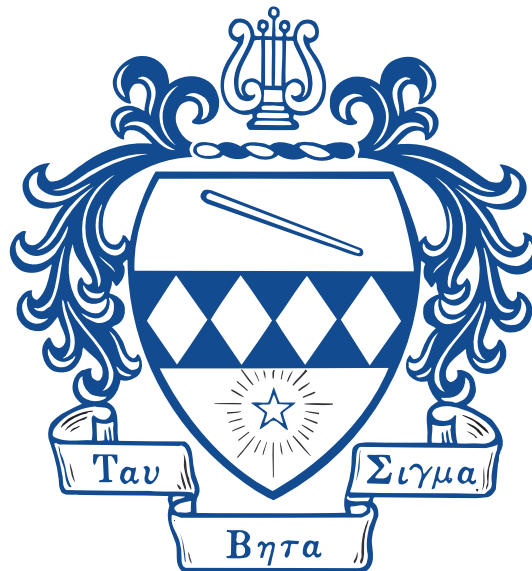


OFFICIAL

SPONSOR & DIRECTOR OF BANDS SUPPORT GUIDE

SUPPORTING HEALTHY CHAPTERS, DEVELOPING
STUDENT LEADERS, AND STRENGTHENING
COLLEGIATE BANDS



TAU BETA SIGMA NATIONAL HONORARY BAND SORORITY
2026-2027 EDITION

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WELCOME

Thank you for serving as a Chapter Sponsor or Director of Bands (DOB) for a Tau Beta Sigma Chapter.

Strong Chapters are led by collegiate members and strengthened through meaningful relationships with those who advise, support, and hold them accountable. Chapter Sponsors and DOBs provide perspective, institutional knowledge, continuity, guidance, and connection to the band programs our Chapters exist to serve.

Tau Beta Sigma Chapters should provide members with meaningful opportunities to make decisions, solve problems, lead projects, learn from challenges, and grow as leaders. At the same time, student leadership does not mean students should be expected to navigate every challenge alone.

Sponsors and DOBs help create the environment in which student leadership can succeed.

**Student-led does not mean unsupported.
Advisor-supported does not mean advisor-run.**

Your role is not to conduct every meeting, complete Chapter paperwork, manage every project, or resolve every disagreement. Your role is to stay appropriately connected, ask thoughtful questions, provide guidance, verify important responsibilities, maintain accountability, and become more directly involved when circumstances require it.

This guide is designed to help you do that work intentionally.

ABOUT THIS GUIDE

The *Chapter Sponsor & Director of Bands Support Guide* is an onboarding and ongoing reference for adults who advise and oversee Tau Beta Sigma Chapters.

It does **not** replace the *Chapter Operations (ChOps) Guidebook*. ChOps remains the primary operational resource for Chapter officers and members and contains detailed procedures, expectations, templates, and resources related to paperwork, officer responsibilities, Membership Education, service, finances, governance, policies, and other Chapter operations. ChOps specifically encourages newly installed officers to review its contents together with their Sponsor and/or DOB.

This guide focuses instead on the advisor perspective:

- What should I know?
- How involved should I be?
- What questions should I ask?
- How do I maintain accountability without taking over?
- How do I recognize when the Chapter needs more support?

Throughout this guide, **Go Deeper in ChOps** references direct readers to detailed procedures and resources rather than duplicating them here.



QUICK RESOURCES

Chapter Operations Guidebook

www.tbsigma.org/wp-content/uploads/2026/08/TBS-CHOPS-Guidebook-2026.pdf

Tau Beta Sigma National Constitution

www.tbsigma.org/wp-content/uploads/2025/10/2025-TBS-National-Constitution.pdf

Tau Beta Sigma Policies

www.tbsigma.org/policies

Overture Membership Education Resources

www.tbsigma.org/overture

National Programs Guide

www.tbsigma.org/wp-content/uploads/2026/08/National-Programs-Guide.pdf

Chapter Budget & Ledger Template

[View Only Copy of Template](#) | [Make a Copy](#) | [Example Filled Through November](#)

Chapter Constitution Template

[View Only Copy of Template](#)

Officer Transition Template

[Make a Copy](#)

Chapter Assistance Request Form

www.kkyltbs.org/chapter-assistance

National Council

council@tbsigma.org

Membership Education

overture@tbsigma.org

District Counselors

www.tbsigma.org/district-counselors

Chapter Visitation Associates

www.tbsigma.org/cva

NEWLY APPOINTED? START HERE.

You do not need to learn every detail of Tau Beta Sigma Chapter operations before you can effectively support your Chapter. Start with these six steps.

1. MEET WITH CHAPTER LEADERSHIP

Schedule an introductory conversation with the Chapter President and, when helpful, the Executive Board.

Ask:

- What is going well in the Chapter right now?
- What are your major goals this year?
- What challenges are you already aware of?
- What does membership look like this year and next?
- What do you need from me?
- What should I understand about how this Chapter currently operates?

You are beginning a relationship, not conducting an inspection.

2. ESTABLISH THE SPONSOR–DOB PARTNERSHIP

If the Sponsor and DOB are different people, discuss how you will work together.

Clarify:

- Who will communicate most frequently with Chapter officers?
- How will significant Chapter concerns be shared?
- What activities should the DOB know about in advance?
- How will paperwork review and approval occur?
- How often will the Sponsor and DOB check in with one another?

If you serve as both Sponsor and DOB, intentionally consider both the **advising needs of the students** and the **needs and responsibilities of the band program**.

3. KNOW THE ESSENTIAL RESOURCES

You do not need to memorize them.

You should know where to find them.

At minimum, locate:

- [Chapter Operations Guidebook](#)
- [Tau Beta Sigma National Constitution](#)
- [Tau Beta Sigma Policies](#)
- [Overture Membership Education Resources](#)
- Chapter Constitution
- Current Chapter Budget and Ledger
- District Counselor and Chapter Visitation Associate contact information



4. UNDERSTAND WHAT REQUIRES YOUR ATTENTION

You should quickly become familiar with:

- Chapter membership and future sustainability
- National paperwork and approvals
- Recruitment and Membership Education
- Financial condition
- Service to the band program (e.g. regular support tasks, major events, etc.)
- Chapter leadership and officer transition
- Significant member, policy, safety, or conduct concerns

You do not need to manage these areas.

You should know enough to recognize when something deserves attention.

5. ESTABLISH COMMUNICATION EXPECTATIONS

Agree with Chapter leadership on:

- How often you will check in.
- How officers should contact you.
- How much lead time you expect for approvals.
- What types of concerns should be communicated immediately.
- What information you expect to receive regularly.

A useful shared expectation is: **No one should be surprised by a significant Chapter problem.**

6. COMPLETE THE CHAPTER HEALTH DASHBOARD

Within your first semester, complete the Chapter Health Dashboard with Chapter leadership.

Do not worry about whether every area is “Green.”

The purpose is to establish a shared understanding of where the Chapter is strong, where attention may be needed, and where your support can be most useful.

Chapter Health Dashboard - [Template](#) | [Create a Copy](#)

For more information and guidance for the first 30 days as a Sponsor/DOB, please see the New Sponsor/DOB First 30 Days Resource.

New Sponsor/DOB First 30 Days Resource - [Template](#) | [Create a Copy](#)

THE SPONSOR–DIRECTOR OF BANDS PARTNERSHIP

Tau Beta Sigma Chapters operate within several interconnected communities: the National Sorority, the college or university, and the collegiate band program they serve.

The Sponsor and DOB help Chapter members successfully navigate all three.

Under the National Constitution, the Chapter operates under the **supreme authority of the DOB**. The DOB is responsible for governing and monitoring the activities and affairs of the Chapter and may appoint an individual to serve as Chapter Sponsor. The Sponsor's authority is recognized by the National Council, while ultimate authority remains with the DOB. Both are ex officio members of Chapter committees.

DIRECTOR OF BANDS

The DOB provides ultimate local oversight of the Chapter and an essential connection between Tau Beta Sigma and the band program it serves.

That does not mean managing daily Chapter business. ChOps specifically notes that Directors do not need to attend every meeting or Ritual, but regular involvement and communication with Chapter leadership are important.

The DOB should maintain sufficient awareness to understand:

- Whether the Chapter is healthy and functioning effectively.
- How its activities support the band program.
- Whether significant operational, financial, membership, or conduct concerns exist.
- Whether required responsibilities and approvals are being completed.
- Whether the Chapter appears sustainable over time.

The DOB also provides an important voice in answering one of the Chapter's most fundamental questions: **What does our band need from Tau Beta Sigma?**



CHAPTER SPONSOR

The Chapter Sponsor is appointed by the DOB and serves as a liaison between the Chapter and university music/band faculty. The Sponsor advises members regarding Chapter operations and activities and should understand applicable university requirements and National Sorority policies.

Sponsors frequently have more regular contact with Chapter leaders and may provide continuity as collegiate officers change.

Effective Sponsors help student leaders:

- Understand expectations.
- Think through decisions.
- Navigate challenges.
- Develop leadership skills.
- Maintain accountability.
- Connect with resources.
- Recognize when additional support is needed.

SHARED RESPONSIBILITY

The Sponsor and DOB should not be understood as the Chapter's "support person" and "authority person."

Both advise.

Both coach.

Both maintain accountability.

Both verify important responsibilities.

Both may need to intervene.

ChOps identifies shared Sponsor/DOB responsibilities including attending Chapter functions, working with officers, maintaining awareness of activities, reviewing financial statements, reviewing paperwork and the Membership Education Plan, participating in Membership Education oversight, and assisting with Chapter goals.

The important structural distinction is that the **DOB retains ultimate authority over the Chapter.**

How responsibilities are divided locally can - and should - reflect the individuals, campus environment, and needs of the Chapter.

WHEN ONE PERSON SERVES IN BOTH ROLES

At some institutions, the DOB also serves directly as Chapter Sponsor.

In those circumstances, one individual fulfills both functions.

It may be useful to intentionally approach situations from two perspectives:

As DOB

- What does the band program need?
- Is the Chapter meeting appropriate expectations?
- Are there institutional, operational, or long-term concerns requiring attention?

As Chapter Sponsor

- What do these students need in order to learn, make sound decisions, address challenges, and grow as leaders?

Maintaining both perspectives can prevent two extremes: becoming so involved that students have little room to lead, or becoming so removed that important Chapter concerns go unnoticed.

When the same individual serves in both roles, relationships with the District Counselors and Chapter Visitation Associate become particularly valuable sources of outside perspective and support.



THE TAU BETA SIGMA ADVISING MODEL

ASK » COACH » VERIFY » INTERVENE (ACVI)

An advisor knows that no two situations are exactly alike. Effective advising requires balancing student leadership with appropriate guidance, adjusting involvement based on the circumstances rather than following a single prescribed approach. ACVI provides a practical framework for making those decisions.

The guiding question is simple:

What level of involvement provides students the greatest appropriate opportunity to lead while ensuring the Chapter, its members, and the band program remain healthy, safe, and successful?

ASK

Help students understand the situation before providing the solution.

Most routine Chapter business should begin here.

Questions encourage students to assess situations, find relevant information, consider options, and take ownership.

Try asking:

- What are you trying to accomplish?
- What do you understand the expectation to be?
- Who owns the next step?
- What have you already tried?
- What resources have you consulted?
- What options have you considered?
- What support do you need from me?

Asking questions does not mean withholding information students genuinely need. It means creating room for students to exercise leadership before the advisor assumes responsibility.

COACH

Help students strengthen their plan, decision, or approach.

Students may understand what is happening but need perspective, context, or assistance thinking through next steps.

Coaching might include:

- Helping identify options.
- Interpreting policies or processes.
- Challenging assumptions.
- Preparing for a difficult conversation.
- Helping establish priorities.
- Discussing consequences.
- Connecting students with another resource.
- Sharing relevant institutional history.

The goal is not simply to solve today's problem.

Good coaching helps students become better prepared for tomorrow.

VERIFY

Confirm that important responsibilities were actually completed.

Accountability requires follow-through.

Verification might include:

- Reviewing an updated budget or ledger.
- Confirming paperwork reached final completion.
- Checking that the approved Membership Education Plan is in place.
- Following up on an agreed-upon action.
- Confirming that officer transition occurred.
- Revisiting a concern discussed previously.

For National paperwork specifically, ChOps notes that a transaction is not complete until it is listed as **Transaction Completed**.

Verification is not micromanagement.

It communicates that commitments matter.



INTERVENE

Become more directly involved when the situation exceeds appropriate student-led problem solving.

Some circumstances should not be left entirely to collegiate members to resolve.

Intervention may be appropriate when concerns involve:

- Health or safety
- Hazing or prohibited conduct
- Discrimination or retaliation
- Sexual misconduct or serious interpersonal harm
- Significant financial irregularities
- Serious Membership Education concerns
- Major policy violations
- Legal or contractual matters
- Serious member disciplinary matters
- Threats to Chapter viability
- Significant harm to the band program

Tau Beta Sigma maintains policies addressing many of these areas, including hazing, discrimination, alcohol and controlled substances, human dignity, retaliation, sexual misconduct, assault and battery, and Membership Education.

Intervention does not always mean personally resolving the situation.

It may mean pausing an activity, documenting a concern, involving the DOB, engaging a campus resource, or seeking District or National assistance.

WHAT HEALTHY ENGAGEMENT LOOKS LIKE

There is no single advising model appropriate for every Tau Beta Sigma Chapter.

A small Chapter rebuilding its membership may require more frequent involvement than a larger Chapter with experienced leaders and effective systems.

The goal is not a particular number of meetings.

The goal is:

- Appropriate awareness.
- Consistent communication.
- Timely support.

A useful advising rhythm may include:

Timing	Focus
Ongoing	Remain accessible and aware of significant activities or concerns.
Monthly	Brief check-in with the President and/or Executive Board.
Each Semester	Review overall Chapter health using the Chapter Health Dashboard.
During Membership Education	Maintain awareness of recruitment, the approved MEP, candidate experience, and significant activities.
During Officer Transition	Verify that responsibilities, records, access, and institutional knowledge transfer.
Annually	Discuss long-term Chapter sustainability, band needs, membership, finances, governance, and future priorities.
As Needed	Increase involvement when an area requires additional coaching, accountability, or intervention.

This is an advising practice - not an additional National reporting requirement.

THE CHAPTER HEALTH DASHBOARD

A Chapter can be meeting deadlines while still struggling.

It can also experience challenges without being unhealthy.

The Chapter Health Dashboard gives Sponsors, DOBs, and student leaders a broader way to discuss how the Chapter is doing.

The six areas are:

- Membership
- Operations
- Finances
- Service & Band Connection
- Culture & Member Experience
- Leadership & Continuity

The Dashboard should be used at least once each semester or whenever a more comprehensive Chapter conversation would be valuable.

Assessment

GREEN - STRONG / ON TRACK

Current practices are generally effective. Continue and build upon them.

YELLOW - NEEDS ATTENTION

An emerging concern or pattern requires action and follow-up.

RED - NEEDS SUPPORT

A significant concern may affect Chapter health, compliance, member experience, or sustainability. Additional support should be considered.

I DON'T KNOW

More information or conversation is necessary before the area can be assessed.

The most important part of the Dashboard is not the color.

It is what happens next.

- Green → Ask what is working and how to build upon it.
- Yellow → Ask + Coach toward an action plan.
- Red → Coach + Verify and determine whether Intervention or additional support is required.
- I Don't Know → Ask until the Chapter can develop a clearer picture.

The complete Chapter Health Dashboard is available as a standalone working resource and includes guiding questions, space for discussion and reflection, and action-planning prompts for each area.

Chapter Health Dashboard - [Template](#) | [Create a Copy](#)

WHAT SHOULD YOU GENERALLY KNOW?

Sponsors and DOBs do not need to know every detail of Chapter operations.

At nearly any point in the academic year, however, you should generally be able to answer the following:

Area	You Should Generally Know...
Leadership	Who the officers are and whether they are functioning effectively.
Membership	Approximately how many members the Chapter has and whether future membership appears sustainable.
Recruitment	Whether recruitment/Membership Education is occurring and whether required plans have been approved.
Finances	Whether accurate records exist and whether the Chapter is financially stable.
Paperwork	Whether major National requirements are current or approaching.
Service	What the Chapter is doing for the band and whether it addresses actual needs.
Culture	Whether significant interpersonal, engagement, policy, safety, or conduct concerns exist.
Transition	Whether future leaders are being developed and institutional knowledge is being preserved.
Support	Who your District Counselor and CVA are and how to contact additional assistance.

If you cannot answer several of these questions, that does not necessarily mean the Chapter is unhealthy.

It may mean that **a conversation is overdue.**



OPERATIONS WHERE YOUR ATTENTION MATTERS

You do not need to administer every Chapter process.

There are several areas, however, where Sponsor and DOB awareness, approval, or accountability is particularly important.

OPUS & CHAPTER PAPERWORK

What is OPUS?

OPUS is Tau Beta Sigma's online membership and Chapter reporting system. It is where Chapters maintain key membership and officer information and complete required National paperwork.

As a Sponsor or DOB, you do not need to manage OPUS on behalf of your Chapter officers. However, you should be familiar enough with the system to understand what your Chapter is submitting, recognize when your review or approval is required, and help ensure that important transactions reach completion.

Depending upon your role and system permissions, OPUS provides access to information and actions related to your Chapter, its members, officers, and required reports.

For a new Sponsor or DOB, the most important thing to understand is: **OPUS is not simply a place where students submit forms. It is part of the Chapter's official relationship with the National Sorority.**

Information submitted through OPUS affects National membership records, officer records, fees, Chapter reporting, and other official Sorority business.

Your Role in OPUS

Chapter officers - particularly the President - should take primary responsibility for preparing and initiating Chapter paperwork. The President is responsible for coordinating Sorority and university paperwork and ensuring that Chapter reporting is completed accurately and on time.

The Sponsor and DOB provide an important layer of review and accountability. The **DOB has final approval of Chapter paperwork**, and ChOps notes that the official submission date generally occurs when DOB approval is completed.

In practice, that means the Chapter and its advisors should establish a workflow that provides adequate time for preparation, review, corrections, and approval before the National deadline.

What Will I See in OPUS?

Sponsors and DOBs do not need to become experts in every OPUS function. You should, however, become comfortable locating the information most relevant to your advising responsibilities.

This may include:

- Current Chapter officers.
- Chapter membership records.
- Membership status information.
- Paperwork or transactions awaiting action.
- Submitted Chapter reports.
- Membership Education and Initiation-related transactions.
- Financial obligations associated with National transactions.
- The status of transactions already submitted.

Your Chapter President can be a useful partner in learning the system. For a newly appointed Sponsor or DOB, consider asking the President to walk through OPUS with you during one of your first meetings. This reinforces that navigating National systems is a shared point of awareness without shifting responsibility for operating those systems away from the collegiate officers.

Submitted Does Not Always Mean Complete

One of the most important OPUS concepts for Sponsors and DOBs is the difference between starting or submitting a transaction and actually completing it.

National paperwork may move through several stages of review, approval, payment, or processing. ChOps specifically instructs Chapters to verify that a transaction ultimately appears under Transaction Completed.

This makes OPUS a natural place to apply **Verify**:

“We submitted it” should be followed by, “Has it reached Transaction Completed?”

A transaction that is waiting for an approval, correction, payment, or another required action may still have consequences if it remains incomplete past a deadline.

Build an Approval Process Before You Need One

Do not wait until the first National deadline to determine how paperwork approval will work.

Early in the academic year, the President, Sponsor, and DOB should discuss:

- Who monitors upcoming National deadlines?
- How far in advance should paperwork be prepared?
- Does the Sponsor and/or DOB review paperwork before submission?
- How will the DOB know that something is awaiting approval?
- How much lead time does the DOB expect?
- Who follows up to confirm that the transaction reached final completion?

A Chapter should not routinely send paperwork to its Sponsor or DOB for the first time minutes before a National deadline.

Likewise, Sponsors and DOBs should recognize that an item waiting in their approval queue may prevent the Chapter from completing its responsibility.



Using ACVI With OPUS & Paperwork

ASK: What paperwork is due next, who owns it, and when will it be ready for review?

COACH: If deadlines are repeatedly stressful or missed, help officers examine the underlying system. Do they need a shared calendar, clearer officer responsibilities, earlier internal deadlines, or a better approval process?

VERIFY: Confirm that significant transactions have received all required approvals and reached final completion.

INTERVENE: If paperwork is repeatedly incomplete, National obligations are accumulating, or Chapter standing may be affected, work with Chapter leadership to address the underlying issue and engage District or National support when needed.

GO DEEPER IN ChOps

Chapter Paperwork & Paperwork Checklist - pp. 6–7

www.opus.kkysbs.org/s/login

www.kkysbs.org/opus-faq

RECRUITMENT & MEMBERSHIP EDUCATION

Tau Beta Sigma uses **Overture** as its National Membership Education curriculum, and Chapters must submit a Membership Education Plan (MEP) for approval before conducting recruitment or Membership Education activities.

Sponsors and Directors should understand the candidate experience - not simply know the Initiation date.

Remain aware of:

- Recruitment plans and dates.
- The approved MEP and calendar of major events.
- Candidate time commitments.
- Major Membership Education activities.
- Additional Chapter traditions or events.
- Candidate financial expectations.
- How candidates can raise questions or concerns.
- Whether actual practice matches the approved plan.

ChOps also requires additional traditions and activities connected with Membership Education to be included within the MEP and emphasizes transparency regarding activities, costs, and time commitments.

Useful Questions

- What are candidates expected to understand by the end of the process?
- How does recruitment reflect who Tau Beta Sigma actually is?
- Are there activities occurring that are not included in the approved MEP?
- How will candidates raise concerns?
- How are members ensuring that expectations remain positive, educational, and policy-compliant?

Sponsors and DOBs also share responsibility for advising the membership-selection process. This does not necessarily mean choosing members for the Chapter. It means helping ensure the process is thoughtful, equitable, and consistent with applicable governing documents and policies.

GO DEEPER IN ChOps

Vice President for Membership & Membership Education Plan - pp. 12–15

www.tbsigma.org/overture

overture@tbsigma.org



FINANCIAL ACCOUNTABILITY

Sponsors and Directors should not manage Chapter finances for the Treasurer.

They should expect financial transparency.

At any reasonable point, the Treasurer should be able to produce the Chapter's budget, ledger, and current financial position.

Useful questions include:

Understanding the Chapter's Financial Structure

- Where are Chapter funds held? Does the Chapter use a university account, external bank account, or some combination?
- Who has access to each account, and how is that access transferred when officers change?
- What is the Chapter's process for approving expenditures? Who must authorize a purchase or reimbursement before money is spent?
- Are there university or band-program procedures that must also be followed when receiving or spending funds?
- How are purchases, reimbursements, deposits, and other transactions documented?
- When and by whom are accounts reconciled against the Chapter ledger?

Understanding the Chapter's Financial Year

- What are the Chapter's largest or most predictable expenses each year?
- What National obligations should be anticipated in the annual budget?
- What major fundraisers, events, or other revenue-generating activities does the Chapter typically hold each year?
- How much does the Chapter generally depend on those activities to fund its annual operations?
- Are there times of year when the Chapter typically has significantly more income or expenses?
- Are there major expenses on the horizon that require the Chapter to begin planning or saving now?

Understanding the Chapter's Current Position

- What is currently available in the Chapter's accounts?
- How does actual income and spending compare with the approved budget?
- Are there outstanding payments, reimbursements, deposits, or transactions that still need to be reconciled?
- Does the Chapter have enough available funds to meet its upcoming obligations?
- What is the Chapter planning to do with available resources?
- How is Chapter spending supporting the band and the purposes of Tau Beta Sigma?

ChOps expects Treasurers to maintain accurate records and regular financial updates and identifies regular review of financial statements as a Sponsor/DOB responsibility.

It also outlines safeguards including two signatures on checks, record retention, and restrictions on linking Chapter funds to members' personal peer-to-peer accounts.

A good practice is simple: **Ask to see the same financial information the Chapter sees.**

Financial accountability should exist throughout the Chapter rather than only between the Treasurer and an advisor.

GO DEEPER IN ChOps

Treasurer & Fundraising - pp. 21–23

[View Only of Template](#) | [Make a Copy](#) | [Example Filled Through November](#)

SERVICE & BAND CONNECTION

Tau Beta Sigma Chapters exist to serve collegiate bands.

That relationship should therefore remain central to Chapter planning.

At least annually, Chapter leaders should ask: **What does our band program need from Tau Beta Sigma?**

The answer should not automatically be: "Whatever we did last year."

ChOps directs Chapters to prioritize service to their collegiate bands, communicate with the DOB regarding current projects, and seek feedback regarding future projects that would directly benefit the band program.

The DOB is particularly important in helping students understand changing needs.

The Sponsor can then help students translate those needs into realistic, effective Chapter work.

A useful measure of success is not simply: **How many service projects did we complete?**

Instead ask: **What difference did our service make?**

GO DEEPER IN ChOps

Service & Special Projects - pp. 16–19

[National Programs Guide](#)

[Event Planning Worksheet Template](#)



GOVERNANCE & OFFICER TRANSITION

Healthy Chapters need systems that outlast individual leaders.

Chapter Constitution

The Chapter Constitution establishes local processes related to officers, elections, membership, meetings, and other Chapter operations.

ChOps recommends regular review, including annual review and more comprehensive review following each biennial National Convention.

Sponsors and DOBs should not write the Constitution for collegiate members.

They should encourage members to understand and use it.

When uncertainty arises about a local process, ask: **What does your Chapter Constitution say?**

Officer Transition

Transition should transfer more than files and passwords.

It should transfer institutional knowledge.

ChOps encourages outgoing officers to document responsibilities, deadlines, resources, contacts, accomplishments, lessons learned, and advice for their successors.

After elections, consider asking incoming officers:

- What did you learn during transition?
- What unfinished work are you inheriting?
- What information or access are you still missing?
- Where do you think you will need support?
- What do you hope to do differently?

GO DEEPER IN ChOps

Officer Transition - pp. 26–27

Chapter Constitutions - pp. 32–33

[Officer Transition Worksheet](#)

[Constitution Template](#)

COACHING STUDENT LEADERS

The strongest advising relationships increase students' ability to lead.

ASK BEFORE SOLVING

When an officer brings you a problem, resist automatically becoming the answer.

Instead of:	Try:
"Here's what you should do."	"What do you think your options are?"
"You need more members."	"What will the Chapter look like next year if membership stays exactly where it is today?"
"I'll talk to them."	"What conversation do you think needs to happen?"

Sometimes students genuinely need an answer.

Often, they first need an opportunity to think.

GIVE FEEDBACK THAT LEADS TO ACTION

Useful feedback helps a student understand three things:

- What happened?
- Why does it matter?
- What needs to happen next?

Feedback that communicates only disappointment may create frustration without improving future performance.

Tie feedback to expectations and next steps.



MAINTAIN ACCOUNTABILITY WITHOUT TAKING OVER

If a student commits to doing something, establish when you will revisit it.

- “When will that be complete?”
- “What should I expect to see?”
- “When should we check in again?”

This is the **Verify** portion of ACVI.

Students retain responsibility for the work.

Advisors make sure important commitments do not simply disappear after the meeting.

CLARIFY WHAT SUPPORT IS NEEDED

When someone brings forward a concern, ask: “**What would be most helpful from me right now?**”

They may need:

- Advice.
- A policy interpretation.
- Help thinking through options.
- A connection to another resource.
- Someone to listen.
- Or direct intervention.

Understanding the need before responding helps preserve student ownership while ensuring serious matters receive appropriate attention.

RECOGNIZING WHEN MORE SUPPORT IS NEEDED

Not every challenge indicates an unhealthy Chapter.

Collegiate organizations experience difficult semesters, changing membership, interpersonal conflict, leadership transitions, and unexpected challenges.

The more important question is: **Is the Chapter recognizing the challenge and responding to it effectively?**

Pay particular attention to patterns such as:

- Repeatedly late or incomplete paperwork.
- Significant or sustained membership decline.
- Recruitment repeatedly producing few or no candidates.
- Persistent officer vacancies.
- One or two members carrying most Chapter responsibilities.
- Inability to explain the Chapter's financial condition.
- Missing records or unexplained transactions.
- Persistent interpersonal conflict.
- Significant member disengagement.
- Membership Education activity differing from the approved plan.
- Traditions raising policy or safety concerns.
- Service disconnected from band needs.
- Poor or nonexistent officer transition.
- Lost access to accounts or Chapter records.
- Significant concerns from members, candidates, faculty, or university staff.
- Chapter leaders avoiding communication with the Sponsor or DOB.

The earlier support is engaged, the more opportunities there generally are to strengthen the Chapter.

You do not need to wait until a Chapter is in crisis before asking for help.



YOUR TAU BETA SIGMA SUPPORT NETWORK

Sponsors and DOBs are part of a broader network supporting every Tau Beta Sigma Chapter. You are not expected to address every challenge alone, and you should not wait until a Chapter is in crisis before engaging additional support.

DISTRICT COUNSELOR

District Counselors are the primary regional resource for Chapter operations and provide ongoing guidance and oversight to Chapters within their assigned areas. ChOps identifies Counselors as resources for policies and procedures, finances, governance, membership, Chapter Constitutions, and other day-to-day operational needs.

Counselors have autonomy within their regions to assess Chapter needs, provide direction, establish expectations and follow-up, and coordinate additional support when needed. They are particularly valuable when a Chapter is experiencing operational challenges, membership concerns, financial difficulties, leadership instability, or other issues requiring continued attention and accountability.

CHAPTER VISITATION ASSOCIATE

Chapter Visitation Associates provide coaching, feedback, and developmental support through the Chapter visitation program. CVAs can help Chapters assess their strengths and opportunities, develop goals, strengthen leadership and operations, facilitate conversations, and connect members with additional resources.

Their role is primarily developmental and recommendatory rather than directive. A Chapter visit is not an indication that something is wrong; healthy Chapters can benefit from outside perspective, coaching, and feedback as well.

When a CVA identifies a concern requiring greater operational oversight or authority, they can connect the Chapter with the appropriate District Counselor or National leadership.

National Council

The National Council is the appropriate point of escalation for concerns involving National policy, significant Chapter operations, membership or Chapter status, serious compliance concerns, or matters requiring National-level interpretation or action.

Sponsors and DOBs should engage the National Council when concerns involve serious Membership Education or conduct matters, significant financial concerns, major operational breakdowns, threats to Chapter viability, or other situations that extend beyond routine Chapter support.

You do not need to determine that a violation has occurred before reaching out. Early consultation with National leadership can help identify appropriate next steps before a concern becomes more significant.

NATIONAL HEADQUARTERS

National Headquarters supports the administrative and business operations of the Sorority, including OPUS, membership records, National transactions and payments, paperwork processing, fees, and other administrative needs.

Any correspondence received from the IRS should be sent immediately to National Headquarters.

WHEN IN DOUBT, ASK.

You do not need to determine the perfect person before reaching out. Your District Counselor, National Council, or National Headquarters can help connect you with the appropriate resource.



A YEAR IN THE LIFE OF YOUR CHAPTER

This overview provides a general advising rhythm rather than replacing official National deadlines.

Time	Sponsor/DOB Focus
Beginning of Academic Year	Meet Chapter leaders; establish communication expectations; discuss band needs and Chapter goals; review membership outlook, finances, recruitment, and the MEP.
Early Semester	Monitor recruitment/Membership Education; verify paperwork progress; discuss service plans and finances.
Mid-Semester	Complete the Chapter Health Dashboard and identify actions requiring follow-up.
End of Fall	Confirm required reporting; assess goals, finances, membership outlook, and spring priorities.
Beginning of Spring	Revisit goals, membership, finances, service, and upcoming opportunities.
Mid-Spring	Discuss elections, future leaders, membership sustainability, and transition preparation.
End of Academic Year	Confirm reporting; review finances; support officer transition; verify records/account access; complete an annual Chapter health review.

Official paperwork deadlines and detailed procedures remain in ChOps.

THE ANNUAL CHAPTER CONVERSATION

At least once each academic year, intentionally discuss the Chapter beyond its next event or deadline.

This can be paired with the Chapter Health Dashboard.

BAND PROGRAM

- What does the band need most from Tau Beta Sigma?
- Where is the Chapter currently making an impact?
- What needs are not being addressed?

MEMBERSHIP

- What does membership look like today?
- What will it look like after upcoming graduations?
- What might it look like two years from now?

CHAPTER HEALTH

- What is working especially well?
- What concerns us?
- Where is the Chapter becoming stronger?
- Where are we losing momentum?

FINANCES

- Does the Chapter understand its financial condition?
- What obligations or opportunities are ahead?
- Are resources being used intentionally?

LEADERSHIP

- Who is developing?
- Where is too much responsibility concentrated?
- Who might lead next?
- Are transitions preserving knowledge?

PARTNERSHIP

- What does the Chapter need from its Sponsor?
- What does the Chapter need from its DOB?
- What do the Sponsor and DOB need from Chapter leadership?

FINISH WITH

- What should we continue?
- What should we change?
- What is the most important thing we need to accomplish next?
- When will we revisit that commitment?

Ask. Coach. Verify.



WHAT SHOULD I DO IF...?

THE CHAPTER MISSES A NATIONAL DEADLINE.

Determine what was missed and what must happen now.

Help the responsible officer address the immediate requirement, then examine the underlying issue. Was the problem planning, communication, finances, officer workload, or the approval process?

Verify that the requirement reaches final completion.

Repeated missed deadlines warrant a larger operational conversation.

THE CHAPTER HAS VERY FEW RETURNING MEMBERS.

Do not wait until membership reaches zero.

Assess expected graduations, current members, recent recruitment results, relationships within the band, and barriers to joining or remaining involved.

Develop a sustainability plan and involve District/National support early.

I AM CONCERNED ABOUT MEMBERSHIP EDUCATION.

Ask direct questions and compare what is actually occurring with the approved MEP.

Potential hazing, safety, policy, or candidate-welfare concerns should move quickly from **Ask** to **Intervene**.

Membership Education must follow Overture, the approved MEP, applicable university expectations, and Tau Beta Sigma policies.

THE TREASURER CANNOT EXPLAIN THE CHAPTER'S FINANCES.

Request the current budget, ledger, account balance, and relevant records.

If the concern is primarily skill or organization, coach the Treasurer toward reconciliation and verify that corrections occur.

If funds cannot be accounted for, records are missing, or misuse is suspected, engage the DOB and appropriate university/District/National support promptly.

MEMBERS BRING ME A COMPLAINT ABOUT AN OFFICER.

Listen first.

Clarify what occurred, who is involved, what has already been attempted, and what support the member is seeking.

Not every disagreement requires advisor intervention. Policy, retaliation, discrimination, safety, serious misconduct, or continued harm should receive more direct attention.

THE PRESIDENT STOPS COMMUNICATING.

Reach out directly and begin by understanding what has changed.

The issue may involve workload, uncertainty, conflict, personal circumstances, or another challenge.

Determine what support or redistribution is necessary, then establish clear communication expectations.

THE CHAPTER MAY BE VIOLATING A POLICY.

Do not guess.

Pause the activity when appropriate and consult the relevant policy, university resource, District Counselor, or National leadership before moving forward.

THE CHAPTER IS ACTIVE BUT PROVIDES LITTLE MEANINGFUL BAND SERVICE.

Return to purpose.

Ask: **What does the band need from us?**

Identify the need first.

Develop the project second.

THE CHAPTER IS CONSIDERING SERIOUS DISCIPLINARY ACTION.

ChOps specifically directs Chapters to discuss member Probation, Suspension, or Expulsion with the Sponsor and DOB, and emphasizes proper communication, documentation, and procedure.

Engage District or National assistance when needed.



SUMMARY

Serving as a Chapter Sponsor or DOB is an investment in Tau Beta Sigma, the collegiate band program, and the students who have chosen to lead.

Healthy Chapters are not necessarily Chapters that never face difficulty.

They are Chapters that understand their purpose, communicate openly, maintain effective systems, address concerns, seek support when appropriate, and prepare future members to lead.

Sometimes your greatest contribution will be asking the question that helps students find their own answer.

Sometimes it will be coaching them through a challenge.

Sometimes it will be verifying that an important responsibility has been fulfilled.

And sometimes it will be recognizing that the situation requires more direct involvement.

Ask. Coach. Verify. Intervene.

Through each, Sponsors and DOBs help collegiate members develop as leaders while helping Tau Beta Sigma Chapters remain healthy, sustainable, and meaningfully connected to the bands they serve.

Thank you for your partnership and your service to Tau Beta Sigma.

Tau Beta Sigma, For Greater Bands!