chapter Rate Worksheet
- Goals established

TARGET DATE: _____ WHO IS RESPONSIBLE: _____

EXECUTIVE COMMITTEE MEMBERS PREPARE ACTION PLAN FOR THEIR PROGRAM AREA

TARGET DATE: _____ WHO IS RESPONSIBLE: _____

PLAN SHARED WITH CHAPTER AND PUT INTO ACTION FOR UPCOMING YEAR

TARGET DATE: _____ WHO IS RESPONSIBLE: _____

TARGET DATE: _____ WHO IS RESPONSIBLE: _____

TARGET DATE: _____ WHO IS RESPONSIBLE: _____

TARGET DATE: _____ WHO IS RESPONSIBLE: _____